

Value Co-Creation in Kaohsiung Port Tourism: A Revelatory Case in Taiwan

Ying-Wei Wu^{1*}, Shu Tang²

Abstract

In many countries, coastal and marine tourism development has been characterized by a lack of integration with other sectors. In the Kaohsiung Harbor area, Cijin island, Xiziwan, ferry pier, marina, fishery wharf, and historical heritage sites are very popular tourist attractions. While there have been calls for greater exchange between research and practice in seaport tourism planning and management, there is little empirical research on what commissioners of research and researchers themselves consider appropriate, quality research knowledge. Using this value co-creation perspective, this paper addresses this gap, considering the views of commissioners and producers of policy and management research in marine tourism fields. This paper provides a brief review of seaport tourism in Kaohsiung areas, and serves to highlight their rapid growth and the process in which they are established. In light of the increased importance of seaport competitiveness and the need to have more comprehensive decision-making processes on the part of seaport stakeholders, this article aimed to empirically analyze the key factors of seaport competitiveness for Kaohsiung. The study found that the Kaohsiung port city should integrate the policy framework required for the development of co-creative marine tourism, tourism services, and an urban development context around the New Asia Bay Area.

Key words: Seaport, Port Tourism, Value Co-Creation, Competitiveness, Stakeholders

¹ Ying-Wei Wu, Associate Professor, Graduate Institute of Tourism Management, National Kaohsiung University of Hospitality & Tourism, Taiwan.

² Post Doctor, Graduate Institute of Tourism Management, National Kaohsiung University of Hospitality & Tourism, Taiwan

* Ying-Wei Wu; Email: ryanwu@mail.nkuht.edu.tw

1. Introduction

Seaports have become the areas where actual creative actions aimed at promoting sustainability and tourism development are occurring the most (Klein, 2011). For example, investments in the urban regeneration of seaports – in Singapore, Tokyo, Rotterdam, Barcelona, Venice, Amsterdam, Copenhagen, etc. – are well-known examples. The seaport area not only serves as an integral component of the transport system, but also is a major sub-system of the broader production, trade, logistics systems, and tourism attraction ecosystems (Ibrahimi, 2017; UNCTAD, 2004; Woo et al., 2012).

Seaport areas contribute to the particular beauty of this landscape, which expresses a combination of human and natural creativity (Girard, 2013). This could be said to be the true identity of a city: its unique image, in addition to its lifestyle and culture. In other words, visitors to a port city should immediately get the impression of actually being in a port city, even if the main port activity has moved out. In many contemporary port cities, this is no longer the case. The best remedy is to maintain sustainable port activities in the city, which may also have a beneficial impact on port-city itself (ESPO, 2010).

An increasing number of seaports are now endeavoring to integrate spatial and environmental restrictions in the strategic planning process, including the evaluation of impacts outside of the port areas (Dooms et al., 2015). Successful seaport development requires an understanding of global processes and an appreciation of the distinctiveness of port-city locations. It is noteworthy that port revitalization occurs at the problematic and controversial interface between port function and the broader urban environment. On one hand, the remarkable value added which is produced in the port area creates considerable incomes, and on the other, it also produces revenues in the form of taxes for the local government. As regional competition heightens and further value is placed on trade facilitation, practitioners and authorities become more interested in how seaports can increase revenues and cargo through local development strategy issues. The macroeconomic function of the seaport has to be taken into consideration in seaport development policies (Murati & Brokaj, 2014; Woo et al., 2012).

Ports play a strategic role for regions and countries in terms of value added, employment, and investments, and significantly contribute to the international competitiveness of firms in these regions and countries (Van Den Bosch et al., 2012). In the era of fierce competition among ports as elements of value chain systems, the opening of these boundaries to the market represents a crucial challenge that port authority has to cope with in order to guarantee the lasting economic and social development of the port and its hinterland.

A port can further extend its influence beyond its traditional boundaries with the hinterland to include activities, resources and actors of the local economic context. In this case, the port authority can have an active role in the development of port service networks, not only as a community manager, but also as an entrepreneur. Specifically, the port authority can sustain the initiation, consolidation and institutionalization of a great number of interactions among port actors and other firms in the regional economic system for the provision of core and supplementary services, such as inland transport and warehousing, value-added logistics, manufacturing and distribution (De Martino et al., 2015).

The capacity of a seaport to generate added value and maintain its core business while fostering productive and industrial activities in its surrounding hinterland determines if the seaport is competitive. Thus, the most competitive seaports are able to develop and implement differentiated strategies, attracting more customers and traffic flows than their competitors (Castillo-Manzano et al., 2009). Seaports as producers of public goods inevitably have a long-lasting impact on their service regions. The performance of seaports has national and regional welfare implications that extend beyond their regular commercial port activities (Dekker & Verhaeghe, 2012). In this context, the study aims identifying the role of strategy formation for the development of the Kaohsiung port and the point of connection with the promoting the interests of the port tourism.

