Motivators, Implementation Stages, and Outcomes of Collaborative Market-Driving Strategy in Emerging Markets: Lessons from Sri Lanka

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Abstract

Our study examines the motivators, the implementation stages, and the outcomes -including their measurement- of collaborative market-driving strategy when applied in an emerging market. Adopting a qualitative case study approach, we conducted 23 in-depth interviews, participant observations, and document analysis in multiple tea tourism destinations in Sri Lanka. The study unearths the motivators for adopting collaborative market-driving strategy (such as sustainability and environmental stewardship), its implementation stages (including Formation and Mobilization), and its outcomes (such as collaborative growth). Measures for capturing the strategy's impact on both firm (e.g., market share) and market (e.g., visitor metrics) levels are revealed. By integrating the market-driving strategy with Common-Pool Resources theory, we develop the understanding of sustainable and market-shaping initiatives that produce value for the environment and the society.

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