FROM SMALL FIRMS TO BEAUTIFUL DESTINATIONS: ENGINEERING COLLABORATIVE NETWORKS FOR DESTINATION DEVELOPMENT

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Abstract

Collaborative networks provide a viable means for destination management organisations (DMOs) to engage small enterprises in collaborative destination development, and may offer a means to steer destinations toward sustainability. However, the use of collaborative networks in destination development remains under-studied. This paper reports on an exploratory qualitative study into a gastronomy network set up by a Destination Management Organization (DMO) in Southern Denmark. Based on ten semi-structured interviews the study examines the relationship between individual and collective goals in the network. The study illustrates that a DMO can occupy a powerful position a collaborative tourism network, providing scope to steer destination development; however, this hinges upon sufficient alignment between individual and collective goals, and this in turn requires insight into the individual goals driving actors' participation. Building on the tripartite classification of Munksgaard (2014), the study formulates an analytical framework to facilitate analysis of factors' goals in collaborative tourism networks; and thus contributes a conceptual frame for research and practice.

Keywords: Collaboration, Collaborative Networks, Destination Management, Sustainability.

Introduction

Most tourism services are provided by small firms (Buhalis & Cooper 1998), often by small "tourism shops" (Sundbo et al. 2007). Small tourism firms are the "life blood of the travel and tourism industry worldwide" (Erkkila 2004:23 cited in Novelli et al. 2006:1141), contributing both to the mass market products in the "short head" (Lew, 2008) and to the growing array of niche products in the lengthening "long tail" (ibid),satisfying"[tourists'] specific interests and needs" (Novelli et al. 2006:1141).

From the conventional economic view, tourism firms are like any other; they are rational entities engaged in an economic race for survival, competing for customers and profit. However, the small firms constituting the bulk of the tourism industry are not just rational economic units slavishly pursuinggreater profits; they are instead quite disparately inspired. Although some small "tourism shops" are operated by development-oriented persons whose main aim is business, most are in it for a life-styleand family life takes precedence over business (Sundbo et al. 2007).

The interweaving of individual and collective action in tourism systems furtherchallenges the notion of economic rationalism as the main driver of firm behavior in tourism systems. Tourism firms inevitably co-operate, consciously or otherwise, to compete collectively at destination level.Tourists "'consume' destinations as a comprehensive experience" (Buhalis 2000:3); and firms often depend upon each-other to deliver the destination products. So "competition in tourism is primarily between destinations, and only secondarily between individual service providers" (OECD 2008:40) and in fact "the competitiveness of each player is often interrelated" (Buhalis 2000:3).

Destination management has traditionally viewed the collective competition in rational economic terms. Typically, the goal has just been to get bigger: tostrengthendestination appeal so as to attract more tourists and grow market share. However, history has amply demonstrated that bigger is notautomatically better: the burgeoning growth of tourism has patently

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brought many problems, and sustainability is now a pressing concern (Liburd 2010). It is now abundantly clear that destinations cannot simply compete to grow, and "sustainability goes hand-in-hand with competitiveness" (OECD 2010:62). So destination managers cannot pursue strategies predicated on growth alone, lest they erode the sociocultural and environmental foundation on which tourism rests (Liburd 2010/OECD 2010).

E F Schumacher's classic work, Small Is Beautiful: A Study of Economics As If People Mattered(Schumacher 1973) holds remarkable relevance for the challenge now facing destination managers. Standing in opposition to the "obsess[ion] with the idolatory of giantism" (Naeem 2012:6) implicit in mainstream economics, Schumacher's alternative economic philosophy argues that orthodox economics is unsustainable because its conceptions of natural and human resources are flawed (e.g. see: Naeem 2012/Schumacher Centre 2014/Schumacher 1973). Particularly, by treating natural resources as income rather than non-renewable capital the orthodox economic perspective ignores the fact of human "dependence on the natural world" (Naeem 2012:4). As far as human resources go, orthodox economics also fails to understand the nature of work: work and leisure are "complementary parts of the same living process [that] cannot be separated without destroying the joy of work and the bliss of leisure" (Schumacher Centre 2014); and the threefold purpose of work is to develop personal faculties,overcome egocentricity by joining others in a common task, and make the products needed for a 'becoming existence' (e.g. see: Naeem 2012/Schumacher Centre 2014).