2. Literature Review

Li and Liu (2011) indicated that port tourism refers to the total number of tourism activities carried out by tourists with a series of unique tourism products, tourist facilities and services provided by the port area, and the sum of various phenomena and relationships. In this concept, it involves four basic issues: tourists, physical/spatial scenario of port area, tourism products and tourism phenomena and relationships.

A positive image of port areas can regenerate not only physical-tangible components but also rich relationships, and revitalize these areas. In port areas, hard and soft values are definitely intertwined; usually more and more the hard ones are the winners. Soft values should become stronger for a more sustainable development implementation (Girard, 2010).

(1) Soft values:

Beauty is a soft value that characterises landscape to a great extent. Soft values including :

- a. urban and coastal landscape: It is connected to its architectures, shapes, values, local materials, colors, microclimate, light and life.

Table1. The configuration of port tourism products

Types	Common tourism products	Common experience products	High-end tourist experience product
Iconic tourism products	port Industrial tourism, Port landscape tourism, Ocean Park, marine ecotourism	Marine fishery experience, Seafood, boating, swimming, fishing, skydiving, waterskiing, Water sports	Beach resorts & yacht tourism, Submarine tourism, surfing, cruise tourism, island tourism
Event tourism products	Event and festival activities based on the port and marine culture	Event and festival activities based on types of port industries	Event and festival activities based on port city or regional culture
Expandable tourism products	Sightseeing activities in famous, unique, and attractive tourist areas; port city shopping; city landscape visiting.		

Source: Li & Liu, 2011.

- b. The form of artefacts: including colors and signs.
 - c. economic value: becomes one of the most important conditions to attract activities, investments, inhabitants, and tourists.
 - d. the atmosphere of these areas: It can produce new added values.
- (2) Hard values:
- a. material and immaterial infrastructures
 - b. architectural/industrial buildings
 - c. physical/spatial scenario

2.1 Co-Creation Value in Tourism

Starting from the work of Prahalad and Ramaswamy (2004), the "value co-creation" concept has captured ever-growing research attention from different perspectives in literature concerning marketing and post-modern marketing, as well as service systems. Based on the value co-creation paradigm (Rupo et al., 2018) the value co-creation "is the process of creating something together in a process of direct interactions between two or more actors, where the actors' processes merge into one collaborative, dialogical process". These actors' interactions represent the way in which exchanges are handled and are regulated by the

extent of the relationship between two or more actors in a partnership, in a market, or in a network as part of it. The information exchanged and shared is an important condition for co-creating value.

Table 2. Main definitions of value creation

Main definitions	Source
The value cocreation is the process of creating something together in a process of direct interactions between two or more actors, where the actors' processes merge into one collaborative, dialogical process.	Grönroos & Gummerus (2014).
The meaning of value creation refers mainly to the impacts -economic and social- of port activities on the transport and logistics industries and, to a broader extent, on the economic system.	De Martino et al. (2015).
It is focused on the process of serving other heterogeneous parties (i.e., firms, customers, and network partners), in which each party's skills, competencies, and capabilities interact with the others to co-create value and benefits for all of them.	Rupo et al. (2018).
Seaports have direct and indirect economic impacts on the region in which they operate; through their commercial activities, they generate wealth and employment for a region while also facilitating trade and indirectly contribute to economic wealth generation.	O'Connor et al. (2019).

The theoretical and empirical studies of co-creation in the context of tourism have been increasingly examined in recent years. The scope varies from specific tourism experiences contexts to wide industry or destinations analyses. Co-creation in tourism studies has been used to explain the changes in the tourism supply chain, analyses of destination experiences, customer satisfaction with destinations, memorable tourism experiences, and new approaches to marketing. In Campos, Mendes, Valle, and Scott's (2018) research, tourism destinations and organizations can share the vision of co-creation as a business orientation and strategy towards competitiveness. Prebensen, Vittersø and Dahl (2013) also stressed that businesses interested in providing highly valued tourist experiences would benefit from involving tourists to a greater extent in the co-creation of tourist experiences.

Previous studies in tourism co-creation can be divided into two main perspectives:

- (1) Tourism supplier perspective (including tourism business organization and destinations).

They share the vision of co-creation as a business orientation and strategy towards competitiveness. In both, the concern includes mechanisms, processes, and systems of engaging tourists in co-creation so that they can live a memorable consumption experience. With this thinking, co-creation can be thought of as occurring before, during, and after the travel itself. It encourages tourist participation and interactions to

generate the total value and well-being. However, tourists need to use their resources (i.e. knowledge, time and creativity), and interactive experiences to gain value of co-creation (Zátori, 2016; Zouni & Kouremenos, 2008).

