

The impact of eudaimonic communication strategies in creating transformative tourism experiences

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Abstract

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Title of the thesis The impact of eudaimonic communication strategies in creating transformative tourism experiences		
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Abstract Effective communication is crucial in creating transformative travel experiences. Tourism organisations can inspire their audience to embark on a journey of personal growth and discovery by engaging them with meaningful and thought-provoking content through inspiring stories, captivating visuals, or practical tips and advice. The right type of content can establish a deep connection with the audience, resulting in unforgettable travel experiences. Eudaimonic communication, a field of study focusing on content that promotes human flourishing, provides valuable insights into this area. The research project aimed to enhance and develop a comprehension of the business opportunities that can emerge from transformational experiences in the tourism industry, viewed from a eudaimonic communication perspective. The methodology employed in the research project was highly comprehensive, encompassing three core approaches. Initially, an extensive review of the promotion of sustainable practices by the participating organisations was conducted to ascertain the messaging strategies utilised to highlight the benefits of sustainability. Secondly, these organisations' digital technologies and tools to enhance customer experiences were analysed to evaluate their efficacy. Finally, a web content analysis was conducted to identify the contextual usage of eudaimonic criteria words when interacting with customers. Additional quantitative and qualitative data were gathered through neuromarketing tests and follow-up interviews with participants. The testing outcomes serve as a roadmap for organisations to develop effective communication strategies incorporating eudaimonic communication when describing transformative experiences.		
Keywords Transformative tourism, web page content analysis, eudaimonic communication, word frequency analysis, neuromarketing, thematic analysis		

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“Success is the **sum of small efforts**, repeated day in and day out.”

— *Robert Collier*

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1 Introduction

1.1 Project background

Tourism and travel have evolved from mere surface experiences and relaxation into providing people with opportunities to experience personal growth and transformation. Transformative tourism can bring about positive changes in the attitudes, values, and behaviours of those participating in tourist activities by exposing them to new cultures, ideas, and ways of life. Such experiences can significantly impact consumers and encourage them to make long-term lifestyle changes (Pung et al. 2020; Amaro et al. 2023).

The journey towards transformative experiences starts with engaging and effective communication strategies, both essential elements for creating authentic transformative travel experiences among customers. One way to engage an audience is through content that elicits a meaningful message or provokes a need to fulfil a life purpose. To create these meaningful messages, organisations often produce content surrounding themes that give an audience a greater understanding of the fundamentally important aspects of life (Rieger & Klimmt 2018). In addition, Rieger and Klimmt (2018) indicate that meaningful content emerges from conventional mass communication and social media, which audiences use to create, share, and consume messages with eudaimonic potential. Through eudaimonic communication research, questions like "How do certain communication strategies that embody eudaimonic elements lead to meaningful consumer experiences?" can lead to frameworks and tools that assist organisations in creating more meaningful content. Another aspect to consider is the power of storytelling as a tool for creating emotional connections. Storytelling can help tourists connect and engage with their surroundings, facilitating a greater knowledge of their travel destination and tourism experience (Sheldon 2020). However, current research on the topic of eudaimonic communication is lacking. Therefore, conducting further research to fill the current theoretical gaps and understand communication's potential in transformative tourism is essential.

Another consideration is that with the rise of advanced technologies, the tourism industry has undergone a significant transformation in management and marketing tourism. In the past, tourist organisations and their customers used technology as a mere tool to facilitate their tasks. However, today, technologies have become integral to the tourism market. The conceptualisation has shifted from a static and functional sense to a transformative perspective, where technology plays a crucial role in shaping the market and its participants (Sigala 2018). This shift has enabled the tourism industry to create innovative and engaging tourist experiences and provide better management for tourism businesses.

1.2 Aims and objectives of the research project

The primary objective of this research project is to enhance and develop a comprehension of the business opportunities that can emerge from transformational experiences in the tourism industry, viewed from a eudaimonic communication perspective. The research project will primarily focus on nine Finnish organisations operating in the tourism industry. Table 1 of Chapter 4 outlines the details and backgrounds of these organisations. The study methodology involves scrutinising the text on the participating organisations' websites by establishing a criterion derived from extensive literature. The overarching goal is to improve the effectiveness of online communication while providing valuable tools for corporate strategy. Furthermore, the research project addresses the gap in transformative communication research on digital platforms. The study also explores how these organisations communicate sustainability practices and use digital tools in their corporate strategies and service offerings.