Apparently, the operators of most small "tourism shops" hold a similar worldview:ennobling work in tourism is seen as a life-style, and they lean toward a more conservative business approach wherein bigger is not necessarily better (Sundbo et al. 2007). In the traditional guise of growth-oriented destination management effort, theselifestyle enterprisesare a drag on innovation and growth; however, in taking a worldview akin to the alternative economic philosophy of Schumacher, these small, lifestyle-oriented "artisanal tourism shops" (Sundbo et al. 2007)may in fact light the way toward more sustainable destinations. Pointedly, suitable network strategies may provide a way for destination managers to engage these small firms in destination development, and thus 'steer' destinations along desirable development trajectories; trajectoriesthat strengthen both the economic performance of the destination and the sustainability that must go hand-in-hand with it.

Destination Management Organisations (DMOs) can be "platforms for co-operation" (OECD 2008:23) and "[t]here is great potential for the development of alliances, networks and clusters in travel and tourism" (OECD 2008:50). Despite recent valuable work (e.g. Larson, 2009/Larson & Gyimóthy 2012/ Liburd et al. 2013) research on networks remains sparse in tourism, especiallyregarding destination management (Novelli et al. 2006/Tinsley & Lynch 2001). Unexplored questions remain as to how collaborative networks might be effectively used in destination management, and this exploratory study seeks to shed light upon this relatively unexplored realm.

Literature

A network is "a complex, interconnected group or system"(Tidd & Bessant 2013:302); it is "a specific type of relation linking a set of persons, objects or events" (Knoke & Kuklinski1983:12 in Novelli 2006:1142).Formal networks are purposely set up to achieve a specific goal(Tidd & Bessant 2013). A "focal agent" (Tidd & Bessant 2013:305)is an entity that creates and manage aformal network. Ivery (2010:23)describes a "broker organisation" as an organisation that takes responsibility for "convening participants, facilitating network development…and providing general operating support". A DMO may be a "focal agent" or "broker organization"by purposely engineering a network to foment coordinated effort among the actors in tourism systems (Larson & Gyimóthy 2012/Tinsley & Lynch 2001).

Networks are not all the same. Conway and Steward (1998)describe networks as 'tight' or 'loose' according to the quantity (number), quality (intensity) and type of the interactions or links involved. More recently, Larson (2009) has examined networks through the lens of a "political market square", with differences in access, interaction and change dynamics producing different network forms, metaphorically described as the tumultuous "Jungle", the dymanic "Park", or as the institutionalised "Garden". Notably, collaborative networks have certain characteristics that distinguish them from other networked forms (Innes & Booher 1999/2003/Keast et al. 2004).

Collaboration is a process that enables independent individuals, organisations and sectors to combine their human and material resources in ways that allow them to accomplish objectives that they are not able to achieve alone (Himmelman1996/Huxham 1996/ Kanter 1994), or through working together in less

connected ways (Keast & Brown 2006/Keast et al. 2004). In collaborative networks, members perceive the need for collective commitment to change; theyrealize that they have a common problem and "cannot meet their interests working alone" (Innes & Booher 2000:7). As Larson and Gyimóthy (2012:23) describe, "Collaborative partnerships provide the foundation for service delivery systems that work together to leverage resources and accomplish common goals". So in collaborative networks the actors focus "on inventing strategy to change a broad array of interlinked activities" (Innes & Booher 1999:15); negotiations work towards "new collective value" (ibid); and members seek "mutual gain solutions that…enlarge the pie for all" (Innes & Booher 2003:37).

