WOW Philippines campaign
- an analysis on collaboration

Authors: Jo Anne Martinez Åkesson

Tutor: Hans Wessblad
Program: Tourism Studies
Subject: Tourism Science
Level and semester: C-level Spring 2009
Baltic Business School
Abstract

The Philippines is a country with a lot to offer within the tourism sector. With its 7107 islands, it offers diversity in culture and a wide range of tourism destinations. However, tourism development in the Philippines has not been as successful as its neighbouring countries. In order to develop the country as an attractive destination, collaboration is needed. The cooperation of different stakeholders as well as the importance of trust and reciprocity is vital for an effective collaboration.

Destination development within the tourism industry is seen as a collaboration or cooperation between different stakeholders who in part have something to gain in joining the collaboration. The relationship among the stakeholders may be based on previous interactions. In addition, concerning their respective involvement within the collaboration, theories argue that stakeholders do not necessarily exercise equal participation. With the use of the WOW Philippines campaign as an example of collaboration involving several stakeholders, the theories within collaboration shall be examined. At the same time, the theories will aid in researching the factors that may or may not be responsible for the advancements of the campaign.

The purpose of this thesis is to analyze the different theories within collaboration with the WOW Philippines campaign as an example of a collaborative endeavour. This thesis is addressed to students within the discipline of tourism development for future studies.

The researcher has utilized the hypothetico-deductive method which entails the examination of three theories within collaboration. Three hypotheses formulated from these theories will be either confirmed or dismissed in the end of the study.

With the help of the hypotheses, the researcher has concluded that aspects of trust and reciprocity within collaboration are vital in its success. Although in this case, it refers to a country’s perception of trust and reciprocity. The problem domain i.e. destination development aiming on increasing inbound tourism cannot be said to be the main reason for the achievements of the campaign. It is a contributing factor, as well as, the involvement of the stakeholders. The theories are acceptable in different levels with regard to the WOW Philippines campaign i.e. they cannot be either taken as individual reasons for its advancements or proclaimed as false. These theories are intertwined which means their relevance to each other is important in the case of tourism development in the Philippines.

*Keywords: tourism development, trust, reciprocity, inter-organizational commitment, collaboration, stakeholder, WOW Philippines, problem domain*
# Table of Contents

1 INTRODUCTION

1.1 BACKGROUND ..........................................................4
1.2 TOURISM .................................................................5
1.3 DEVELOPING A DESTINATION ....................................6
1.4 WOW PHILIPPINES ....................................................7
1.5 PURPOSE OF THE STUDY ..........................................7
1.6 STUDY QUESTION ....................................................8

2 METHOD

2.1 HYPOTHETICO-DEDUCTIVE METHOD ............................9
2.2 QUANTITATIVE APPROACH .......................................9
2.3 MOTIVATION ............................................................10
2.4 LIMITATIONS ........................................................10
2.5 EMPIRICAL DATA .....................................................11
2.6 DIAGRAM ..............................................................11

3 INTER-ORGANIZATIONAL COMMITMENT ...........................12
3.1 TRUST AND RECIPROCITY ........................................12
3.2 SUMMARY .............................................................14

4 COLLABORATION ........................................................15

4.1 THE PROBLEM DOMAIN ...........................................15
4.2 REASONS FOR THE CAMPAIGN ...............................16
4.3 THE RESPONSE TO THE PROBLEM DOMAIN ...............17
4.4 SUMMARY .............................................................18

5 STAKEHOLDERS THEORY .............................................19

5.1 STAKEHOLDERS ....................................................19
5.2 STAKEHOLDER MODEL ...........................................19
5.3 INPUT-OUTPUT MODEL ...........................................21
5.4 STAKEHOLDERS ROLES ..........................................22
5.5 SUMMARY .............................................................25

6 CONCLUSIONS AND RECOMMENDATIONS ........................26

6.1 SUMMARY .............................................................26
6.2 CONCLUSION ........................................................27
6.3 RECOMMENDATIONS .............................................27

7 REFERENCES ............................................................28
1 Introduction

This chapter is an introduction into the subject of collaboration as well as tourism’s attributes in connection with collaboration. The reasons and consequences of tourism development in relation with countries such as the Philippines will also be discussed. The current position of the Philippines within the tourism sector will be mentioned briefly as well as the WOW Philippines campaign.

1.1 Background

Terms such as cooperation and collaboration are used within several studies regarding destination development. However, there is an important difference between these two terms. According to Merriam-Webster Dictionary (2002), cooperation is described as a common effort or an association of persons for common benefit while collaboration is cooperation with an agency or instrumentality with which one is not immediately connected. Cooperation and collaboration, according to the definition, are overlapping concepts. In order to have a collaboration, cooperation is needed from the different stakeholders. However, according to Fyall and Garrod (2005), the term collaboration is not a single concept discussed in different studies and literature. Collaboration can be defined by different terms such as “...co-operation, networking and joint-ventures”. Aside from the three terms mentioned earlier, terms such as “alliance”, “agreements”, “coalition”, “partnership”, “bridge”, etc. appear in different literatures as well as contrasting terms of inter-organizational relationship such as “conflict”, “competition”, “co-option”, and “collusion” (Spyriadis 2002 cited in Fyall & Garrod 2005, p. 133). An example is the Association of Southeast Asian Nations (ASEAN). Chon (ed. 2000) refers to it as a strategic alliance. However, in view of the aims and purposes published on the Association of Southeast Asian's website (2009), it is pertained as collaboration between the member countries.

Within the tourism sector, there are numerous actors and stakeholders who are inter-connected in order to produce a tourism product. Goeldner and Ritchie (2006, p. 5) define tourism as “…the processes, activities, and outcomes arising from relationships and the interactions among tourists, tourism suppliers, host governments, host communities, and surrounding environments that are involved in the attracting and hosting of visitors.” This definition points out several stakeholders, for example, the tourism suppliers, host governments, host communities, and the environment which supports the assumption that in order to deliver an experience or service to its market, it entails a formation of numerous networks. The question of whether stakeholders are cooperating with each other or collaborating in order to develop a destination can be seen through the strategies applied as well as the goals they wish to accomplish. However, due to the nature of the terms cooperation and collaboration and their relationship with each other, cooperative approaches as well as collaborative approaches will not be discussed as two separate types of theories but as different types of strategies under the umbrella of destination development.

Collaboration or cooperation goes hand-in-hand with the existence of the stakeholders. Just as the networks within the tourism industry are interdependent in order to produce the tourism product. The concepts of collaboration and stakeholders are intertwined and related to each other.
In order to fully analyze the campaign, an overview of the tourism industry in the Philippines is needed since the industry has not fully achieved its position within tourism in comparison with its neighbouring countries. For example, according to the statistics published on the website of the Office of Tourism Development (2009), in 2007 there were 3,905,271 arrivals to Thailand from Europe alone. Sweden contributed to 2.62% of the arrivals that year i.e. 378,387 arrivals. There were 14,464,228 arrivals that year. In comparison to Thailand, even though it was a significant increase in foreign arrivals, the Philippines has arrivals between 1.7 to 1.9 million in 2007 (Ortiz 2008). This difference in tourist arrivals signifies a suggestive gap in destination development. The exposure as well as the relationships between stakeholders is beyond comparison. Thailand has established its position within the European market based on the number of arrivals from Europe while the Philippines is still in the process of tapping into its nearby neighbours for inbound tourists. Although not as significant as Thailand’s tourist arrivals, there has been a significant development attributed to the Department of Tourism’s WOW Philippines campaign. An analysis of the theories on inter-organizational commitment, collaboration and stakeholders will aid in examining the plausibility of these theories with regard to the WOW Philippines campaign.