The research focus for this project is:

- How to enhance sustainability through eudaimonic communication to build transformative tourism experiences throughout the customer journey.
- The transformative power of technologies on the tourism industry.
- The use of eudaimonic communication in content creation to elicit meaningful consumer experiences that could lead to transformation.

Exploring these subject areas will determine how these tourism companies and other organisations within the tourism sector can adapt to market trends to enhance customer experience through transformative experience processes. In addition, an analysis of their marketing materials will determine how these tourism companies use eudaimonic communication to create content that evokes a sense of meaning, well-being and possible transformation.

The research problem that connects all the research questions and aspects of the study focuses on whether communication content and enhanced digital applications can provide tourists with a sense of meaning, well-being, and possible transformation.

Several objectives will assist in achieving the research project's aims:

The first objective is to evaluate how these organisations promote their sustainable practices through eudaimonic communication. This type of communication can be compelling in promoting sustainable tourism practices and ensuring that these practices are widely adopted. By highlighting the positive impact of sustainable practices and

demonstrating their benefits, these organisations can inspire others to follow suit and work towards a more sustainable future. Ultimately, this type of communication can create a more sustainable tourism industry.

RQ1: How do organisations promote their sustainable practices through eudaimonic communication?

Another research objective is to consider how these organisations use technology to enhance the tourist experience. By leveraging digital technologies, businesses can create immersive experiences that engage tourists on multiple levels, leading to a more profound and transformative experience. This can have a significant impact on communication that facilitates transformative tourism.

RQ2: How do organisations use technology to enhance the tourist experience?

The third objective is to evaluate the participating Finnish organisation's current communication strategies to determine if they incorporate eudaimonic communication into their marketing material, as this concept is key to developing transformative travel experiences. Therefore, examining the current communication methods will provide a better understanding of how these organisations approach transformative travel experiences and identify areas for improvement.

RQ3: Can eudaimonic communication strategies influence and promote transformative tourism experiences?

The research project will explore the potential gap between the perceived transformative service offerings and eudaimonic communication within the Finnish organisations' strategies and their customers' actual experiences. By identifying these gaps, the research project will highlight the significance of eudaimonic communication in creating compelling content and delivering transformative experiences. The overall purpose is to help the participating Finnish organisations improve their eudaimonic communication and deliver genuinely transformative experiences to their customers.

2 Key concepts

2.1 Exploring the concepts of eudaimonia and transformative experiences

The key concepts explored and developed throughout this research project will revolve around eudaimonic communication and transformative experiences. Figure 1 highlights the sub-themes of these concepts, including areas of eudaimonic communication that promote personal growth (Irving & Williams 1999), meaning (Huta 2013), self-reflection (Lengieza et al. 2019), purpose (Ryan & Deci 2001) and well-being (Ruggeri et al. 2020) and transformative experiences that facilitate experiential services (Voss & Zomerdijk 2007; Walls et al. 2011; Konu 2016), transformative tourism (Davis 2002; Wolf et al. 2017; Amaro et al. 2023), customer journey touchpoints (Voss & Zomerdijk 2007; Wheeler 2009; Lemon & Verhoef 2016; Stienmetz et al. 2021), sustainable tourism practices (Ross 2010; Amaro et al. 2023) and digital innovations (Kotler et al. 2017). It is worth noting that eudaimonic communication and transformative experiences are closely linked and can work together to create extraordinary experiences for people. Companies that use both concepts are better equipped to build long-lasting customer relationships.