For the "focal agent" the challenge is in "organizing and managing networks so they perform" (Tidd & Bessant 2013:300). The management of a collaborative network boils down to the management of actor relationships (Ivery 2010/Larson 2009/Mandell & Keast 2011). If destination managers are to successfully employ network strategies in destination management, they must manage the dynamic and political relationships that such networks entail (Larson 2009/Larson & Gyimóthy 2012). However, as the involved actors typically have both "similar and different (conflicting) interests" (Larson 2009:397), one of the main network management difficulties stems from the conflicts between individual and collective goals (Mandell 1994). Pointedly, the successful management of a collaborative network hinges on sufficient alignment between individual and collective goals, and this calls for insight into the individual goals of the involved actors.

Munksgaard (2014) has usefully identified three categories of actor perceptions about the opportunities arising from participation in networks. Specifically, "Achievers" participate in networks when they can gain benefits in terms of individual sales, "Harvesters" participate in networks when theycan gain useful knowledge from other members or cultivateuseful business contacts, and "Wishers" engage in networks on the basis of a conviction that networks offer emergent collective benefits and these effects grow when the actors all contribute to the 'common good' (Munksgaard 2014).

For destination managers to effectively steer destinations towards desirable ends through collaborative networks they must comprehend the types of individual goals of involved actors; armed

with such understanding the destination manager can craft suitable network goals, and more effectively manage network relationships to build commitment to the collective goals.Here, following Munksgaard (2014) our attention rests on analysing actors' individual goals, and evaluating alignment between individual and collective goals.

Methodology

The study follows the paradigmatic tradition of interpretive social sciences research (Jennings 2010); ontologically, the worldview (Heron & Reason 1997) is relativist; the epistemological standpoint, "the theory of knowledge justification" (Audi 2011:xiii) is subjectivist; and the methodology, "the strategy by which the ontological and epistemological principles are translated" (Sarantakos 2005:30), is via case study and comparative case analysis. A hermeneutic-dialectic methodology aims to produce as informed and sophisticated a (re)construction(s) as possible; as Guba (1990) explains, "individual constructions are elicited and refined hermeneutically, and compared and contrasted dialectically, with the aim of generating one (or a few) constructions on which there is substantial consensus" (1990:27). Case study enables deep insight into a phenomenon in context and is appropriate for gaining deep understanding of unique phenomenon (Yin 2005) and cross case analysis enables derivation of collective insights.

Here, the case is about Network Sønderjysk Gastronomy - a gastronomy network set up by Destination Sønderjylland (DUSJ), which is a new DMO in southern Denmark. The study seeks to understand"How, and to what extent, DUSJ can steer destination development through collaborative networks?" In addressing this question, the particular focus is on the goals driving actors' participation in the network, and the relationship betweenindividual and collective goals that sit at the crux of the relationships vital to a functioning network.

The study is informed by ten semi-structuredpersonal interviews held with nine members of Network Sønderjysk Gastronomy and with one key informant from a food supplier network closely associated with Network Sønderjysk Gastronomy. The interviews were conducted at a food festival "En bid afSønderjylland" (A bite of Southern Jutland) held at Gram Castle on 30th March 2014, and were all audio recorded to facilitate subsequent analysis. The analysis entailed initial review to identify extant common themes for structured comparative analysis using a meta-matrix(Miles & Huberman 1994), thus

enabling comparison and derivation of collective insights

Background

Destination Development Sønderjylland (DUSJ) is a project organisation engaged in destination development activities in a region in the south of Denmark's mainland, "Jylland". Tourism is one of the most important industries in the region; however, the region has witnessed a decline in tourism (DUSJ 2014) in line with a wider national trend marked by a drop in the key German inbound market and recent flattening in domestic bed nights too(OECD 2010). Against this backdrop, theStrategy for Danish Tourism 2009-15, has expressed the ambition to renew growth and competiveness through "strong destinations…[possessing] a well-defined strategy and close co-operation between the municipalities, tourism organisationsand business corporations" (OECD 2010:148).Consequently, DMO projects have recently been set up all over Denmark, and in fact DUSJ is one of the last (Nicolaisen 2014).