1.2 Tourism
The premise of tourism or vacationing is based on its difference with “regulated” or “organized” work (Urry 2002). Tourism has different implications and importance based on perspective i.e. tourist or host destination. For example, it can also be differentiated as the supplier and the buyer, the First World and the Third World, etc. The relationship between tourism and the Third World being the supplier has several implications such as it can result to sustainability problems i.e. social, environmental and economical, “unequal” development between the First and Third World countries and the connotation given by the term Third World as referring to countries found in the lower level of “human development” (Mowforth & Munt 2003).

The definition of the term Third World has been a subject of debate. Terms such as “underdeveloped” (di Rivero 2001 cited in Mowforth and Munt 2003) and “slow economies” (Toffler 1991 cited in Mowforth and Munt 2003) have also been considered as a definition of the Third World. The term Third World in relation with the First World can be defined through factors such as power, development and resources. The Third World are the “Rest” and the power countries such as North America, Europe, Australasia, and Japan are the “West” or First World. But, the Third World does not necessarily apply to other “Rest” nations due to their economic state (Mowforth and Munt 2003). Underdeveloped countries, as a synonym to Third World, can be attributed to the consequences of them being Third World countries. However, the term Third World is not as acceptable as referring to these countries as underdeveloped (Chaliand n.d.). Kosambi (1966) in his speech on science and technology in underdeveloped countries suggests reasons on the existence of such countries. He argues that underdevelopment of these countries may be attributed to former colonization of developed countries as well as economic underdevelopment. The reason for underdevelopment can also have its roots in the lack of resources which may contribute to development such as electricity, infrastructure, housing, etc. In the same context, countries like the Philippines are also referred to as developing countries. The differences between less developed countries (LDCs), developed countries and newly industrialized countries (NICs) have been based on their respective Gross National Products (GNPs) or their
economic wealth (Page & Connell 2006). Although development connotes positivity, the term “developing country” connotes negativity. According to Mowforth and Munt (2003), development has an end when it is achieved. However, in line with the study, these three terms i.e. third world, underdeveloped and developing countries will be used interchangeably or synonymously.

Tourism is considered as one of the largest global industries. Its impact on Third World countries, such as the Philippines is significant in terms of its contributions to the economy. Page and Connell (2006, p. 4) offers another perspective on the differentiation of roles based on a country’s economic stature, “Tourism is part of a global process of change and development (known as globalization) which is no longer confined to the developed countries that traditionally provided the demand for world travel.” However, the reality of tourism as a means to alleviate a country in terms of its economic contributions cannot be denied. Britton (1982 cited in Mowforth and Munt 2003) discusses tourism development in underdeveloped countries as:

“…a means of generating foreign exchange, increasing employment opportunities, attracting development capital, and enhancing economic independence. The structural characteristics of Third World economics, however, can detract from achieving several of these goals. But equally problematic is the organisation of the international tourist industry itself.”

(Mowforth & Munt 2003, p. 50)

Britton's argument on tourism development in underdeveloped countries expresses the importance of tourism in terms of economic development. In addition, the role of tourism within developing countries is significant due to the fact that they deem it as a solution to poverty. However, there can be several hindrances as a result of these countries being classified as Third World or underdeveloped such as mass tourism (Mowforth and Munt 2003) or dependence on tourism's significant contributions on economic growth especially in less developed countries (LDCs) (Roe et al., 2004). In order to achieve foreign exchange and increase in employment and developmental opportunities, a marketing strategy and cooperation with the goals in mind are necessary.

1.3 Developing a destination

A country is built of its people which are its best resource. However, countries are not only dependent on its people but on the leaders who have the power to implement laws and influence the current situation of the country. Developing countries such as the Philippines have been trying to recover from political instabilities and damaging media coverage with the intention of improving its economic state.

Tourism, with the help of the locals, natural resources and culture is an existing component which can be utilized in order to expose the country’s potential to the rest of the world. Featuring the different cultures, destinations and its hospitable people as an attraction has been used to lure both international and local tourists. Nevertheless, the Philippines has not successfully broken through the tourism industry until recently. Based on Britton’s (cited in Mowforth & Munt 2003) claims, the economic state of underdeveloped countries can hinder its development. Negative factors which can be hindrances are
the control of tourism by foreign companies, building of luxury facilities as a result of not meeting foreign tourists' demands, structural disadvantages, and challenges for host communities to take charge of the tourism supply (Page & Connell 2006).

The negative mentalities of the Filipinos can also be attributed to the difficulties in the advancements in different arenas in comparison with other Asian nations (Dy 1994). A result is the undermining of nationalism. In the tourism arena, the attempts of previous campaigns have not been successful enough to generate significant economic returns. The reasons for developing tourism could also be the culprit for the failure of the campaigns. Tourism can be used in several contexts based on what it is meant to achieve. As mentioned above, its contribution to a country’s economic state can be one of the reasons for developing the tourism sector (Mowforth & Munt 2003). It can also be used as a political strategy to gain international support as well as local voters (Richter 1989; Burns & Novelli 2007). Or it can be used to encourage nationalism and empower its people. The different influences of tourism will be discussed in the course of the study.

1.4   WOW Philippines
The analysis of the WOW Philippines in relation with the different collaboration theories will present keywords such as awareness, involvement, motivation, education, cooperation, and leadership which are important to the assessment and planning of the Philippines’ development as an attractive tourist destination. The Department of Tourism (DOT) in the Philippines, established in 1973, is in its early stages and has not been successful in their former campaigns. The WOW Philippines campaign proves that good leadership, problem-setting, planning, and implementation can make significant advancements within the tourism sector. The effectiveness of the WOW Philippines campaign is even utilized as a political platform (Richter 1989; Mansfeld & Pizam 2006; Burns and Novelli 2007). This campaign which was spearheaded by the former DOT Secretary Richard Gordon was intended to feature the country's uniqueness. It showcases the different destinations in the Philippines and their unique offerings. The WOW in the WOW Philippines campaign is an acronym for the attractions to be experienced in the country e.g. World of Wonders. This campaign aided in generating budget in marketing and promotions of the traditional and new tourism products due to the discovery that the Philippines was behind in promoting itself internationally as a tourist destination in comparison with its neighbouring countries (Valencia 2002).

In 2001, Gordon addressed the needs of the tourism industry through the first Tourism Related Industry Conference (TRICON). Cooperation between the different tourism sectors as well as the involvement of both local and provincial political sectors was needed to improve tourism. After the third TRICON meeting in 2003, the campaign was established with focus on the different images and benefits of inbound tourism, thus, encompassing a wider area of the Philippines. Niche marketing such as tourism within golfing, meetings and conferences, business and incentives, adventure, diving and water sports, and culture became a part of the strategy (Mansfeld & Pizam 2006).

1.5   Purpose of the study
The achievements made by the DOT in the Philippines, with the help of the campaign, may be considered as significant and can be attributed to several factors within the campaign. The aim of this study is to analyze the different theories within collaboration such as inter-organizational commitment,
collaboration with emphasis on the problem domain and the stakeholder theory with the help of the WOW Philippines campaign as an example of a collaborative endeavour.

1.6 Study question
Inter-organizational commitment, collaboration and stakeholder theory are theories discussed in several papers on collaboration. According to different studies on collaboration, these theories and their components aid in the formation of a functioning collaboration. Jamal and Getz (1994), in their study on collaboration theory and community tourism planning, point out the importance of stakeholders as well as the perception of the residents towards the benefits of tourism development. Trust and reciprocity, as mentioned in the study conducted by Pesämaa and Hair Jr. (2008), can result to inter-organizational commitment. Not only is trust, reciprocity and the role of the stakeholders significant, but also the relationship between prior ties and collaboration is, too, an important factor (Zhang & Jia 2009).