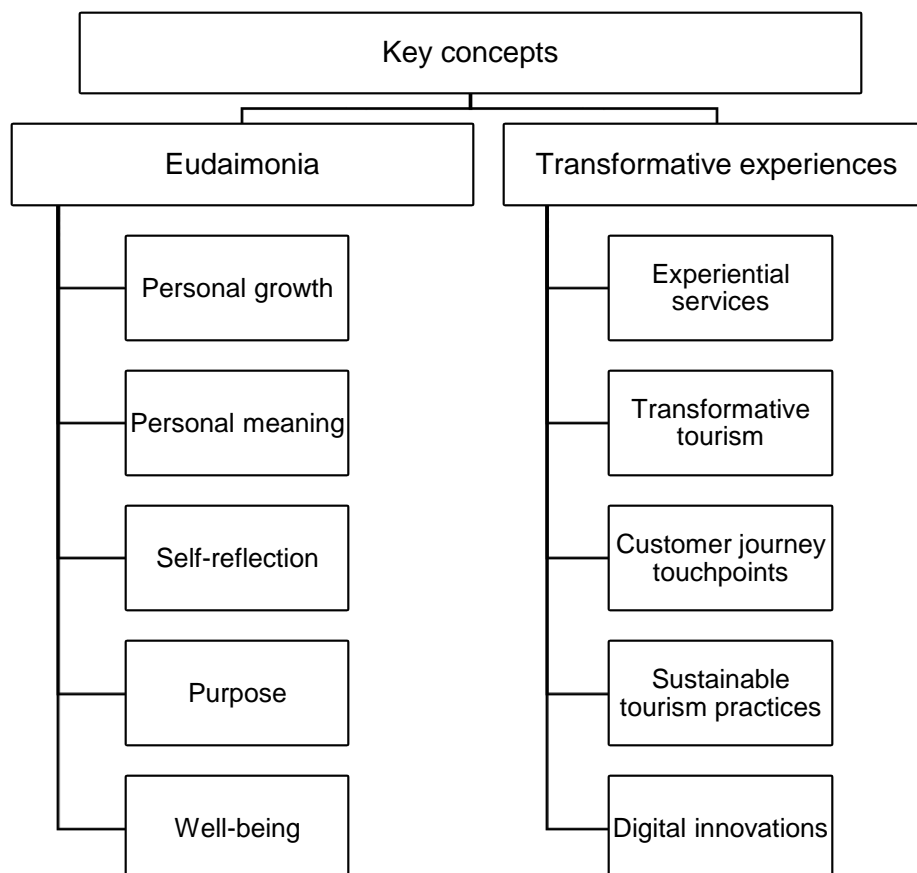


Figure 1. Key concepts of the research project

2.2 Eudaimonia

Personal growth

Personal growth entails reaching full potential by expanding horizons and developing new skills, talents, and perspectives. Striving for personal growth can improve psychological functioning, enhancing happiness, fulfilment, and success in life (Irving & Williams 1999). The journey of personal growth can be a rewarding and transformative experience.

Personal meaning

Huta (2013) implies that personal meaning is the idea that one's activities and experiences have value and purpose. Doing something that has personal meaning provides fulfilment and satisfaction in life. It is not just about achieving external goals or meeting societal expectations but about finding meaning in personally unique experiences.

Self-reflection

Introspection can yield valuable insights into thoughts, emotions, and behaviours. Adopting an impartial attitude towards self-reflection is essential to assessing oneself honestly. Self-reflection can facilitate personal development by providing a more profound understanding of oneself and the capacity to enact positive changes (Lengieza et al. 2019).

Purpose

Purpose contributes to happiness. A greater sense of purpose leads to more positive emotions such as contentment, relaxation, enthusiasm and joy. Considering the bigger picture and how one's role can make a difference to others is essential to finding happiness within the realm of purpose (Ryan & Deci 2001).

Well-being

Ruggeri et al. (2020) define well-being as feeling good and functioning well. In addition, it consists of the experience of positive emotions such as happiness and contentment whilst also contributing to developing one's potential, having a sense of purpose, and reinforcing positive relationships (Ruggeri et al. 2020).

2.3 Transformative experiences

Experiential services

The fundamental idea of experiential services is putting the customer and their needs at the centre of the service offerings to ensure the focus is on the customer's experience (Voss &

Zomerdijk 2007; Walls et al. 2011; Konu 2016). The core of an experiential service is its value proposition that creates value for a consumer.

Transformative tourism

Transformative tourism is a unique form of tourism that aims to stimulate changes in how people consume goods and interact with others. It allows travellers to gain new perspectives and deepen their understanding of different cultures and the natural world. This type of travel focuses on creating meaningful, lasting experiences. According to Amaro et al. (2023) and Wolf et al. (2017), transformative travel can broaden horizons and enhance personal growth as it leads customers from focusing on attributes and functional benefits to emotional and self-expressive benefits of travel (Davis 2002, 505).

Customer journey touchpoints

The overall customer experience through various touchpoints needs to be positive as it is vital to brand loyalty (Wheeler 2009, 19; Lemon & Verhoef 2016). Therefore, the customer journey should be considered at every stage of a touchpoint analysis, from pre-purchasing to post-purchase evaluation, to ensure a seamless transition and experience between a customer and the organisation (Voss & Zomerdijk 2007, 102; Stienmetz et al. 2021).

Sustainable tourism practices

Ross (2010) argues that tourists can experience a profound transformation when they engage in responsible and sustainable tourism practices that consider the well-being of ecosystems and host communities. Such practices can promote a sense of meaningful happiness, self-actualisation, and self-fulfilment as tourists become more aware of their impact on the environment and society (Amaro et al. 2023).