DUSJ has its origins in the strategy document Destination Development Sønderjylland, which describes a plan to reverse the recent trend of stagnation in regional visitor numbers and overnight stays (see DUSJ 2013).According to DUSJ (2014), regional industry revival will be achieved through a more strategic, coordinated approach in destination branding and market positioning, built upon a foundation of shared tourism values. A common vision of "what the region stands for and the type of tourists it wishes to attract" is deemed vital to this outcome (DUSJ 2014). Consequently, DUSJ has fostered a shared vision by focusing on the three "Lighthouse themes" of history, nature and food(DUSJ, 2014).

Networking is seen as the way to foster the necessary collaborative effort to put the shared vision in practice(DUSJ 2014). DUSJ has accordingly encouraged regional tourism actors to join DUSJ as 'Partners', who can then form collaborative networks according to their interests regarding the Lighthouse themes.The strategy has been effective in eliciting actors' participation in the destination development effort: at the time of the study, around 130 public and private organisations had joined as Partners, and eleven collaborative networks had formed (DUSJ 2014). Network Sønderjysk Gastronomy was one of the first collaborative networks established through the DUSJ.

Aligning with the twin Lighthouse themes of history

and food, "Network Sønderjysk Gastronomy aims to capitalise on the unique gastronomical traditions of the region, whereinvarious culinary specialties can be encountered (VisitDenmark 2014). One notable gastronomical tradition is that of the Coffee Table (Adriansen 2010/Museum Sønderjylland 2014), a tradition dating back to Prussian rule in the middle 19th century whereby an assortment of fourteen lavish cakes were baked for gatherings of Danish-minded citizens(Museum Sønderjylland 2014/Adriansen 2010).

Network Sønderjysk Gastronomy used the Coffee Table in its promotions of regional gastronomy atexistingfood events, such as the "Aarhus Outdoor Food Festival" and the "Copenhagen Food Festival" (Nicolaisen, 2014). The outstanding success of the Coffee Table at these events led the members of Network Sønderjysk Gastronomy form a new regional food festival, "En bid afSønderjylland" (a bite of Southern Jutland). Essentially, the idea was to offer a modern twist on the Coffee Table by producinga Southern Jutland tapas platecomprising 12 signature dishes selected in a competition among regional chefs; the selected dishes would then be included in a cookbook and "En bid afSønderjylland" would become an official label forlocal eateries featuring the signature dishes in their menus (Sønderjylland, 2014). The inaugural festival was held at Gram Castle on 30th March 2014. Sixteen talented regional chefs, all members of Network Sønderjysk Gastronomy, participated in thecompetition to produce dishes for the tapas plate; and many local food producers and retailers attended to showcase their products to the chefs and visitors attending.

Analysis

A team review of the interview material culminated in an analytical framework constituted by: result 'Focus'; input 'Orientation'; and 'Result' sought. Specifically, the result Focus could be outward, marked by greater emphasis on collective benefits for the destination (Focus Outward, FO); or inward, marked by concern with individual gain (Focus Inward, FI). Resource inputs to network activities could be viewed as a cost, bringing little or no individual benefit (Orientation Cost, OC); or as an investment expected to yield some future return (Orientation Investment, OI). FollowingMunksgard (2014), the categories ofdesired Results comprised: gaining learning, in terms of the generation of new ideas for the business or for destination development, either via explicit exchange of ideas or observation (Result Learning, RL); gaining sales, either directly

and immediately as a result of participating in network activities, or indirectly and subsequently due to increased visitation to the destination (Result Sales, RS); developing useful contacts, in terms of cultivating relationships to aid sales or learning aims, or towards other social ends (Result Contacts, RC); or, other higher purpose such asa general desire to support the destination development efforts, showcase the area to visitors, or enhance visitor enjoyment of the area (Result Higher Purpose, RH). The analytical framework is summarised in Table 1.