As a business orientation, co-creation involves a willingness to participate in the design, production, and consumption of experience with tourism providers or to collaborate with the tourism providers in creating new products or services. To apply the co-creation tourism mindset, the management operation requires changes to management and staff behaviors and competencies. For example, the frontline staff is essential to facilitate co-creation activities due to their interaction with the customer. However, internal marketing activities are needed to help foster their willingness toward co-creation, as well as building up a co-creation culture within the company that encourages their participation in service design and improvement (Santos-Vijande et al., 2013; Shaw et al., 2010).

(2) The consumer or tourist perspective.

In the relationship between producers (tourism organization and destination) and consumers (tourists), consumers are described as co-creators of value through their engagement in designing, producing, and consuming the products or services in their consumption experiences. In other words, the tourist perspective analyzes the co-creation in the tourist sphere, encompassing the psychology and behavior involved in experiences before, during, and after the travel itself (Festa et al., 2015; Mkono, 2013).

In the past few decades, tourism has increasingly become an area of competition between countries or regions. Competition forces tourist destinations to be more attractive for tourists and to use their resources more efficiently. It is unquestionable that increasing competition in various markets means customer behavior is more value-driven gradually. Travel businesses ought to focus on a value-based marketing strategy to achieve a competitive advantage (Roeffen & Scholl-Grissmann, 2016; Tajzadeh-Namin, 2012).

2.2 Kaohsiung Port, Kaohsiung City

Kaohsiung Port, located south of Kaohsiung City, spans six administrative districts. Its large hinterland and natural bay have made it not only Taiwan's largest port, but also the thirteenth-largest port in the world. As Taiwan's most important shipping hub, it could be called the economic heart and symbol of Kaohsiung. Under the skillful management of the city government, not only is business flourishing, the port facilities have also been upgraded to the best available. Its many sights have made it an exhibition of Kaohsiung's beauty. Nearby popular attractions like Cijin Scenic Area, Love River, Love river bay marina, Kaohsiung Music Center, The Pier-2 Art Center, Kaohsiung Port cruise terminal and Sizih Bay Scenic Area all draw more attention to this eye-catching port.

By 2021, Kaohsiung Port and Cruise Service Center will be complete: a brand new building that will be able to accommodate modern "super cruise ships" of up to 220,000 gross tons. In fact, the terminal will be able to handle two of these giant vessels at once, processing 2,500 passengers per hour during peak times. Kaohsiung City hopes to attract foreign tourists from around the region to fly into Kaohsiung and then embark on cruises from there. In recent years, visitors have seen such developments as the opening of marinas, the creation of new bikeways, the development of the Pier-2 Art Center, and the commencement of the light rail service. The city also established the Hamasen Railway Cultural Park and the Taiwan Railway Museum. In 2018, Kaohsiung Port Warehouse No. 2 was reimagined and repurposed to combine cultural creativity, dining, and exhibition spaces within a completely open port area. Along with these exciting changes, today's Kaohsiung Port is more than a port. It is also a popular destination for locals and visitors alike to enjoy and experience the port city's unique character.

Tourism is one of the most important industries for many cities in Taiwan, but there is no research, known to us, which analyzes the competition of Kaohsiung Port in this area. For seaports, becoming market-oriented and aggressive in both attracting and retaining