Digital innovations

In today's world of modern technology, social media influence and connectivity, brands can reach consumers beyond traditional marketing techniques. Global mass communication and social media power enable a greater market reach and interaction between a brand and its consumers. Digital innovations have changed global business methods as industries move to a digital economy that creates further competition and requires creative solutions and innovative thinking (Kotler et al. 2017, 45-53). To remain ahead of the curve, companies must be open to embracing new and advanced technologies. In today's business landscape, social media platforms and digital applications are essential for growth and success. By leveraging these technologies, organisations can develop innovative products and services that cater to customers' needs more efficiently and effectively.

3 Literature review

3.1 Theoretical background

The exploration subjects for this research project are transformative tourism experiences and eudaimonic communication. Each topic will contain a literature review map comprising existing research literature. Examining these literature references will provide an overview of transformative tourism experiences and reveal how organisations can shape and create valuable consumer experiences through collaboration and value creation. Lastly, eudaimonic communication and its value in producing transformative experiences will indicate how communication strategies can influence an audience.

3.2 Transformative tourism experiences

Figure 2 encompasses research literature on transformative tourism experiences. Delving into these references will provide a deeper understanding of the various facets of transformative tourism experiences from a consumer and business perspective.

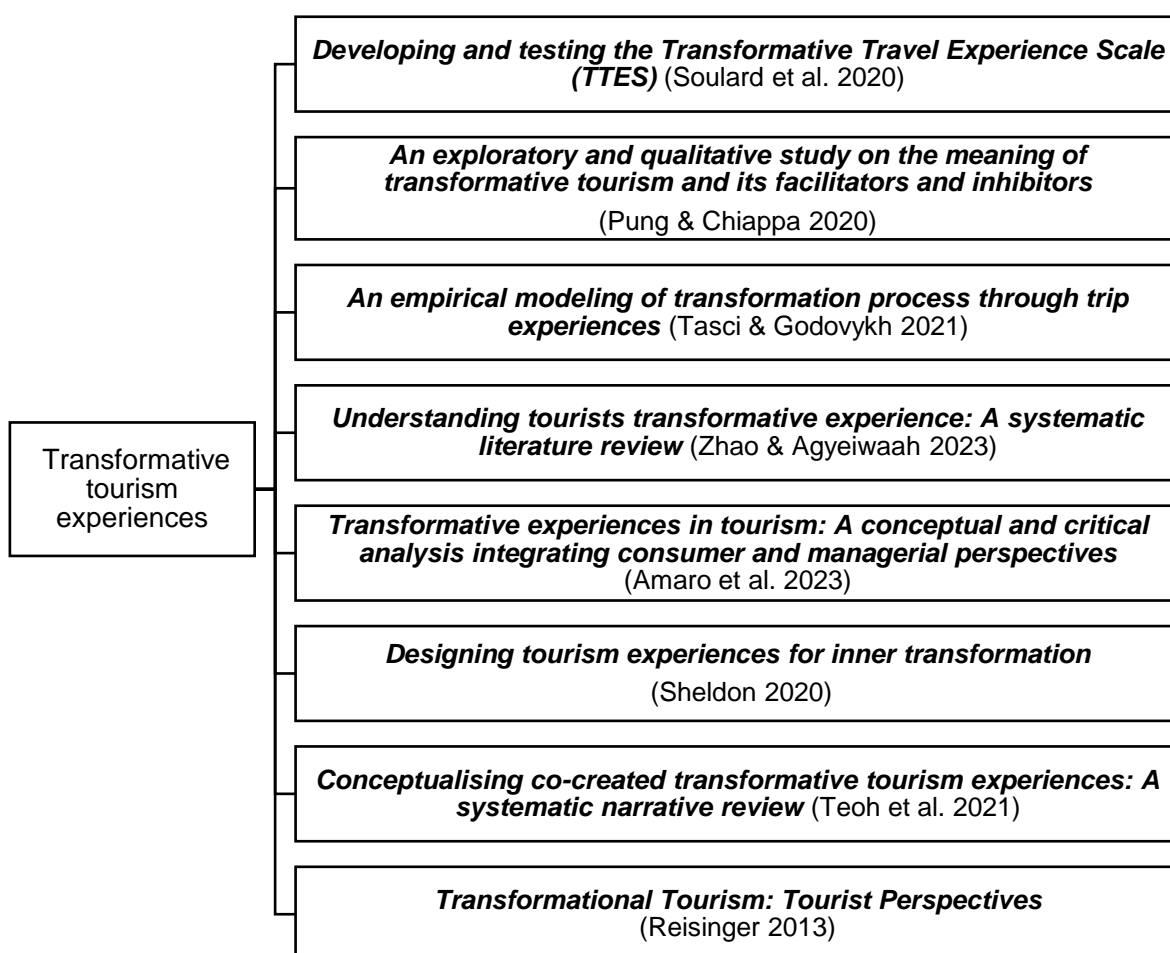


Figure 2. Literature review map - transformative tourism experiences

Experiential services

Conceptualising and defining an experience can be challenging as various definitions exist and are interchangeable within different contexts (Palmer 2010, 196; Konu 2016, 25). Experiences require participating in or living through an occurrence or moment that involves sensation, interpretation, and reaction (Walls et al. 2011, 11; Konu 2016, 33). Experiences usually make an impression, whether good or bad, which are distinctive, recognised and remembered subjectively for an indefinite period depending on their impact.

Various schools of thought, frameworks and perspectives exist when defining and understanding experiences. From a business and marketing perspective, an experience emerges through situational interactions between a customer and an organisation. These experiences are subjective, as customers have individual needs, wants, and desires to satisfy (Zomerdijk & Voss 2010, 65; Konu 2016, 34). Organisations can influence and create an experience through service design methods catering to personalised, memorable, fulfilling experiences through product and service offerings.

Another perspective to consider is the emphatic research method, which explores human perspectives and empathy. It requires in-person interaction and collaboration between an organisation and its consumers. In addition, the immersive nature of this method gathers customer behaviour information in real-life contexts, resulting in product and service development and enhanced customer experiences (Voss & Zomerdijk 2007, 112; Kotler et al. 2017, 113). This insight into consumer behaviour helps organisations understand their consumers' emotions and actions, assisting service design development (Zomerdijk & Voss 2010; Konu 2016, 74).