This leads the researcher to examine these theories further in relation with the WOW Philippines campaign. Which of these theories can be attributed to the advancements of the WOW Philippines campaign? In order to answer the question, the formulation of the hypotheses based on the given theories can be to determine whether the theories are applicable in relation to the WOW Philippines campaign. The hypotheses are as follows:

- The campaign is a successful collaboration due to the cooperation based on trust and reciprocity.
- The collaboration is effective due to the recognition of the main objective i.e. the problem domain.
- The different stakeholders’ involvement contributes to the success of the campaign.
2 Method

This chapter will be discussing the methods used in the study. The relevance of the choice to the study itself will also be discussed.

2.1 Hypothetico-deductive method

Theory can be proven through empirical data i.e. reality which is observed. Deductive method is analysis based on an established theory which is tried on data gathered. By utilizing the deductive method, the risk of the researcher being influenced by his own perception and understanding of the data is minimized (Patel & Davidson 2003). Due to the aim of this research, the hypothetico-deductive method will be used to analyze the theories in relation with the collected data. Føllesdal (cited in Martin & McIntyre ed. 1994) defines hypothetico-deductive method as forming hypothesis based on the study. In addition, it is the process of deduction through testing the hypothesis with the empirical data gathered through experimentation or observation (Harris 2002). The hypotheses in this study are based on the theories within collaboration such as inter-organizational commitment, collaboration and the stakeholder theory. These hypotheses will be examined through the help of the empirical data on the WOW Philippines campaign. However, since the theories are already established and will be used as a basis for the analysis of the empirical data, the theories themselves can prove to be inapplicable to the study. As DeWitt (2004, p. 55) argues, “The hypothetico-deductive method is not generally concerned with how the hypotheses themselves are generated, but, rather, with the justification or confirmation of hypotheses.” This is to say that not all theories are true in relation with a certain observed phenomenon. Although there are certain risks involved and due to the nature and process of this study, the researcher has still opted to use the hypothetico-deductive method.

2.2 Quantitative approach

There are different approaches to a research such as qualitative, quantitative and mixed approaches. The difference between these approaches can be defined through the terms associated with the strategies involved. For example, a qualitative approach to a study applies strategies such as narratives, phenomenologies, grounded theory studies or case studies. The quantitative approach, on the other hand, engages in hypothesis and questions, measurement and observation, and cause and effect thinking. A combination of the two approaches can be said to be a mixed approach to the research (Creswell 2003).

A qualitative method is mostly inductive which means that the method is not to test but to discover which leads to methods such as interviews. In comparison, the deductive method is related to the use of the quantitative method where a more scientific approach to the research (Padgett 1998).
However, according to Åsberg (2001), there is no difference between the qualitative and the quantitative method. The terms qualitative and quantitative can be attributed to the type of data gathered. Although, according to some, there are differences between the two methods, it can be said that they are similar with regard to two aspects (Padgett 1998). Padgett (1998) writes, “First, both approaches are empirical, relying on first-hand observation and data collection to guide findings and conclusions.” This means that both methods depend on the empirical data gathered in order to support the research. Padgett (1998) argues that both qualitative and quantitative data can be used in similar fields. The difference can be that quantitative research will likely use hypothetico-deductive method. While, qualitative method will be interested in interpretation. Secondly, according to Padgett (1998), both methods are systematic.

This thesis is an analysis of theories within collaboration with the The Philippines Department of Tourism’s campaign, WOW Philippines as a reference. The information regarding the campaign is gathered through correspondence with the Department of Tourism (DOT) as well as research mostly conducted through the worldwide web or internet. Other sources include publications on tourism, marketing, collaboration, the Asian tourism and history, community development and business have also been utilized in order to strengthen the theoretical aspect of the paper as well as the analysis of the empirical data gathered. Although the information gathered is not of statistical nature, the purpose of the study as well as the use of the empirical data is of a quantitative nature i.e. hypothetico-deductive method is utilized to examine the applicability of theories to the campaign.

2.3 Motivation

The researcher’s motivation in choosing WOW Philippines as a subject can be attributed to the interest in the country’s achievements within tourism incurred during the recent years. It is the intention of the researcher to examine the contributing factors that led to the advancements of the tourism sector through the analysis of the theories within collaboration.

2.4 Limitations

Since the study is based on a tourism campaign currently in effect in The Philippines, the availability of empirical data is not as accessible. The geographical location of the research subject as well as the availability of interviewees can be seen as limitations of the study. In addition, the time difference and the opportunity to personally visit and interview certain individuals were not possible. In contrast to the enthusiasm showed by the department in the early stages of the research, the researchers attempt to further gather data through the Department of Tourism as well as other related companies and organizations have been unsuccessful. In addition, a number of published books and articles were also unavailable through the university library which led the researcher to utilize electronic books and publications available through the worldwide web.

During the course of the research, there were no personal interactions with the subjects as well as the stakeholders mentioned in the paper. As mentioned above, the empirical data was researched and gathered through the worldwide web. These limitations have led the researcher to utilize secondary sources as empirical data.
2.5  **Empirical data**
With regard to the empirical data on the WOW Philippines campaign, the Department of Tourism and other tourism agencies websites have been the basis for the information. Certain newspaper interviews published on the worldwide web, when appropriate, served as a substitute for the researchers planned interviews. The empirical data, as a whole, is based on research and available information offered by the worldwide web. Earlier reading materials and available books from the university library aided also in understanding certain studies done on the subject.

There were no personal interactions with the subjects as well as the stakeholders mentioned in the paper other than the initial correspondence with the Office of the Secretary of the Department of Tourism. As mentioned above, the empirical data was researched and mostly gathered through the worldwide web.

2.6  **Diagram**
The diagrams referred to in the study are taken from published materials of authors Donaldson and Preston (1998) which are related to the Stakeholder Theory. The diagrams have been reconstructed by the researcher. However, this has not changed the original application of the diagram.
Chapter 3 describes the concepts of trust and reciprocity in relation to inter-organizational trust. In light with the theory of inter-organizational commitment, an analysis with regard to the Filipino mentalities and importance of leadership as parallel factors related to trust and reciprocity.

3.1 Trust and Reciprocity

In a study on cooperative strategies, Pesämaa and Hair (2008) discussed cooperative strategy in relation with elements such as trust and reciprocity with regard to inter-organizational commitment. Trust, according to the study, “...involves personal relationships that are based on earlier experiences and involve honesty as well as confidence, and encourage firms to rely on others in exchange relationships (Pesämaa & Hair 2008, p.52)” This implies that former connections or relationships between organizations can lead to trust, thus, making cooperation easier. There are various explanations regarding trust and inter-organizational commitment as well as the importance of former ties between the participating organizations. However, according to Zaheer, McEvily and Perrone (1998), inter-organizational trust cannot be solely attributed to future ties between organizations, but has its origins within inter-personal trust. “From this perspective, interorganizational trust describes the extent to which organizational members have a collectively-held trust orientation toward the partner firm, which is quite different from saying that organizations trust each other (Zaheer, McEvily & Perrone 1998, p. 143).” It implies that the relationship between organizations is based on a trust established within the organizations’ personnel and that the trust reflects to the organizations itself. A trust that entails that the organizations involved would not be opportunistic and dishonest.

Other than trust, Pesämaa and Hair (2008) argues that reciprocity can also be an element contributing to inter-organizational commitment. The importance of reciprocity can be attributed to the benefits and returns which may be expected from each other. Reciprocity can be related to prior ties between organizations and can lead to coming transactions. Similar to collaboration, a relationship is formed. And it is not only based on the economics of the partnership but also on the human aspect of the partnership. The companies involved appreciate the contributions made into the relationship (Kanter 1994).