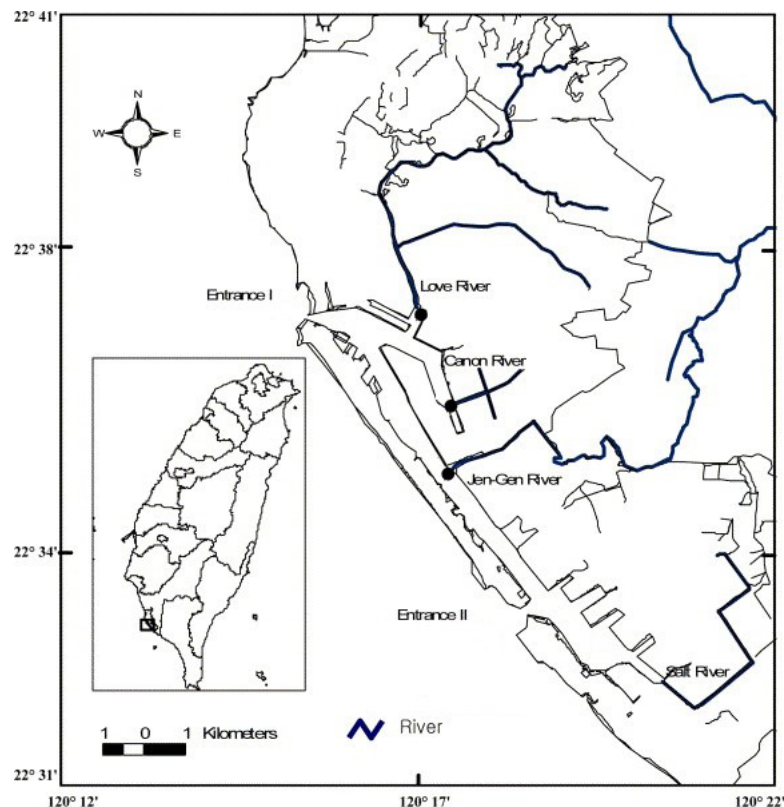
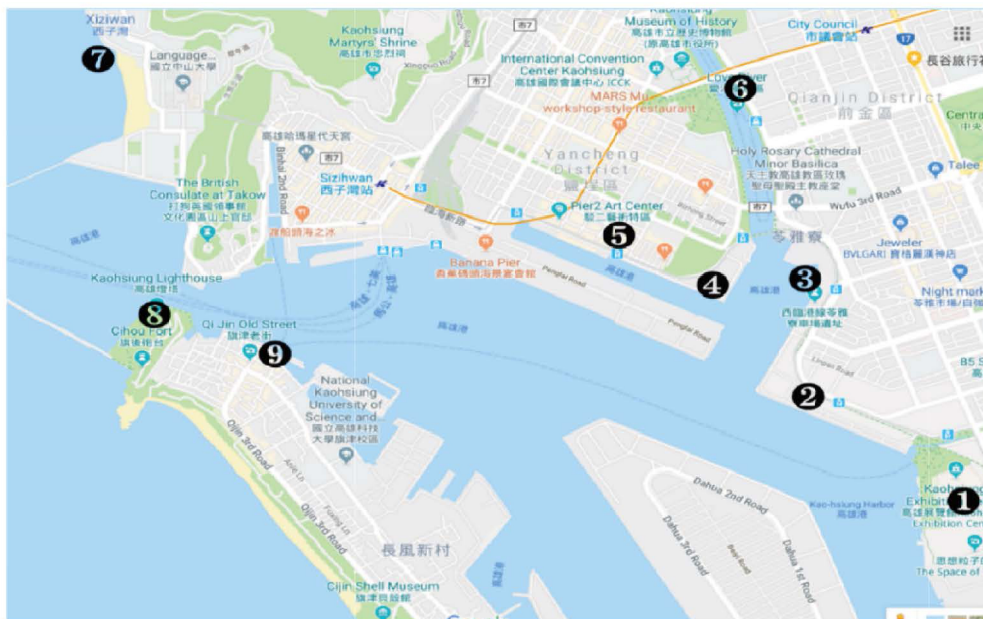


Figure 1 · Geographic position of Kaohsiung Port (Source:Yang et al., 2015)



Figure 2. Kaohsiung Port (Source: Photo courtesy of @skyknightno1)



- ① Kaohsiung Exhibition Center ② Kaohsiung Port Cruise Terminal ③ Love River bay Marina
- ④ Kaohsiung Music Center ⑤ Pier2 Art Center ⑥ Love River
- ⑦ Xiziwan ⑧ Kaohsiung lighthouse ⑨ Cijin Ferry Station

Figure 3. Attractions Map of Kaohsiung Port (Base map: Google Maps)

tourists and customers may no longer be a choice but a necessity. The aim of the paper is to discuss how and at which conditions Kaohsiung port areas can become an opportunity for the whole city. It is imperative to find the most suitable places to start from in order to really implement sustainable tourism development strategies, integrate economic growth, implement ecological preservation and create good opportunities in a win-win design. Kaohsiung Port can become the most attractive city area by introducing new waterfront plans through an innovative, creative, and integrated policy (Girard, 2013; Murati & Brokaj, 2014). In a review of past studies, Taiwan ports play an important role in the container trade and logistics systems of the country. However, very few tourism researchers pay attention to Taiwan's main seaports and the hinterlands of some seaports, such as Kaohsiung's. As indicated by Jeevan et al. (2019), introduction of tourism activity in seaports enhances the concept of sustainability, and supports innovative and enterprising concepts during its operation. Hence, this paper will explore the opportunity to combine both the seaport and tourism sectors to reap a collective benefit to the port city. Moreover, this paper will also reveal the opportunity of Kaohsiung cruise terminals and relate the potential of Kaohsiung container seaports to be tourism hubs.

3. Methodology

Practice-based research is valuable for unpacking social phenomena, including tourism practices like experiencing nature (Lund, 2013), cruising (Lamers & Pashkevich, 2015) or governing (Hall, 2013). Through participant observation, focus groups and in-depth interview, the researcher is able to record in detail the physical aspects of local context.