Experiences are a continuous and ongoing process within the moments-based perspective of recent research which, when broken down, reveals smaller experiential categories such as immediate and remembered experiences, suggesting that experiences are dynamic, subjective, and ever-changing (Stienmetz et al. 2021). Unsurprisingly, when it comes to the hospitality and service industry, such as tourism, understanding experiences from a customer's point of view is essential in the service design and management processes. With customers at the core of the experience process and through co-creation, organisations can understand and influence touchpoints and customer journeys to encourage interest in and enhance service offerings (Konu 2016, 73). This interaction connects with the customer meaningfully, leading to a fulfilling consumption experience and enhanced satisfaction (Zomerdijk & Voss 2010, 65; Walls et al. 2011, 17).

Tourism experiences

The tourist experience comprises all the micro-services they receive while on holiday from the consumer perspective and can be functional or emotional in value depending on the individual and their needs. Within the tourism framework, the tourist is an active agent in the tourism process and assists in creating experiences. The collected experiences over the tourist's journey then formulate memories of having accomplished activities, enjoyment, participation, learning and development. Organisations need to differentiate themselves in a competitive market, and one way to do this is to up their service offerings. Moving towards experiential services allows organisations to offer more than just primary products and services and instead create consumer experiences that focus on the consumers' needs in the value creation process (Pine & Gilmore 1998). Konu (2016, 72) defines experiential services as economic activities that involve an organisation providing a consumer with a service that fulfils specific criteria. Consumers are then able to experience the service, ideally through involvement, eliciting an internal and emotional engagement that effectively appeals to the hedonic motivations of the consumer. This process flow ultimately leads to enhanced experiential value.

The notion of the tourism experience comprising a bundle of various activities or services means that these experiences can be deconstructed throughout the customer journey into a series of micro-experiences that can be examined and managed individually. This structured approach can assist organisations in understanding the various elements that create tourism moments and, therefore, can help deliver exceptional customer experiences to maintain competitiveness within the market. In addition, organisations can also leverage new approaches for designing and analysing destination experiences based on the dissection of the total tourist experience (Stienmetz et al. 2021).

Transformation economy

Following on from the theories of the experience economy proposed by Pine and Gilmore (1998), whereby organisations would attempt to customise and personalise services to create a more meaningful customer experience, in today's ever-changing market trends and fierce competition organisations are looking to customise experiences to be transformative. Amaro et al. (2023) imply a shift in the paradigm of an experience economy to an emerging transformation economy. In taking the transformation economy a step further, it is understandable that tourists are increasingly seeking more meaningful and purposeful experiences that lead to personal fulfilment and enlightenment and offer opportunities for change or transformation (Pung & Chiappa 2020; Sheldon 2020; Amaro et al. 2023).