Results

As far as Interviewee 1 (2014) was concerned, the main aim of participating in the festival was to gain experience and learn from others (RL): "I would like to reach more satisfaction and to achieve more experience" (Interviewee 1 2014). Gaining more customers and increasing sales (RS) was another important aim of being in the festival, and was seen as a potential benefit arising from the development of the destination through the network. Consequently,

Table 1: *Summary of Analytical Framework*

FOCUS: The focus of concern regarding network involvement, ranging from main concern with self to main concern with the collective. • Focus Inward (FI): the result focus of the actor is marked by predominant concern with individual gain (benefits for me) • Focus Outward (FO): the result focus of the actor is marked by predominant concern with collective gain (benefits for all)
ORIENTATION: The main orientation regarding the actor's resource inputs (time, effort, capital) to network activities. • Orientation Cost (OC): the actor provides resource inputs to the network with little or no expectation of future benefits in return (thus, the inputs are just a cost) • Orientation Investment (OI): the actor provides resource inputs to the network with the expectation of some future 'return' (thus, the inputs are seen as an investment)
RESULT: The main types of results that are sought by the actor in relation to their network involvement. • **Learning (RL):** the actor is principally seeking to acquire new ideas, either for their own business or for the destination development generally. • **Sales (RS):** the actor is principally seeking to gain more custom, increase sales and profits for their own business. • **Contacts (RC):** the actor is principally seeking to cultivate new relationships, which may relate to sales, learning or other outcomes of interest. • **Higher purpose (RH):** the actor is seeking results that appear altruistic, such as seeking to enhance visitor enjoyment of the area, or simply wishing to support the destination development efforts of their industry peers.

the focus was inward (FI) and network inputs were viewed as an investment (OI) primarily to gain learning (RL) and secondarily, more sales (RS). Referring to Munksgaard (2014), there were characteristics of both an "Achiever" and "Harvester", though the latter predominates due to the emphasis on learning.

Although Interviewee 2 (2014) was primarily concerned with growing their business (RS), there was also a concern with developing the destination (RH): "We have the forest, the beach, so much good stuff we can use, and this is all about getting the name out of that"(Interviewee 2 2014). Interestingly, though the festival was seen as a way to gain more customers (RS), it was also seen as an opportunity to

work as partners, rather than competitors, and also to learn from each other (RL). The overall tendency was an inward focus (FI) and a view of network inputs as an investment to get some return (OI). Referring to Munksgaard (2014), as the primary goal was sales, and collective effort was seen as a way to aid realisation of that aim, the dominant characteristics were those of an "Achiever".

Interviewee 3 (2014) did not expect any short-term benefits to accrue to their business due to their involvement in the festival or in the network. As far as the festival was concerned, apart from hoping to "get a few ideas" (Interviewee 3 2014), a learning result (RL), there was no expectation of

any individual benefit; in fact, he was adamant that the business was not there to gain new customers, and would not gain any profit from it. Moreover, he did not foresee any individual benefits arising from the network: "I haven't planned anything to achieve something from them, because I cannot really see anything that I can get from it" (Interviewee 3 2014). Instead, the main aim of network involvement was to improve the destination (RH), which in his opinion needed to become "more professional" (Interviewee 3 2014). The focus here was clearly outward (FO) and the inputs to the network were just a cost (OC). Thus, Interviewee 3 (2014) was a classic "Wisher" (Munksgaard 2014) – network involvement was seen as a way to contribute to a joint effort to generate collective benefit to the destination.

Interviewee 4 (2014) keenly supported the joint effort to raise destination awareness. The festival was seen as an opportunity to encourage a more cooperative approach and "get away from competitive thinking" (Interviewee 4 2014); it was also viewed as an opportunity to meet new people (RC) and exchange ideas in order to develop knowledge (RL) that might benefit the destination (RH). It was all about "meeting colleagues, networking, talking with other people, getting some feedback, having a good time" (Interviewee 4 2014). Notably, there was no expectation of sales benefits from involvement in the festival, or from the involvement in the network; rather, the aim was to aid the destination development effort (RH): "I am not trying to get tourists or visitors; I am in on this because I think it's important for the area" (Interviewee 4 2014). Consequently, the focus here was outward (FO), and the resource inputs to the network were a cost (OC) entailing no expectation of individual return, contributing only collective destination benefits (RH). Thus, Interviewee 4 (2014) was a typical "Wisher" (Munksgaard 2014).