Inter-organizational commitment as mentioned earlier can be based from former relationships which can result to trust and reciprocity (Pesämaa & Hair 2008). The fruits of trust and reciprocity could be successful future ties with partner organizations where inter-personal trust plays a significant role (Zaheer, McEvily & Perrone 1998). In this case, it is a country's previous experience that could influence commitment. The history of The Philippines with regard to its leaders is not a meritorious one. Unfortunately, leadership can be the key to a successful campaign or lead to its demise. The people’s mentality towards a certain action or leader can affect the outcome of a project. In addition to
these, the sense of nationalism in The Philippines is not so prominent compared to other countries. This can be attributed to the 300 years of Spanish colonization, as well as, American and Japanese occupation and not to mention the diverse culture which exists in the country (Halili 2004). For example, in a study by Wurfel (cited in Henders 2004) on democracy, nationalism and ethnic identity, The Philippines, in comparison with East Timor, has been slow in developing its sense of nationalism which the Filipinos themselves are aware of.

The Filipinos are one of the stakeholders in this project. Not only do they benefit from the WOW Philippines campaign in terms of employment and livelihood, they are affected by the surge of tourists and feel the effects of tourism (Burns & Novelli 2007). With this consequences in mind, trust and reciprocity becomes vital for a campaign to succeed. Due to the historical background of the country, the locals may be reluctant towards the campaign which can be counter-acted through good leadership and education. The WOW Philippines campaign with help of the local governments as well as the media, started educational programs that would teach the locals to be welcoming to tourists. Hospitality and cleanliness in the cities and towns were also objectives of the program (Mansfeld & Pizam 2006). The campaign’s attempt to use education or knowledge as a tool in improving tourism could be associated to the importance of cooperation within the communities as well as the significance of the local’s attitudes towards the campaign.

Aside from factors such as trust and reciprocity, the strengthening of the identity of a country could help in future endeavours which entail the support of the local population. Especially within the tourism sector, the front line personnel are responsible for making the experience a memorable one which in return can advertise the destination as desirable. The locals need to be educated in nationalism. Negative Filipino attributes such as extreme personalism i.e. taking things personally in terms of business and personal connections, extreme family-centeredness, lack of discipline in terms of “poor time management” and ningas cogon mentality or procrastination, passivity and lack of initiative, colonial mentality which means the love of all things foreign and the mentality that the filipinos are second to westerners, and the crab mentality which is makes it difficult for Filipinos to excel due to jealousy and non-appreciation of other’s achievements. The crab mentality is coined from the way crabs in a basket try to pull the other crabs down. In addition, the lack of self-analysis and self-reflection affect their sense of understanding the consequences of an action (Dy 1994, pp. 38-41). Issues such as these are important to address not only for the propagation of tourism in the Philippines but, also, for their sense of nationalism. Since trust is said to be based on inter-personal relationships, the mentalities of the Filipinos can affect their performance and their cooperation with each other as well as their view towards the project.

Reciprocity’s connection with the human factor within inter-organizational commitment can be also discussed. Its connection with the stakeholders and the importance of fairness within the inter-organizational relationships has also its place in the formation of good rapport between stakeholders. In a study on stakeholders and reciprocity (Bosse, Phillips & Harrison 2008), the authors discuss the role of reciprocity vis-à-vis self-interest. The idea of gaining from other stakeholders redirects the self-interest aspect of inter-organizational relationships. Even though it is said to be natural within economics, due to the idea of reciprocity, self-interest is not focused on. Even the notion of fairness can be both positive and negative. This entails that a positive reciprocity is given to those who are deemed to be fair. And for those who are seen to be unfair are dealt with negative reciprocity (Bosse, Phillips & Harrison 2008). For example, in relation with a firm's productivity, higher wages give more
productivity compared to wages equivalent to labor (e.g. Bosse, Phillips & Harrison 2008). This can be also applied to tourism and destination development. Stakeholders may act in a more positive way if they are shown more appreciation for their efforts in terms of monetary returns or recognition. Reinforcement through affirmation can strengthen the relationship. At the same time, it gives stakeholders the sense of being involved e.g. the project on education within the WOW Philippines campaign.

Trust can also be attributed to a leader’s qualities and achievements. This entails that in order to encourage cooperation, a leader of the campaign or project has to be credible. In this case, former DOT Secretary Richard Gordon has been a forerunner in the tourism sector and has seen the importance of destination development. In the 1970’s, he established the City of Olangapo as the entertainment capital of the Philippines. And as Chairman of Subic Bay Metropolitan Authority in the 1990’s, the former US military base, Subic Base, became a tourist attraction. Not only did Gordon make use of the existing facilities, he also improved the city’s traffic and littering situation. In 2004, after his term as Secretary of the Department of Tourism, Gordon used the WOW Philippines campaign as a political platform to gain votes. “Tourism means jobs.” is one of the platforms which Gordon used in order to generate votes (Burns & Novelli 2007). By using the tagline “Tourism means jobs.” gives the Filipinos the sense that there is something to be gained by supporting the tourism industry. This is typical of the advocacy platform presented by Jafar Jafari (1988 cited in Beeton 2006) which is a platform used within development of tourism research. The advocacy platform convinces others that tourism is economically beneficial and is advocated by stakeholders from the commercial areas as well as both government and non-government tourism agencies. “Tourism is presented as the “saviour”, particularly for rural, regional and remote communities.” (Beeton 2006, p. 15) It shows no self-interest on the part of the government instead their willingness to improve the lives of its people. The locals' involvement and support are re-paid in the form of employment or income. However, in terms of fairness contra self-interest, by utilizing his former position as well as the tourism campaign's success as a political platform, Gordon's motives could be criticized as having a hidden agenda. Thus, this strategy supports positive reinforcement with the intention of self-gain or can be seen as a negative adaptation of the concept of reciprocity.

3.2 Summary

Trust and reciprocity are aspects within inter-organizational commitment which are related to inter-personal relationships between organizations. In the case of the WOW Philippines campaign, one can draw a parallel between these tools within inter-organizational commitment and the importance of nationalism and leadership. However, the hypothesis that trust and reciprocity alone is responsible for the success of the collaboration cannot be held as an absolute truth based on the factors which are unique in this case of destination development. Because of the country's previous experiences and its historical background, there are other factors which need to be focused on such as the locals' mentality towards work and leadership as well as the problem of self-interest which influences both leaders and the locals.
4 Collaboration

The problem domain as a motivating factor for collaboration is the emphasis of this chapter. The WOW Philippines campaign and the reason for its formation will also be discussed. In addition, the different models of collaboration will be mentioned in relation to the campaign.

4.1 The problem domain

Tourism is a dynamic industry where networking and cooperation between different players is inevitable. Collaboration is necessary in order to deliver the tourism product. Fyall and Garrod (2005) describe this phenomenon as a trend that is usual within tourism because of its nature of interdependency. As they describe, “Tourism provides a powerful catalytic focus for inter-organisational co-ordination and collective decision –making.” (Fyall and Garrod 2005, p. 3) Huybers and Bennett (2003 cited in Pesämaa & Hair 2008) resonates with the same argument in co-relation with inter-organizational commitment. Wood and Gray (cited in Bramwell & Lane 2000, p. 78) describes the importance of collaboration in determining solutions regarding the problem domain i.e. a shared problem within collaboration (Fyall and Garrod 2005). Collaboration involves the independent stakeholders of a problem domain who, through mutual rules, norms and structures, react on concerning points in a problem domain (Wood & Gray 1991 cited in Bramwell & Lane 2000, p. 74). The term collaboration, according to Wood & Gray (1991 cited in Butterfield, Reed & Lemak 2004, p. 166), is a process while collaborative alliances are the forms. Such alliances can be used in order to address certain social problems where governments, businesses or communities work together (Butterfield, Reed & Lemak 2004). Collaborative alliances can be understood through “three broad issues” such as the preconditions of the collaboration as well as the stakeholders' motivation for entering the collaboration, its process and outcome (Wood and Gray 1991 cited in Butterfield, Reed & Lemak 2004, p. 166). Kant (1994) claims that within collaboration, collaborative advantage is important for companies to achieve and sustain a successful relationship in order to get ahead especially in the global market. It relates to good relationships between different companies. Within the tourism industry, collaboration is necessary and the companies involved can have overlapping services which are dependent on each other in order to produce a particular service or experience. This kind of collaboration between companies can be considered as value-chain partnerships where the commitment factor is high. Due to the nature of this collaboration, companies tend to influence each other's organization (Kant 1994).