A combination of approaches was used to review and gather information on existing community conservation areas in Kaohsiung. These methods include: a review of published and unpublished literature, focused group discussions with eight key stakeholders and individuals, and field observations during site visits. We conducted a series of meetings to identify, verify and validate details in January 2019 in the Kaohsiung port area. Respondents with at least 10 years working experience around the Kaohsiung port area were selected to form the focus group, including four scholars, two travel agency managers, and two government officers.

4. Results and Discussion

Port cities and port areas have a particular development potential. Port cities are key places where economic strength, competitiveness, human capital, global trade of imports and exports, and tourism development are increasingly concentrated. In seaport tourism, Kaohsiung port areas are the "interface" between the city and the sea. In fact, it is a driving force of economic wealth, because commercial, industrial, logistic, tourist and fishing activities are localized here. The presence of a particular landscape and experience is a key characteristic of Kaohsiung port areas. To illustrate the strategic demand, Table3 shows an overview for the tourism development issues of Kaohsiung port.

In the relationships between Kaohsiung port and destination management organizations (DMO), different governing roles are described as co-creators of value (Table 4). In essence, tourism resources are an important condition for the rise of tourist destinations, but the rise and development of tourism destinations depends on the governance of tourism systems. In the analysis of existing tourist attractions in Kaohsiung port areas, DMO might know the form of co-creation, yet not recognize its essential role in creating the co-creation tourism products for a better tourist experience. For the consideration of the location, scale of destination development, and convenience of service facility, the development of co-creation tourism requires a change in perspectives from both DMO and tourism businesses. The co-creative relationships between the two is even beyond the level of tourism resources.

In seaport tourism development, numerous opportunities are created for other users to use the seaport's facilities, such as for accommodations, as well as commercial recreation development. The co-creation development of a seaport incorporates the support of a visitor center and a tourism cluster, eventually leading to the formation of a regional tourism network. Indeed, seaport tourism can provide dynamic cases of industrial clusters, for academia and practice, all together. This may extend to not only an established port's maritime clusters, but also to the regional potential of establishing a competitive tourism industrial cluster (Acciaro, 2015; Nowaczyk, 2019).

Since a seaport represents a physical and functional link between the tourist attractions and transportation networks, it needs to provide infrastructure and connectivity from seaports to hinterlands. Therefore, those seaport tourism co-creators need to persist in their efforts to offer opportunities for tourists to enjoy the beauty of Kaohsiung port areas. DMO development for Kaohsiung port will require the involvement of public authorities. Co-creation activities should aim to increase interest in the tourism sector in investing in a tourism cluster to create better conditions for enterprises taking part in business initiatives, and support the development of the value network of cooperation.

Table 3. Seaport tourism development in Kaohsiung

	Internal advantage (Strength)	Internal disadvantages (Weakness)	External Opportunity (Opportunity)	External threats (Threat)
Seaport tourism development	1. Good port conditions are conducive to the promotion of water upstream activities	1. Lack of on-the-land spot exciting event support	1. In recent years, the state has gradually placed a high value on marine policy.	1. The public's interest in the water boating and the market are still in developing stage
	2. Rich fishing port and fishery resources.	2. The number of sightseeing tours is insufficient.	2. Major urban and bay area innovation and tourism development had completed.	2. Maritime climate may affect the tourist willingness to travel.
	3. Many humanity characteristics and destinations are around the port area.	3. The process of issuing visas to Chinese tourists is complicated.	3. Yacht and fishing ports form a series of advantages.	3. The connection between related construction and resources is still insufficient.
	4. Taiwan is located at the hub of the Asian route on the cruise.	4. The relevant national border laws cannot be in line with international standards.	4. There are many port hinterlands still need to be developed around the New Asia Bay areas.	4. Port cities in East Asia actively promote cruise development, but lack of mutual cooperation.
	5. The port operating organization has been corporatized.	5. The government system involves a large number of agencies, and lacks a unified executive authority.	5. The number of global cruise tourists continues to increase.	5. The experience of receiving cruise passengers and being a domestic port for cruises is still insufficient.
	6. Pre-aviation information system construction has completed.	6. City sightseeing images and highlights are still insufficient.	6. The Asian market is growing rapidly, and China has become the center of the Asian cruise industry.	6. The traveler from Mainland allowed to enter Taiwan may cause security concerns.
	7. Policy subsidies increase incentives for cruises		7. Taiwan becomes a founding member of the Asian Cruise Union.	
	8. The city possesses the advantages in the seaport and airport.		8. Combine the government's new southward policy.	