Interviewee 5 (2014) wanted to take advantage of the "great opportunity" that DUSJ had created for developing and promoting the destination: "we are dependent on them for promoting and it is also vital for Southern Jutland that something happens" (Interviewee 5 2014). They believed a great deal of effort had been ploughed into the cooperation with DUSJ so as to help "put the destination on the map" (Interviewee 5 2014). According to Interviewee 5 (2014), DUSJ had laid the essential groundwork for the collaborative network; DUSJ had been instrumental in shifting business attitudes from competition toward cooperation, an outcome that would have otherwise been "impossible". So the

focus was outward (FO), and network inputs were provided to aid cooperative destination development (RH) without expectation of individual return (OC). Interviewee 5 (2014) exhibited the hallmarks of a "Wisher" (Munksgaard 2014).

Interviewee 6 (2014) regarded the festival as an opportunity to meet with others (RC), exchange knowledge (RL), and also just "have fun". According to Interviewee 6 (2014), DUSJ had played a valuable role in establishing a cooperative mindset, helping local tourism businesses to become partners contributing to destination development instead of just being competitors. Notably, the collaborative effort was also seen as a way to improve sales (RS): "I hope for more tourists in the summer and it will become very good down there…but you also have to remember that it is not a competition" (Interviewee 6 2014). On balance, the focus here was slightly more inward than outward (FI), and the inputs to the collaborative effort were an investment (OI) provided with the expectation of a sales return (RS). Interviewee 6 (2014) possessed the characteristics of an "Achiever" (Munksgaard 2014).

As far as Interviewee 7 (2014) was concerned, the festival was an important opportunity to develop new business contacts (RC), gain inspiration from others, exchange knowledge with them and learn (RL). According to Interviewee 7 (2014) DUSJ had been instrumental in bringing about greater cooperation among businesses in the network, yet the businesses were still considered to be "fight[ing] for the same customers" (Interviewee 7 2014). For Interviewee 7 (2014) the network was a marketing tool; it offered a way to promote the business so as to gain more customers and sales (RS). The focus of network involvement was clearly inward (FO), and any inputs were regarded as an investment (OI), mainly to gain a sales result (RS), an outcome that was potentially aided by developing contacts (RC) and learning from them (RL). Thus Interviewee 7 (2014) was an "Achiever" (Munksgaard 2014)

Interviewee 8 (2014) regarded the festival, and their involvement in the network, as providing opportunities to connect with others (RC) and gain new knowledge (RL), though a social aspect existed too: "It is good for us who do that…because we get out of the house and get around to see a little of the local shops" (Interviewee 8 2014). Overall, the focus was inward (FI) and, as the inputs entailed an expectation of individual returns, the input orientation was that of an investment (OI). Interviewee 8 (2014) thus exhibited the characteristics of a "Harvester"

(Munksgaard 2014).

Interviewee 9 (2014) had a very positive attitude towards the festival, as well as toward the networking arrangements that had been set up by DUSJ. The festival was regarded as a good way to promote the region, and Interviewee 9 (2014) expressed a desire for more events to promote the destination future: "Destination Southern Jutland has to keep being here and keep holding on by having events where everybody can join" (Interviewee 9 2014).Regarding the network cooperation, Interviewee 9 (2014) was focused on the collective long-term benefits for the region rather than any specific results for their own business, thus the focus was outward (FO) and the investment in the network was a cost (OC) to bring about a destination development result (RH). Interviewee 9 (2014) most resembled a "Wisher" (Munksgaard 2014).

Interviewee 10 (2014)was a coordinator of a food suppliers network, whose member businesses were also involved in the festival, thus they held a different position compared to the other interviewees. According to this key informant, the businesses from the network only attended the festival to promote their businesses and increase their sales (RS): "they wouldn't be doing it, if they didn't think there would be an increase in sales somewhere down the line and increase marketing visibility" (Interviewee 10 2014). Regarding the cooperation with Network Sønderjysk Gastronomy, it was noted that the two networks worked together a lot, and the overall aim was to strengthen the image of region to attract more visitors: "We basically put a lot of effort to just follow these little producers, to make them visible, to make the whole region more attractive, both for the locals but also tourists" (Interviewee 10 2014). The focus was predominantly inward (FI); the effort expended to work collaboratively in strengthen the destination image was an investment (OI) to increase sales (RS). So according toInterviewee 10 (2014), the members of the food network were mostly "Achievers" (Munksgaard 2014).