As mentioned earlier, collaboration can be motivated by the existence of a “problem domain”. Stakeholders enter collaboration in order to solve a mutual problem. (Wood & Gray cited in Bramwell & Lane 2000). In this case, which can be considered as the “problem domain” and is it enough to motivate collaboration?
4.2 Reasons for the campaign

The Philippines has been struggling to obtain a position within the tourism industry for a considerable amount of years. The country’s political state has been in question and has become one of the reasons for foreign travellers to elude the country. The Philippines, under the Marcos regime, was unstable. However, ex-President Ferdinand Marcos realized the uses of tourism as a way to detracl the world’s attention from the implementation of martial law. Under the heading of “New Society”, martial law was seen as an aid in the improvement of the country and political turmoil was a normal occurrence in the Philippines, thus, being accepted by the international community. Martial law, as the Marcos regime marketed it, was necessary for the development of the country. Tourism, during martial law flourished and gave way to opportunities such as tax incentives and customs concessions. At the same time, tourism became an example of the positive effects of martial law. On May 11, 1973, the Department of Tourism came into existence (Richter 1989).

The Philippines’ political instability has been one of the reasons for the negative exposure it receives from the international media. However, recently, it is not only The Philippines who has suffered from negative media coverage and advertisements. Other Asian countries, including the Philippines, have been battling with the effects of negativity projected through the media. This has been addressed by the former Secretary of Tourism Richard Gordon during his term as Department of Tourism Secretary. A whole destination suffers due to generalizing of the press (Mansfeld & Pizam 2006). Tourism in Southeast Asia has suffered under the hands of Sever Acute Respiratory Syndrome (SARS) (Page & Connell 2006), AIDS, terrorism, and sex tourism (Hitchcock, King & Parnwell 2008). During the SARS outbreak, a significant impact was felt within Philippine tourism through the decrease in influx of tourists from Hong Kong, Taiwan and Singapore during the period of May-July 2003 (Mansfeld & Pizam 2006).

The difficulties, other than the above-mentioned hindrances, are natural disasters such as typhoons and volcanic eruptions and not to mention the Asian economic crisis. These problems have made it impossible for The Philippines to become a major player within the tourism industry. The recognition of this problem domain could have led to the immediate action towards a more successful tourism campaign. In this case, the WOW Philippines campaign which was started in 2003 by the former Secretary of Tourism and Pacific Asia Travel Association (PATA) Chairman Richard Gordon served as the Department of Tourism’s campaign to market the Philippines as a destination with diverse attractions (Mansfeld & Pizam 2006).

The main objective of the collaboration i.e. destination development can be derived from the historical background of tourism in the Philippines. And in order for collaboration to take place, the involvement of independent stakeholders is needed. In addition, the existence of different stages leading to collaboration can be discussed based on different researchers view and analysis. Within the collaborative approach, there are several collaborative stages such as Selin's time frame where he discusses the period in which different stakeholders collaborate with each other. In this collaborative model, the success of the collaboration means the end of the collaboration i.e. the stakeholders return to working individually. Another example is Waddock's evolutionary model which illustrates the
collaborative life cycle where the term evolutionary implies that the collaborative process is a natural one. While Gray's developmental model of collaboration discusses the three-stages in the development of collaboration. According to Gray (1985, 1989 cited in Fyall & Garrod 2005), a collaboration starts with problem-setting which is followed by direction-setting and ends with implementation. Unlike Selin's model, Gray's model doesn't end when the objectives have been realized. Gray's third stage within the collaborative model includes monitoring as well as the compliance of the established collaborative decisions. It also shows stakeholders, through collaboration, are influencing each other in order to reach a shared objective. Strategies are formulated surrounding the “problem domain” and the importance of compliance between stakeholders strengthens the development model i.e. planning to implementation.

4.3 The response to the problem domain

This collaboration i.e. the WOW Philippines campaign involves the government, service providers, tourism organizations and local communities as well as Filipinos living and working overseas (Mansfeld & Pizam 2006; Burns & Novelli 2007).

“The WOW Philippines campaign involved a mixture of marketing campaigns, travel industry training and education, media and travel agency familiarization visits, and the incorporation of WOW Philippines within PATA’s Project Phoenix.”

(Mansfeld & Pizam 2006, p. 265)

Wood and Gray’s (1991 cited in Butterfield, Reed & Lemak 2004) assumption of “three broad issues” within collaborative alliances i.e. preconditions of the collaboration, process and outcome can be used to understand the alliance better. According to the data available, the discussion on which preconditions were involved in the beginning of the campaign is difficult to cite. However, the problem domain can facilitate in the analysis of the collaboration. It is not a precondition to the collaboration, nevertheless, it can be considered as a reason for the cooperation between the different stakeholders. Gray’s (1985, 1989 cited in Fyall & Garrod 2005) developmental model of collaboration may be better suited in analyzing the campaign. By identifying the problem domain, the purpose of the collaboration is established, thus, leading to the stakeholders needed to organize a functioning collaboration. In this case, Gray’s developmental model of collaboration and the “three broad issues” of collaborative alliances overlap.

The process of the collaboration involved several networking within the country involving different tourism agencies, hotels, transportation, major tour operators as well as local involvement. The position of Gordon within Pacific Asia Travel Association (PATA) gave way to the involvement of the Association of Southeast Asian Nations (ASEAN) and the World Tourism Organization (WTO). The marketing strategy in the formation of the campaign was focused on niche marketing e.g. ecotourism, golfing, meetings and conventions, business and incentive tourism to name a few (Mansfeld & Pizam 2006). After Gordon’s term as Department of Tourism Secretary, his successor Ace Durano has been following Gordon’s lead. In the Washington Times Global (n.d.), Durano discusses the marketing
strategy in order to reach the 5 million mark. The strategy is to focus on the target market. For example, with regard to MICE, Korea and Mainland China are the main target markets. Even though there are close ties with the Filipino-American communities, the expansion is focused on the immediate neighbouring countries. In order to improve the status of the Philippines within the tourism sector, education is one of the priorities as well as improvement of infrastructure and transportation. With this in mind, the collaboration is an on-going process where the goals are directed by the desired outcome. As in Gray’s developmental model, options are discussed and solutions are formulated by stakeholders in order to solve the shared problem.

The objectives of the WOW Philippines campaign is varying based on which project it supports, for example, ecotourism, cultural, educational such as the ESL (English as a Second Language) program, medical tourism, etc (Department of Tourism). Nevertheless, the main goal is to increase inbound tourism growth (Mansfeld & Pizam 2006). This is achieved by increased awareness of what the country has to offer. The target market is not only concentrated on foreign tourists, but also, the local tourists (Department of Tourism). By showcasing the different activities and opportunities in the Philippines as well as incentives through the expatriate program, the goal of an increased inbound tourism translates into reality (Mansfeld & Pizam 2006). According to the Department of Tourism’s (2009) Performance Report for the First and Second Quarters 2009/2008, tourist arrivals to the top sixteen Philippine destinations increased by 16.5% which entails tourist arrivals close to 4 million. The increase can be attributed to the 20% increase in domestic tourism during the second quarter resulting to the improvement within the business and investment sectors of the industry. The significance of this data is that the advancements in the industry occurred during the global financial crisis and the onset of Influenza A (H1N1). The outcome of the program is promising. Implementation of the solutions such as awareness, enhancement of tourism products, infrastructure development, etc. and the redirection of goals based on future events or opportunities give the campaign a continuing cycle compared to Selin’s (Fyall & Garrod 2005) time frame where the success of collaboration means the end of the collaborative process.