Amaro et al.'s (2023) research suggests that when individuals embark on transformative tourism experiences, they are taken out of their comfort zones and immersed in unfamiliar environments that require them to adapt creatively to new and challenging situations. These experiences often demand changes in their behaviour and can lead to a fundamental shift in their previously held beliefs, attitudes, lifestyles, and relationships. The resulting transformations can be profound, resulting in a significant increase in customer satisfaction and even altering the course of their lives.

There are many aspects to consider regarding transformation, particularly within the tourism industry. Many tourism activities have the power to promote new values, perceptions, consciousness, and inner peace. According to Tasci and Godovykh (2021, 20), several factors influence transformation. For example, during a transformative trip, various triggers and scenarios can lead to cognitive and emotional stimulation, bringing about self-change and long-term behavioural change. To foster these experiences, Tasci and Godovykh (2021) suggest that certain characteristics can help, such as developing meaningful connections with others, interacting with nature and wildlife, and engaging with local culture. However, past trip experiences, motivations and needs, trip length and purpose can affect these experiences and their transformative potential.

Transformative tourism experiences transpire when consumers participate in situation-specific, often staged experiences, which can prompt life-changing realisations and fulfilments (Tasci & Godovykh 2021; Teoh et al. 2021). Transformative tourism experiences are subjective and co-created with the individual customer or consumer at the centre of the experience. The overall experience derives from interactions between the consumer's current mental state, past experiences, and the staged experience that an organisation creates and designs (Pine & Gilmore 1998; Konu 2016).

Transformational learning

Reisinger (2013) indicates that a connection exists between the concept of tourism and transformational learning. Reisinger (2013) also suggests that the travel experience encompasses a journey of the mind that leads to self-fulfilment and a greater knowledge and concern for humanity and the environment (Pung & Chiappa 2020). In addition, as Mezirow (1991) states, there is an inherent need to understand the meaning of an experience to fit within a frame of reference based on past knowledge, experiences, preconceptions, and ideologies. A frame of reference is ultimately an accumulation of cultural assimilations and influences of childhood upbringing. The concept of transformative learning challenges this frame of reference by encouraging critical reflection and establishing new points of view through autonomous thinking (Mezirow 1991, 5; Pung &

Chiappa 2020). Through transformative tourism, tourists can develop new skills, acquire new knowledge, improve their intercultural understanding and enhance their cross-cultural awareness. A tourist can emotionally grow and appreciate new perspectives through this learning process, leading to self-development and fulfilment.

External journeys, such as travel and tourism, can transform inner consciousness, leading to enlightenment, self-reflection, and self-actualisation (Sheldon 2020, 1). Travel and tourism have a powerful transformative effect as they can alter perceptions, influence lifestyle changes, and create therapeutic pauses and a sense of spiritual meaning (Kotler 1997; Sheldon 2020; Zhao & Agyeiwaah 2023). Transformative travel experiences can lead to a deeper sense of purpose and self-realisation. Various subsets of travel can prompt transformation, examples of which include travel focused on wellness, community, missions, education or cultural awareness.