Discussion

The interviewed actors within Network Sønderjysk Gastronomy evidently sought various outcomes, such as gaining more sales, developing new contacts, or gaining inspiration and ideas. Drawing on the framework developed by Munksgaard (2014), the actors in this case comprised four Wishers, three Achievers and two Harvesters (Figure 1); and the key informant interview (Interviewee 10 2014) indicated

that the members of the related food network were mainly Achievers. The results illustrate the diversity of individual goals that exist among network actors (Munksgaard 2014); such diversity is to be expected
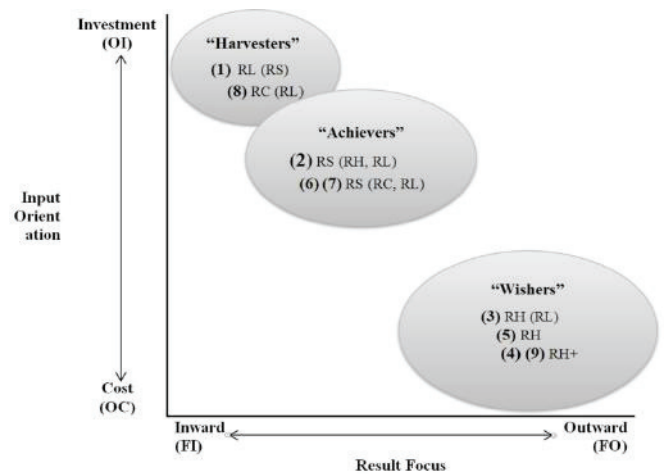
when it comes to tourism (Larson 2009).

Figure 1: Composition of Actors' Individual Goals

Notes: Numbers refer to interview subject, corresponding to description in text. Refer Table 1 for code descriptions; items in brackets represent secondary goal(s).

As highlighted by Munksgaard (2014), individual and collective goals co-exist in networks. Here, the study found that the extent of goal alignmentvaried; specifically, for the "Wishers" in this study, the network goal was fundamental - they joined in to achieve the collective destination development goal; for the Achievers, the network goal was instrumental - they helped to develop and promote the destination - to increase their own sales; and for the Harvesters, the collective network goal was incidental - they joined the collective effort to gain individual learning and networking benefits. In this respect, the study underscores the challenge in managing the essential relationships among actors in collaborative networks (Anklam 2007/Mandell 1994/Mandell & Keast 2011) as they are likely to pursue varied individual goals.

Notably, in this casethe individual actors' goals and the intensity of their commitment to those goals bothvariedwithinthe categories: the "Achievers" were not all just interested in sales; the "Harvesters" were not all equally interested in learning and developing new contacts; and the "Wishers" exhibited varying degrees of passion about the collective network goal (Figure 1). The study thus highlights that differences in actors' individual goals, and the relationship to collective network goals are a matter of degree; and it illustrates the how consideration of actors' result

Focus (inward or outward) and input Orientation (cost or investment) can aid understanding of the nuances arising in the inter-relationship between individual and collective goals in collaborative networks.

In this case the collaborative network has enabled the actors to replace a fragmented, individualistic view of the destination with a more holistic perspective; all the interviewed actors expressed at least some commitment to the collective destination development goal, even when there was a clear bent towards individual gain. It is precisely this type of paradigm shift that collaborative networks aim to achieve – namely, a sufficiently common picture to enable broadly coordinated effort toward the attainment of a shared goal.

The network actors often acknowledged DUSJ as the pivotal actor keeping the network alive. Particularly, the interviewed actors frequently expressed a view that DUSJ had laid the essential groundwork for the joint destination development effort by nurturing the guiding vision,and shifting the members from an individualistic, competitive mindset to a more collaborative one.Consequently, DUSJ was a powerful actor in this case, and was thus capable of steering the collaborative network in a coordinated destination development effort; notably, much of this power stemmed from the effort spent in cultivating a clear guiding vision that was sufficiently shared, but still offered sufficient room for actors' varied individual goals too.