Inter-personal relationships are vital within collaboration where it is not just an exchange but a formation of a “new value” in cooperation with each other (Kant 1994). The Department of Tourism (2009) continues to collaborate with several stakeholders and improve connections with the target markets such as the expansion of the charter flights from Incheon, Busan, Shanghai, Guangzhou and Kaohsiung to Cebu as well as increasing available rooms. Promotions and the support of both public and private sector partnership have aided in the boost of tourism in Cebu.

4.4 Summary

In reviewing the data presented in relation to the question on collaboration, the establishing of the problem domain and focusing efforts to solve the said problem seem to have worked in the case of the WOW Philippines campaign. Referring to the aforementioned collaboration cycles and models, the problem leads the collaborative process but does not determine if the collaboration will be a success. The problem domain gives stakeholders a reason for cooperation. And as a result, the establishment of a “new value” is reached. It can be said that the problem domain is responsible for the formation of the collaboration i.e. the WOW Philippines campaign. However, it cannot be said to be the sole contributing factor.
5 Stakeholders Theory

Chapter 5 is a discussion on the Stakeholder Theory. In addition, comparisons to the Shareholder Theory will aid in the understanding of the stakeholders role within collaboration. The Stakeholder Model as well as the Input-Output Model will offer some insight into the level of involvement the different stakeholders hold within the collaboration.

5.1 Stakeholders

Stakeholders' roles within destination development have been mentioned repeatedly throughout the study, thus making it vital to define the term “stakeholder”. According to R.E. Freeman (cited in Byrd 2007, p. 7) a stakeholder can be defined, “… as any group or individual who can affect or is affected by the achievement of the organizations objectives.” In this case, the objective is destination development leading to increase in inbound tourism. And within collaboration, the involvement of stakeholders can be observed. Due to the nature of tourism, a working relationship between stakeholders is necessary for sustainable tourism development. Relating sustainable development with destination development, the three aspects of sustainability i.e. economic, social and environmental aspects should be kept in mind. In the study of Byrd (2007) on stakeholders' role in sustainable tourism development, the importance of equal roles between stakeholders is not as important as putting importance on the outcome of the objective. This argument implies that stakeholders participate in different levels. It can be in the decision-making level down to the host communities and their businesses, for example. According to Beirle and Konisky (2000 cited in Byrd 2007, p.6), issues related to expert decision-making can overlook the communities' interest and opinion. As well as the competing interests of the stakeholders concerning the decision-making process can also give the same outcome. With Freeman's definition of a stakeholder in mind, a contrast can be made with the assumption that all individuals involved have equal influence on the organization's objectives (Evans, Campbell & Stonehouse 2003).

Evans, Campbell and Stonehouse (2003) discuss also in their book Strategic Management for Travel and Tourism the stakeholder approach according to Freeman and the other proponents of the stakeholder’s role in a firm. “Stakeholder approach...argues that an organization, like individual people, is characterized by their relationships with various groups and individuals such as employees and customers.” (Evans, Campbell & Stonehouse 2003, p. 20) In comparison with the stockholder approach wherein an organization is the “sole beneficiary” of its activities, this does not apply in the stakeholder approach (Evans, Campbell & Stonehouse 2003).

5.2 Stakeholder Model

In light with the development of this theory, Donaldson and Preston (1995) analyzes the theory in terms of its uses i.e. descriptive/empirical, instrumental and normative. They argue that the stakeholder theory
describes a company’s “specific corporate characteristics and behaviors.” Instrumentally, the theory is used to describe its connection or the lack thereof in relation to the “practice of stakeholder management and the achievement of various corporate performance goals.” (Donaldson & Preston 1995, p. 67) The instrumental aspect of this theory can also be based on how this approach can aid in the performance of the organization, thus, making it an instrument for improvements (Cooper 2004). While the normative use of the stakeholder theory tackles the following ideas: “(a) Stakeholders are persons or groups with legitimate interests in procedural and/or substantive aspects of corporate activity. Stakeholders are identified by their interests in the corporation, whether the corporation has any corresponding functional interest in them. (b) The interests of all stakeholders are of intrinsic value. That is, each group of stakeholders merits consideration for its own sake and not merely because of its ability to further the interests of some other group, such as the shareholders.” (Donaldson & Preston 1995, p.67) Cooper (2004) describes the normative validity of the Stakeholder Theory by putting weight on the importance of the different stakeholders involved and not just the wealth which are attributed to the shareholders. In comparison to the Stakeholder Theory, the Shareholder Theory concentrates on the role of the shareholder in the success of a project as their wealth is needed in order to benefit others (Cooper 2004). Donaldson and Preston’s (1995) model *Contrasting Models of the Corporation: The Stakeholder Model* can be utilized to analyze the stakeholders involved within tourism.

![Contrasting Models of the Corporation: The Stakeholder Model](image)

*Fig 1. Contrasting Models of the Corporation: The Stakeholder Model (based on Donaldson & Preston 1995, p. 69)*

As Donaldson and Preston (1995, p.68) describe the Stakeholder Model, “… analysts argue that all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and that there is no prima facie priority of one set of interests and benefits over another. Hence, the arrows between the firm and its stakeholder constituents run in both directions. All stakeholder relationships are depicted in the same size and shape and are equidistant from the "black box" (in this case a circle)
of the firm in the center. In contrast to this model as well as the previous description of a stakeholder, a stakeholder doesn’t necessarily mean the organizations that profit from the company, but also, those who are not benefiting from the company (Evan & Freeman 1993 cited in Crane & Matten 2007, p. 58). In relation to the WOW Philippines campaign, the Stakeholder Model can be seen through the development of their marketing strategy. The different stakeholders are involved in forming new strategies in marketing the Philippines. In this case, the focus would be on marketing the different destinations instead of the country as a whole. Not only are the local stakeholders involved, but also, foreign development agencies as well as foreign business chambers (Department of Tourism). In the Manila Bulletin (02 January 2002), the national advocacy for the development of a culture of tourism cites every Filipino as a stakeholder which means that their cooperation is needed in order to propagate tourism.

5.3 Input-Output Model

Due to the nature of the tourism industry, the stakeholder model (Fig 1) can be utilized in understanding destination development by identifying the stakeholders involved. However, the input-output model can also be used as a way to see how a tourism product is produced i.e. from the backstage to the front line. The flow of contributions and beneficiaries can be seen in this model (Fig 2). Investors contribute through financial means while the suppliers have products and the employees give service. The product of the contributions are gained or experienced by the customers. In order to improve the standard of tourism, the Office of Tourism Standards of the Department of Tourism (DOT) has been conducting multi-lingual training programs in order to professionalize the tourism sector (Department of Tourism). This move of the DOT can make The Philippines more competitive in the international tourism sector. The service which the tourists get will be more personalized as well as professional. It can be assumed that the education of the tour guides will reflect on their relationship with the tourists and how they deliver the service.

![Fig. 2 Contrasting Models of the Corporation: Input-Output Model (based on Donaldson & Preston 1995, p. 68)]
5.4 Stakeholders roles

Within destination development, there are a lot of stakeholders who are involved and according to this theory should be put into account. Unfortunately, the supporters of the Stakeholder Theory do not unanimously agree that that every stakeholder has an equal contribution to a project. For example, Clarkson (1995) who is cited in Cooper (2004, p. 21) discusses the roles of stakeholders based on Freeman's definition. The role of a stakeholder doesn't necessarily have to be an active one. Meaning, there is a segregation of stakeholders i.e. primary and secondary stakeholders. Primary stakeholders are as important part in a firm's survival. And secondary stakeholders can be said as a part of a firm or organization whose contributions are not necessarily vital. Thus, it can be assumed, in this context, that shareholders are primary stakeholders. And those who benefit from the contributions of the shareholders are the secondary stakeholders.