Table 4. Co-creators of value in stakeholders

Co-creators	Important roles
Central government	1.simplify visa procedures 2.improve the docking environment of overall cruise
Non-government organizations	1.train maritime professionals 2. provide a platform for production, government, and research exchanges
Local government	1.provide enhanced hardware and software equipment 2.provides unique local travel
Travel agency operators	develop outbound market

In recent years, there has been a great interest in conceptualizing of Kaohsiung port from a strategic management perspective (and other management subfields including international business, supply chain management, land use, marketing and tourism resources), particularly with the increasing recognition of the integrative and creative role of Kaohsiung port in port systems and hinterland. The implementation of seaport tourism development requires a multifaceted and multidimensional view of the functioning of modern seaports. Thus, in terms of value co-creation the main solutions for the DMO and tourism service mechanism were described as follows:

- (1) Assist in the discovery of unique resources around the "New Asia Bay Area" using innovative ideas to add value to the features and create a unique ocean tourism attraction.
- (2) Assist in the guidance of marine tourism professional organizations and talents, improve the ability of the marine tourism and leisure industry to operate independently, and attract young people to return to South Taiwan.
- (3) Assist in the industrialization of special resources in Kaohsiung Port to guide the development of featured industries, to package themes, to experience the tour in depth, to promote special tourism activities, and to use network marketing and multiple channels to enhance publicity.
- (4) Prioritize improving local tourism service facilities to create a friendly and convenient tourism environment that is friendly and suitable for the maritime tourism and leisure industry.
- (5) Properly plan the "New Asia Bay Area" outbound transportation transfer mechanism and scale, and effectively maintain the surrounding resources and quality of tourist experiences.

- (6) Build transportation services around the "New Asia Bay Area" to provide Location-Based Service (LBS) in transportation and tourism information as well as quality public transportation services.

5. Conclusion

The seaport as a spatial entity can provide a framework for detailed studies of ports as industrial clusters, as well as emphasis on how infrastructure and location attract attention for vital tourism planning and development (Nowaczyk, 2019). In particular, the analysis builds on a distinction of the different tourist products of maritime tourism in Kaohsiung Port. As a tourist destination, Kaohsiung Port has devoted to especially the integration of attractions, services and urban development around the New Asia Bay Area. As Song and Parola (2015) emphasized, port executives need to manage the different stakes and goals of various participants, in order to attain consensus and attract the resources required by port strategies and future tourism planning. In fact, as recognized by some authors (O'Connor et al., 2019; Penco & Di Vaio, 2014), visitors and other stakeholders progressively require seaports to become more flexible, to take more into account environmental concerns and socio-economic issues, and to increase in strategic value for the region and port city. Another crucial aspect addressed by the research is the integration of tourism value co-creation pursued by various groups of stakeholders (businesses, local authorities, society, etc.). Thus, research on interrelations between seaport tourism and its surroundings, including socio-economic values and strategic development, could be pursued. Considering the key areas for research, the following analyses for the strategic integration of tourism value co-creation can be distinguished:

- (1) Itinerary linkage, industrial value added

This issue explores a policy framework that can create the environment for greater linkages between the seaport area and tourism sectors. Seaport tourism has two dimensions: one can be classified as a forward linkage, meaning that the seaport is part of the destination's tourism appeal. In these circumstances, it is of special interest to visitors and forms part of their itinerary. The other dimension involves a backward linkage, whereby the seaport provides the raw material for the food and beverages required by the hospitality industry. As the views mentioned above, seaports are of great economic importance for regions and countries in terms of value added, employment and investments.

- (2) Collaboration with community resources and the local industry

It is important to understand that community involvement is a vital aspect of

formal and informal collaboration processes. Key to collaboration and cooperation is the ability of authorities and communities to share resources together. The essence of collaboration is resource-sharing, since institutional priorities and community pride is based on resource allocation and industrial utilization. The Kaohsiung port city needs to plan marine cultural guidelines, strengthen educational and cultural functions, promote themselves to schools or educational groups, and advocate the ocean sustainable development. Various community groups, such as businesses, schools, the cultural community, and maritime profession leaders should also be involved.

(3) Low carbon city, green transportation network

The network incorporates differences and turns them into complementarity. The port-city system – organized by multiple networks (of private enterprises, organizations, public authorities) – becomes dynamic and vital, able to self-organize over time. In the case of a green transportation network, the government promoted the MRT, light rail, bus, carrier shuttle, electric (machine) motorbike, bicycle, walking and other multi-tools, and built a green transportation network. Green transportation is viewed as a low-carbon and environmentally friendly mode of travel (Li, 2016). The active promotion of green transportation is not only good for the ease of traffic congestion, the decrease of energy consumption and the improvement of air quality, but also, as a return to healthy and leisurely lifestyles, good for the improvement of citizen/tourist health.