The result indicates the importance of being able to craft a collective vision that can unite the involved actors, and yet accommodate their inevitably varied individual interests. Notably, the ability to craft such a

vision and maintain functional network relationships calls for nuanced understanding of individual actors' goals, and this can be achieved through evaluation of actors' result focus, input orientation and desired result type.

Apart from these aspects, it was interesting that several respondents also mentioned how 'having fun' or 'having a good time' from their participation in the festival, even though they put a lot of work into it; moreover, they often mentioned 'enjoying their work' and 'loving what they do' as an important reason for their participation in the collaborative network. Such responsestypifythe lifestyle orientation of most small tourism enterprises (Sundbo et al. 2007); and reflect the view of ennobling human work described by Schumacher (1973). So even though the underlying rationale for DUSJ was couched in the traditional guise of a building a more competitive destination to grow visitation and profit, the study indicates scope for DUSJ to orient this, and its other collaborative networks,toward loftier goals such as achieving a more sustainable position. It might even be possible to bring some of Schumacher's "Buddhist Economics" of "enoughness" (e.g. see Naeem 2012/Schumacher Centre 2014/Schumacher 1973) into tourism practice by, for example, enhancing the destination in order to extract greater yields from visitors rather than just striving to attract more of them. In this respect, thestudy raises speculation thatthe engagement of small firms in collaborative networks may offer a meansfor DMOs to work towards 'beautiful' (sustainable and prosperous) destinations; in this speculative light, it would seem that the movement toward such sustainable destination outcomes through collaborative networks will largely depend on the vision crafted by those that 'steer'.

Conclusion and Limitations

Individual and collective goals co-exist in collaborative networks (Munksgaard 2014). This study found that the extent of goal alignment varies; particularly, for some actors the network goal is fundamental, forming the reason for their network involvement; for others the network goal is instrumental, being a means to some individual end; and for others it is only incidental, the network simply provides a means to pursue individual interests.

The case highlights that individual goals, and the intensity of their commitment to them, can vary: "Achievers" may not just be interested in sales, "Harvesters" may not be equally interested in learning or forging new contacts; and "Wishers" may vary in their passion for the collective network goal. Consideration of result Focus (inward or outward) and input Orientation (cost or investment) aids understanding of the nuances in the inter-relationship between individual and collective goals in collaborative networks. Such understanding can enable a DMO to craft suitably inclusive goals to maintain actor relationships and facilitate collective effort towards desired destination development ends.

In this casethe DMO was a powerful actor in the collaborative network, offeringstrong potential to steer destination development thoughthe collaborative network; the vital ingredient was a sufficiently inclusive vision to accommodate the varied interests of the involved actors andengender commitment to the collaborative

destination development effort. The study highlights that a nuanced understanding of the inherent interweaving of collective and individual goals is necessary in attempting to engineer a collaborative network to bring about desired destination development outcomes, and such nuanced understanding may be achieved by considering actors' goals in terms of result focus, input orientation, and result type.

Insofar as the study found that enjoyment and 'having fun' were importantaspects of network involvement, the study results reflectthe lifestyle orientation of most small tourism enterprises asnoted bySundbo et al. (2007), and also concur with the view of fulfilling and ennobling work found in the alternative economic paradigm of Schumacher (1973). In this instance the study implies scope for the DMO to steer its collaborative networks toward loftier destination development goals such as taking steps towards sustainability. The study raises speculation that engineering collaborative networks to engage small firms in destination development might offer the prospects for DMOs to develop 'beautiful' (sustainable and prosperous) destinations.

Limitations arise from the single exploratory case study approach, which limits generalisability (Jennings 2010). The study indicates lines for further inquiry into the role of collaborative networks as a viable tool in destination development: future research could examining collaborative networks in other tourism destinations to determine if the results are specific to the context in this case; and longitudinal research designs could be employed to evaluate the long-term ability to steer destination development using collaborative networks.

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