Nonetheless, interaction and cooperation between different stakeholders are important regardless the roles they play in a collaboration. For example, within networking, the stakeholders are needed in order to achieve a common goal such as sustainable development. Networking (Lovelock 2001; Halme 2001 cited in Scott, Baggio & Cooper 2008) is important in “…inter-organisational relationships, collaboration and cooperation. A network approach to sustainability is necessary within an industry such as tourism, where a relatively large number of small actors with few resources cannot pursue sustainable development in isolation.” The case of the WOW Philippines campaign involves numerous actors who are directly and indirectly responsible for its advancements. Networking within the country as well as outside its borders can be of assistance to a destination’s exposure to a larger market. The mission of the Department of Tourism states:

“The Department of Tourism (DOT) shall be the primary government agency charged with the responsibility to encourage, promote, and develop tourism as a major socio-economic activity to generate foreign currency and employment and to spread the benefits of tourism to both the private and public sector.”

(Department of Tourism)

Within the mission statement of the DOT, it is possible to analyze which stakeholders are involved in order to achieve sustainable tourism in the Philippines. Stakeholders are both from the private and public sector. Furthermore, there is a need for promotion, cooperation and development in order to produce income and employment. There is also a need for cooperation from both local and international stakeholders where their attitude towards the program can be both damaging and beneficial.

The development of the Philippines as an attractive and diverse tourist destination is the main objective. The problem to be solved is how to attract both foreign and local tourists to visit the Philippines i.e. increase in inbound tourism. Freeman’s definition of a stakeholder suggests that the stakeholder can affect or is affected by an organization’s objective (Byrd 2007, p. 7). Another definition offered by Evan & Freeman (1993 cited in Crane & Matten 2007, p. 58) claims that a stakeholder may also be those who do not benefit from the company. In this case, the WOW Philippines campaign is the objective or project and the company, in this case, is represented by the Department of Tourism.
The stakeholders within this collaboration are the Department of Tourism, other tourism agencies, Philippine Airlines and other carriers, major tourist operators, and local communities and their businesses (Mansfeld & Pizam 2006; WOW Philippines 2009). In keeping with the second definition of stakeholders, it can be said that not all the locals within the destination area benefit from the campaign. Those who benefit have an opinion that the campaign delivers in its promise of income. However, those who are situated away from the tourist areas do not have the same sentiments about the campaign. In a study on tourism as a political platform, Cruz and Bersales (cited in Burns & Novelli 2007) analyze voters and their perception of the WOW Philippines campaign in relation with Gordon’s political platform. The voters’ choices during the senatorial elections have been dictated by their perception and experience of tourism effects in their area. The study was conducted in the Intramuros area where the campaign is showcasing the architecture and history of the Spanish walled city. Areas which were disadvantaged due to its location and rumours of foul play related to the WOW Philippines campaign were not as impressed by the campaign which reflected on the number of pro-Gordon voters i.e. not all locals benefit from the campaign (Burns & Novelli 2007). At the same time, there are those who think that the campaign is more damaging than promising. This connotes that the local population, even the members of the smallest unit of the society, can determine the outcome of a campaign may it be political or not. This leads to the discussion of whether the stakeholders are working for sustainable tourism instead of just using tourism as denomination.

Stakeholders’ gain from the campaign can be in terms of increase business activity, inbound tourism, jobs, awareness, etc. Unfortunately, in contrast with the Stakeholder Theory where the weight is placed on the stakeholders themselves and not their monetary contributions to the project, the Department of Tourism (DOT) is conscious of the economic returns and their performance from the campaign as it being a government agency. Outcomes brought about by the collaboration such as infrastructure development are also being seen as positive (Durano 2009). Collaboration, being a process, results to additional projects based on the present opportunities and needs that arise. The DOT is vying for new tourism products to market. In the Performance Report of the Department of Tourism (2009), the promotion of diving as one of the main tourist attractions of the country is one of the recent projects of the DOT. The natural attractions found in The Philippines are considered one of the country’s resources not to mention the inviting locals. Unfortunately, resources can be depleted if it is not properly utilized and taken cared of. Which is why, the outcomes shouldn’t be considered as the number one priority. The resources are as much as important because without them, there will be no advancements just negative impacts. The increase in popularity of a destination can also result to more than just better economic returns i.e. sustainability within tourism should be put into focus for the future generations. The promising results that the DOT is harvesting can be both encouraging and damaging. Positive reactions can produce more promising results as well as make the “firm” or “company” more adamant to market more of the product resulting to negative impacts such as overpopulation, destruction of nature, influencing the local culture, and social disharmony (Mowforth & Munt 2003).

The development of the country with the help of tourism is a good sign. There will be an increase in inbound tourists as a result of accessibility. In the long run, the increase in tourists would also result to more investments and increase in employment. However, as mentioned earlier, all aspects of sustainability i.e. social, cultural and economical sustainability should also be addressed. The local population should be aware of the consequences of mass tourism, thus, making education a necessary action. The local population can both be “passive” and “self-mobilized” (Mowforth & Hunt 2003).
either a case of accepting instructions or initiating and taking control of the resources which is co-related to the importance of re-programming of certain mentalities.

The stakeholders’ cooperation and involvement within a project can also be assessed through the Stakeholder Model (Fig 1), it shows an example of stakeholders are involved in a given firm. Within the tourism sector, the stakeholders are not as different. Taking into account the Stakeholders Model, WOW Philippines is the centre where different stakeholders interact. They influence each other and have the campaign as the main objective of their collaboration. The Stakeholder Model gives an angle of equal partnership and responsibility. It doesn’t show one stakeholder benefiting more or contributing more than the rest. With regard to the campaign and in reviewing the information available, the sense of shared interest and projects leading to the advancements of the campaign seems to be evident. However, examining the description of a stakeholder, there can be stakeholders who do not hold the same position as the rest, for example, in terms of decision-making as mentioned by Clarkson (cited in Cooper 2004). This contradicts the Stakeholder Model. There is an involvement of the secondary stakeholders, but not as significant. Llaneta (2009) describes in her article that in the Philippines, not only are the domestic tourists the reasons for the increase in tourism in the country, but also the involvement of the local government units (LGU’s). Local communities are being utilized to advertise tourism with the motivation of pro-poor tourism. LGU’s, awaiting the implementation of Tourism Bill of 2009, will have the power to devise own plans within the tourism sector. The involvement of the communities and the local governments gives them a more in-depth understanding of what tourism can do for their community. The Tourism Secretary as well as other stakeholders will have more access to funds in order to gain more foreign tourists arrivals in the country. In addition to this, the increase in foreign arrivals will produce more employment (Atin Ito News 2009).

The unequal involvement of the stakeholders can be assessed in terms of two opposing theories: the Stakeholder and Shareholder Theories. Cooper (2004) mentions how ethics can be applied to both theories. For example, is it ethical to use the shareholders to reach a goal? At the same time, is it ethical to use secondary stakeholders as a means to an end, specifically financial gain? In order to answer these questions, the normative aspect of the Stakeholder Theory can be used as a reference. Arguments from the different proponents of the Stakeholders Theory is based on the role of every stakeholder involved, may it be active or passive. Large companies affect small businesses and the surrounding areas, thus, making it difficult to avoid their influence in the society. Nevertheless, according to Freeman and Evans (1990 cited in Cooper 2004, p.24), due to the “veil of ignorance” i.e. which refers to a stakeholder's lack of understanding of his/her stakes in a corporation or organization, it would be reasonable to assume that it would be beneficial for a stakeholder to have a say in terms of board representation. Involvement in the project is necessary. Duncan and Moriarty (1997 cited in Flagestad 2001, p. 6-3) argues that all stakeholders’ actions are important for profitability as well as the company's relationship with them.