As shown in Table 5, the Kaohsiung port city should integrate the policy framework required for the development of the co-creative marine tourism, tourism services and urban development context around the New Asia Bay Area. Based on the value co-creation concept, there are four main axes for implementing the implementation strategy and corresponding practices:

- a. Cross-domain coordination and integration
- b. Marine and environmental protection
- c. Sustainable management
- d. Marketing promotion and services

Considering the competitiveness of the public and private sectors and the importance of sustainable management, the strategies should be employed to enforce advantages, improve disadvantages, seize opportunities, and avoid threats. Based on the existing cooperation between port and city, the main purpose is to maintain good partnership, intergrowth, co-prosperity and win-win results. It is also achievable to integrate relevant resources to develop the local industry. In terms of tourism development mechanism, government authorities need to focus on these aspects: stakeholders' consensus, supporting approaches (e.g., marine

Table 5. Overview of the policy framework and implementation strategy via co-creation basis

Policy	Implementation Strategy	Implementation practices	Goal
1. Integrate resources for reuse to enhance competitiveness		1. establishment of project management committee	1. Increase government and private income
2. Combine local industries to drive economic prosperity	Cross-domain coordination and integration	2. cross-domain integration of land acquisition	2. Create employment opportunities
3. Combine marine characteristics to develop tourism industry		3. asset integration platform	3. Provide quality tourism
		4. transportation preparation and improvement	
	Marine and environmental protection	1. Environmental landscape reconstruction	4. Activate marine assets
		2. Marine recreation atmosphere reconstruction and ecological conservation	
	Sustainable management	1. outside the investment promotion committee and self-management	
		2. combined with the marine cultural and creative industry	
		3. combined with the local industry	
		4. combined with navigation and tourism service personnel	
	Marketing promotion and services	1. media integration marketing	
		2. to create a friendly travel tour and service	

ecology), and internal operational procedures modifications. Thus, the Kaohsiung port-city is able to effectively bring together all stakeholders (including the public sectors, NGO, and local governments), and then embrace an effective sustainable action plan. It may become a critical factor in efficiency outcomes to urge governments and decision-makers to reexamine port administration, organization, and policy.

References

1. Acciaro, M. (2015). Corporate responsibility and value creation in the port sector. *International Journal of Logistics Research and Applications*, 18(3), 291-311.
2. Campos, A. C., Mendes, J., Valle, P. O. D., & Scott, N. (2018). Co-creation of tourist experiences: A literature review. *Current Issues in Tourism*, 21(4), 369-400.
3. Castillo-Manzano, J., Castro-Nuno, M., Laxe, F.G., López-Valpuesta, L., & Arevalo-Quijada, M.T. (2009). Low-cost port competitiveness index: Implementation in the Spanish port system. *Marine Policy*, 33(4), 591-598.
4. Dekker, S., & Verhaeghe, R.J. (2012). Port investment and finance. In Wayne K. Talley (Eds.), *The Blackwell Companion to Maritime Economics* (pp. 623-637). Blackwell Publishing Ltd.
5. De Martino, M., Carbone, V., & Morvillo, A. (2015). Value creation in the port: opening the boundaries to the market. *Maritime Policy & Management*, 42(7), 682-698.
6. Dooms, M., Haezendonck, E., & Verbeke, A. (2015). Towards a meta-analysis and toolkit for port-related socio-economic impacts: a review of socio-economic impact studies conducted for seaports. *Maritime Policy & Management*, 42(5), 459-480.
7. European Sea Ports Organisation. (2010). Code of practice on societal integration of ports. European Sea Ports Organisation, Brussels. Retrieved from <https://www.espo.be/media/espopublications/ESPOCodeofPracticeonSocietalIntegrationofPorts2010.pdf>
8. Festa, G., Vrontis, D., Thrassou, A., & Ciasullo, M. V. (2015). A value co-creation model for wine tourism. *International Journal of Management Practice*, 8(3), 247-267.
9. Girard, L. F. (2010). Sustainability, creativity, resilience: toward new development strategies of port areas through evaluation processes. *International Journal of Sustainable Development*, 13(1-2), 161-184.
10. Girard, L. F. (2013). Toward a smart sustainable development of port cities/areas: The role of the "historic urban landscape" approach. *Sustainability*, 5, 4329-4348.
11. Grönroos, C., & Gummerus, J. (2014). The service revolution and its marketing implications: Service logic vs service-dominant logic. *Managing Service Quality*, 24(3), 206-229.
12. Hall, C. M. (2013). Framing behavioural approaches to understanding and governing sustainable tourism consumption: Beyond neoliberalism, "nudging" and "green growth"?. *Journal of Sustainable Tourism*, 21(7), 1091-1109.
13. Ibrahim, K. (2017). A theoretical framework for conceptualizing seaports as institutional and operational clusters. *Transportation research procedia*, 25, 261-278.