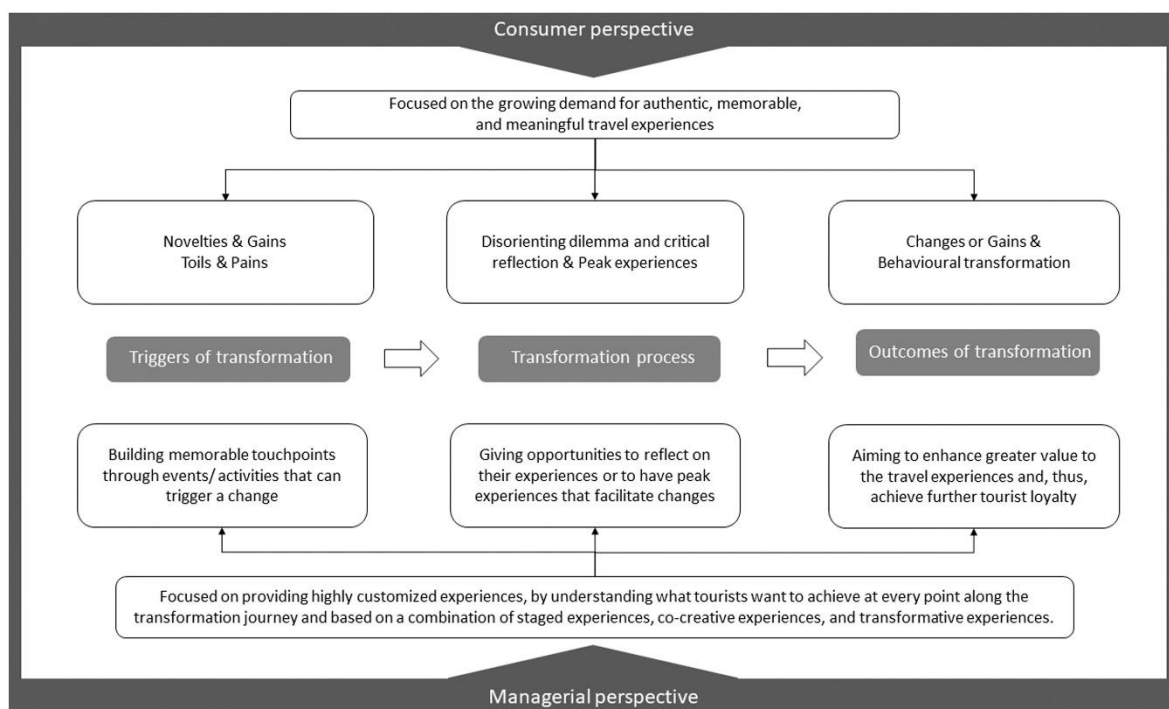


Figure 3. Conceptual framework for transformative tourism experiences from the managerial and consumer perspective (Amaro et al. 2023)

Amaro et al. (2023) provide a comprehensive framework for crafting meaningful tourism experiences from a managerial and consumer perspective. Figure 3 highlights how combining the two perspectives can lead to a better understanding of co-creating transformative tourism experiences. Upon closer inspection, it reveals that from a consumer perspective, there is a greater demand for meaningful experiences that trigger a powerful internal change. These triggers are categorised into "Novelties and Gains" and "Toils and

Pains" (Tasci & Godovykh 2021; Amaro et al. 2023). Novelties and Gains refer to positive experiences such as meeting new people, acquiring new knowledge of a culture or developing a new skill. Toils and Pains, on the other hand, refer to adverse experiences such as culture shock and destination challenges of perceived differences. Amaro et al. (2023) highlight that a disorienting dilemma, self-reflection, overcoming obstacles or a peak experience can contribute to a transformative tourism experience. The effects of this transformation can result in several forms of change, which range from personal and psychological to physical or societal developments (Teoh et al. 2021; Amaro et al. 2023).

Shifting to a managerial perspective coupled with the views of the experience economy (Pine & Gilmore 1998) and the insights from the transformation economy (Pung & Chiappa 2020; Sheldon 2020; Tasci & Godovykh 2021; Teoh et al. 2021; Amaro et al. 2023), the framework depicts the steps that tourism companies and stakeholders can take to design and influence various touchpoints of the customer journey to provide customised experiences which have the potential to be transformative. This requires an element of co-creation and two-way communication, which can be harnessed through eudaimonic communication to produce a more personal and interactive conversation with the consumer. By engaging in this communication, organisations can better understand what tourists want to achieve and what barriers may be in the way. Furthermore, this type of communication is essential in creating transformative experiences, as it helps individuals realise their potential and lead more fulfilling lives. Soulard et al. (2020) emphasise the importance of eudaimonic communication in achieving transformative tourism.

Sustainability in transformative tourism

Another aspect of transformative tourism to consider is sustainability and how organisations can co-create experiences that encourage sustainable practices. According to Steg et al. (2014), sustainable tourism experiences should improve tourists' values and well-being. Therefore, it is imperative to prioritise the tourist's involvement in the experience and highlight the features of the destination that can contribute to transformation (Zelenski & Nisbet 2012). Accordingly, experiences must be designed and communicated to promote environmentally friendly practices, preserve natural and cultural heritage, and engage the local community. By placing the tourist at the centre of the experience and emphasising the destination's unique characteristics, sustainable tourism experiences can offer a meaningful and authentic experience that aligns with the tourists' values and expectations. Organisations can shift their messaging strategy from product-based messages to those that encourage sustainable consumer behaviour. As Villarino and Font (2015) suggest, this transition unlocks the potential of creating environmentally conscious messages that inspire

consumers to adopt sustainable practices. Therefore, as Wolf et al. (2017) suggest, organisations should ramp up communication efforts to emphasise the benefits of a sustainable, transformative tourism experience. By contributing to sustainable tourism, tourists can develop a deeper understanding of the interconnectedness of human societies and the natural world, leading to a more enriched travel experience. This shift towards responsible and sustainable tourism can also positively impact local communities, promoting economic development and cultural preservation (Nandasena et al. 2022).