To lift the “veil of ignorance” from the locals by giving them the knowledge of what is at stake and what can be gained helps them become motivated and proud of what their community can offer. However, as of now, it can be said that there is no real equality between stakeholders. The local population does not have as much influence in the decisions made within tourism. They are stakeholders in this campaign but do not have enough pull to influence the campaign. This reiterates the concept of primary and secondary stakeholders as well as contrasting the idea implicated by the Stakeholder Model.
5.5 Summary

Although the problem domain is the main objective which draws individual stakeholders together, the stakeholders’ role within collaboration is vital for the future of the collaboration. The keywords in the definition offered by Wood and Gray (1991 cited in Bramwell & Lane 2004, p. 74) suggest that independent stakeholders have to share the problem and act on it together. Without the cooperation between the different stakeholders, a solution cannot be realized. In addition, the involvement of the stakeholders’ contributions to the collaboration has shown that the stakeholders, in fact, can affect the outcome of the collaboration, and not just the recognition of the problem domain. The roles they play within the campaign are consequential. Although there are disagreements on the level of involvement of each stakeholder such as having primary and the secondary stakeholders, their individual involvement is nevertheless vital in the collaboration. With regard to the WOW Philippines campaign, the locals, as of now, do not have the same influence in the collaboration. However, the signing of the Tourism Act 2009 can increase their chances of influencing and actively participating in the collaboration. This leads to the confirmation of the hypothesis that the stakeholders hold an important role in the success of the campaign. This entails that the active involvement of the stakeholders do, indeed, play a vital part in the further development of the campaign, which, hopefully, will result to better developmental planning in the lower levels within the tourism sector.
6 Conclusions and Recommendations

This chapter will be offering a summary of the theories involved as well as a discussion of the conclusions reached pertaining to the study of the different aspects of collaboration. In addition, the hypotheses mentioned in the beginning of the study supporting the question of whether the theories of collaboration can be attributed to the achievements of the WOW Philippine will also be answered in this chapter. Furthermore, recommendations will be offered in the end of the chapter.

6.1 Summary

The tourism industry involves interdependent relationships between different actors. Aspects such as inter-organizational commitment, collaboration and the involvement of numerous stakeholders are important in order to have a successful business relationship. This means that a good working relationship between the individual actors or stakeholders is vital in reaching a shared goal which in this case could be a tourism product or the development of a destination. The hypothesis that collaboration is effective due to the recognition of the problem domain can be treated as plausible. According to the study, this shared goal or the problem domain gave way into finding solutions with regards to the development of tourism in the Philippines. However, as mentioned in Chapter Four, it cannot be treated as the sole contributing factor in the case of the WOW Philippines campaign.

Inter-organizational commitment is related to trust and reciprocity within organizations. Trust which is based on former ties could also be responsible for future relationships between organizations. Reciprocity, on the other hand, is based on how the perception of fairness can create either positive or negative relationships between stakeholders. Positive reinforcements result to productivity while negative reciprocity is a result of the perception of unfairness.

Although the idea of trust and reciprocity does not connote the exact definition related to corporation or organization relationships, trust and reciprocity within the campaign can be addressed through the importance of leadership as well as the mentality of the Filipinos where the sense of nationalism and identity is needed to be addressed. Reciprocity, in this case, shows that positive reciprocity in terms of employment and livelihood results to positive reactions, thus, producing better relationships between the locals and the campaign. Although a parallel can be drawn between the factors of trust and reciprocity and the concept of leadership and mentality, the hypothesis is not fully acceptable. In the case of the Philippines, trust and reciprocity cannot be attributed to the achievements reached by the campaign. They may be contributing factors for a working relationship, however, due to the country’s historical background and the present circumstances of the tourism sector, it is the response towards the campaign which is important. In addition, the development of a better understanding of tourism development and its effects is also vital in order to move forward.

The stakeholders, in connection with inter-organizational commitment as well as the problem domain, play an important role within the collaborative process. It is through the efforts and cooperation between individual stakeholders that a solution to the problem domain is reached and implemented,
thus, reinforcing the need of good partnerships. However, not all authors agree that the stakeholders hold the same level of involvement within collaboration i.e. primary and secondary.

Trust, reciprocity and the problem domain have important roles within the concept of collaboration. The stakeholders' roles within these concepts connect these aspects together. The different stakeholders’ involvement within the different aspects of collaboration, whether it may be active or passive, is important for the success of a campaign. The stakeholders involved in the WOW Philippines campaign are public and private as well as international and local. And each has something to gain from being involved in the collaboration. However, the involvement of the locals is critical due to their attitude towards the campaign. It is their sense of reciprocity and involvement which could affect the development of tourism in the Philippines. If there is nothing to gain, then, there is less involvement as well as dissatisfaction towards the campaign. This means that their involvement is needed. Furthermore, this can be reached through education and involvement in the lowest levels of the community. This analysis confirms the hypothesis that the stakeholders hold the key to the success of a campaign.

6.2 Conclusion
The researcher, with the help of the hypotheses, has concluded on whether the theories within collaboration can be attributed to the advancements of the WOW Philippines campaign. The campaign itself is collaboration between different stakeholders who through trust and reciprocity have a functioning cooperation. Collaboration is brought about by the recognition of a main objective i.e. the problem domain. Although, the problem domain is the reason for the cooperation between individual stakeholders, it cannot be the sole attribute in this case. Without the involvement of the stakeholders, as well as their respective contributions, the campaign cannot be considered a success. All aspects are vital in the development of the destination.

6.3 Recommendations
In the course of this study, numerous sources have been used to analyze the campaign. Unfortunately, most of the data reviewed hails the past and current efforts and achievements of the Department of Tourism in connection with the campaign. This is a positive way of giving hope and motivation to a country and its people. However, the negative reviews of the campaign are not easy to come by which may lead one to inquire if the campaign is without flaw. With this in mind, the tourism industry in the Philippines is still in its young stage and is involved in strategic marketing in order to compete with the existing giants. In this case, mistakes can be made. In order to counteract future mishaps within the tourism industry, education and initiative should be reinforced. Sustainable tourism should be given a voice which entails a more open discussion with the local population as them being one of the stakeholders. As of now, the negative effects of tourism which have been present in the Philippines for a long time are being taken seriously by the Department of Tourism through counter measures and awareness.

A recommendation such as a follow-up study on the effects of the campaign as well as the plans and contributions within sustainable tourism is encouraged in order to have a full understanding of the department's intentions for the future of tourism in the country.
7 References

Beeton, S. 2006, Community development through tourism, Landlinks Press, Australia.


Department of Tourism, 2009, Philippine Tourism: Sustaining Growth in a Challenging Environment, (A Durano, Secretary of Tourism), Department of Tourism, Philippines.


Flagstad, A. 2001, Strategic Success and Organisational Structure in Winter Sports Destinations,


*Manila Bulletin* 2002, RP Tourism Industry: The year that was, 02 Jan 2002.


Richter, L. 1989, The politics of tourism in Asia, University of Hawaii Press, USA.


Electronic References:


Department of Tourism (2009) Tourism stakeholders to map out strategies to raise RP competitiveness


The University of Kalmar

The University of Kalmar has more than 9000 students. We offer education and research in natural sciences, technology, the maritime field, social science, languages and humanities, teacher training, caring sciences and social service.

Our profile areas in research are: biomedicine/biotechnology, environmental sciences, marine ecology, automation, business administration and informatics, but we have research proceeding in most subject areas of the University.

Since 1999, the University of Kalmar has the right to accept students in postgraduate studies and to examine doctors within the subject area natural sciences.

Baltic Business School, at the university of Kalmar
Visiting address: Kalmar Nyckel,
Gröndalsvägen 19
SE-391 82 Kalmar, Sweden
Tel: +46 (0)480 - 49 71 00
www.bbs.hik.se