14. Jeevan, J., Othman, M. R., Hasan, Z. R. A., Pham, T. Q. M., & Park, G. K. (2019). Exploring the development of Malaysian seaports as a hub for tourism activities. *Maritime Business Review*, 4(3), 310-327.
15. Klein, R. A. (2011). Responsible cruise tourism: Issues of cruise tourism and sustainability. *Journal of Hospitality and Tourism Management*, 18(1), 107-116.
16. Lamers, M., & Pashkevich A. (2015). Short-circuiting cruise tourism practices along the Russian Barents Sea coast? The case of Arkhangelsk. *Current Issues in Tourism*, 21(4), 440-454.
17. Li, H. R. (2016). Study on green transportation system of international metropolises. *Procedia engineering*, 137, 762-771.
18. Li, R., & Liu, J. Z. (2011). Research development on the port tourism-taking Ningbo port as an example. *Economic Geography*, 1, 149-155.
19. Lund, K. A. (2013). Experiencing nature in nature-based tourism. *Tourist Studies*, 13(2), 156-171.
20. Mkono, M. (2013). Using net-based ethnography (Netnography) to understand the staging and marketing of "authentic African" dining experiences to tourists at victoria falls. *Journal of Hospitality & Tourism Research*, 37(2), 184-198.
21. Murati, M., & Brokaj, R. (2014). The role of marketing sea ports for the development of tourism. *Academic Journal of Interdisciplinary Studies*, 3(2), 265-271.
22. Nowaczyk, P. (2019). Tourism cluster in the sailing operations of small seaports in Poland. *Acta Scientiarum Polonorum-Oeconomia*, 18(2), 69-77.
23. O'Connor, E., Evers, N., & Vega, A. (2019). Port performance from a policy perspective – A systematic review of the literature. *Journal of Ocean and Coastal Economics*, 6(1), 1-21.
24. Penco, L., & Di Vaio, A. (2014). Monetary and non-monetary value creation in cruise port destinations: an empirical assessment. *Maritime Policy & Management*, 41(5), 501-513.
25. Prahalad, C.K., & Ramaswamy, V. (2004). Co-creation Experiences: The Next Practice in Value Creation. *Journal of Interactive Marketing*, 18(3), 5-14.
26. Prebensen, N. K., Vittersø, J., & Dahl, T. I. (2013). Value co-creation significance of tourist resources. *Annals of Tourism Research*, 42, 240-261.
27. Roeffen, D., & Scholl-Grissemann, U. (2016). The importance of customer co-creation of value for the tourism and hospitality industry. In Egger R., Gula I., & Walcher D. (Eds), *Open Tourism: Tourism on the Verge* (pp. 35-46). Berlin, Heidelberg: Springer.
28. Rupo, D., Perano, M., Centorrino, G., & Vargas-Sanchez, A. (2018). A framework based

- on sustainability, open innovation, and value cocreation paradigms - A case in an Italian maritime cluster. *Sustainability*, 10(3), 729.
29. Santos-Vijande, M. L., Álvarez, B.A., & Rodriguez, N. G. (2013). Internal marketing as a driver of market orientation and co-creation culture in the tourism sector. *African Journal of Business Management*, 6(13), 4707-4716.
30. Shaw, G., Bailey A., & Williams A. (2010). Aspects of service-dominant logic and its implications for tourism management: Examples from the hotel industry. *Tourism Management*, 32(2), 207-214.
31. Song, D.W., & Parola, F. (2015). Strategising port logistics management and operations for value creation in global supply chains. *International Journal of Logistics Research and Applications*, 18(3), 189-192.
32. Tajzadeh-Namin, A. (2012). A review on value creation in tourism industry. *Management Science Letters*, 2(1), 203-212.
33. United Nations Conference on Trade and Development. (2004). Assessment of a seaport land interface: an analytical framework. Retrieved from https://unctad.org/system/files/official-document/sdtetlbmisc20043_en.pdf
34. Van Den Bosch, F. A. J., Hollen, R., Volberda, H., & Baaij, M. G. (2012). *The strategic value of the port of rotterdam for the international competitiveness of the Netherlands: A first exploration*. Rotterdam, Erasmus University.
35. Woo, S. H., Pettit, S., Beresford, A., & Kwak, D. W. (2012). Seaport research: A decadal analysis of trends and themes since the 1980s. *Transport Reviews*, 32(3), 351-377.
36. Yang, Z. H., Sheu, Y. T., Dong, C. D., Chen, C. W., & Kao, C. M. (2015). Application of a three-stage remediation process to cleanup petroleum-hydrocarbon contaminated sediments. *Desalination and Water Treatment*, 56(2), 435-442.
37. Zátori, A. (2016). Exploring the value co-creation process on guided tours (the 'AIM-model') and the experience-centric management approach. *International journal of culture, tourism and hospitality research*, 10(4), 377-395.
38. Zouni, G., & Kouremenos, A. (2008). Do tourism providers know their visitors? An investigation of tourism experience at a destination. *Tourism and Hospitality Research*, 8(4), 282-297.