3.3 Eudaimonic communication

A company website is an invaluable marketing tool for communication and content distribution, as it enables direct communication between a company and its audience (Kotler et al. 2017). At this touchpoint, organisations can leverage the power of eudaimonic communication to influence customers to acquire their products or services. Figure 4 emphasises valuable research literature on eudaimonia and eudaimonic communication. These references will provide an in-depth understanding of how communication strategies can influence transformative tourism experiences and shape customer perspectives.

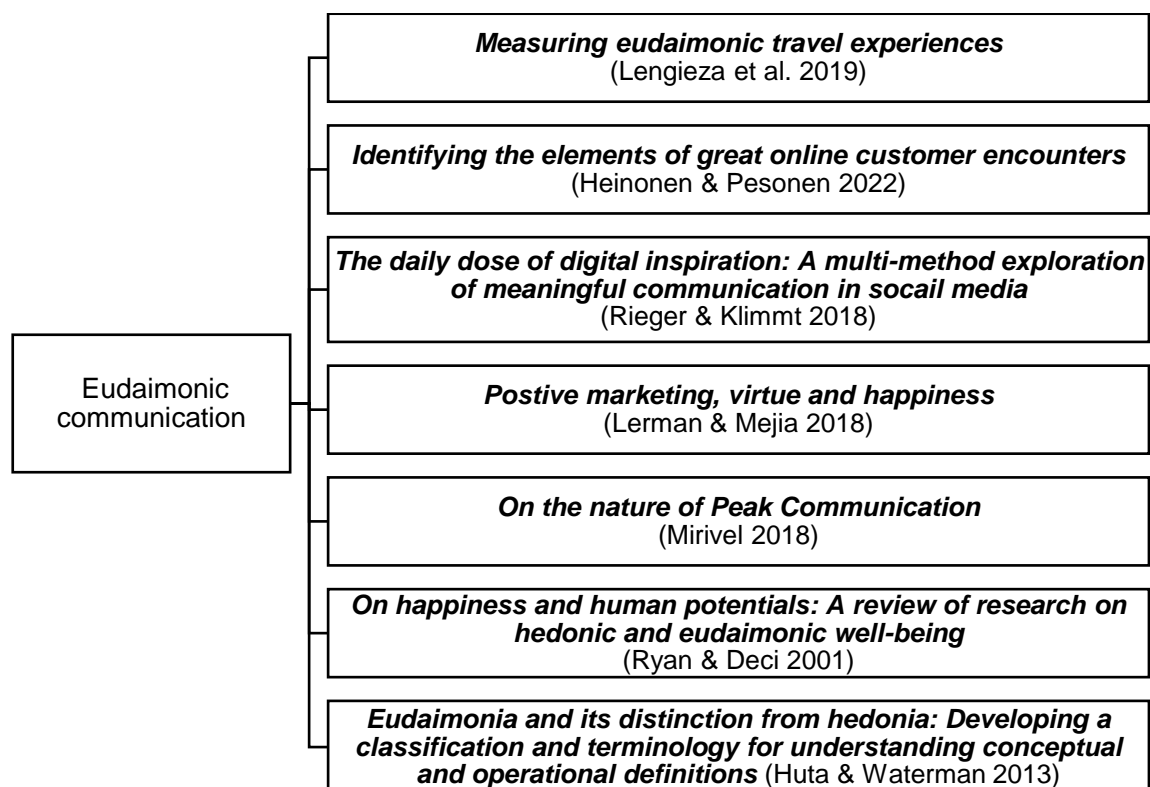


Figure 4. Literature review map - eudaimonic communication

The idea of well-being is complex and includes both optimal experience and functioning. According to Ryan and Deci (2001), there are two general perspectives on well-being: the

hedonic and eudaimonic approaches. The hedonic approach prioritises happiness and defines well-being as pleasure attainment and pain avoidance. On the other hand, the eudaimonic approach emphasises self-realisation and meaning, defining well-being in terms of how a person fully functions. Eudaimonia, therefore, can be seen as a state of being that is not only associated with positive emotions or pleasure but also reflects a sense of purpose, fulfilment, and personal growth (Ryan & Deci 2001; Huta & Waterman 2013; Yan et al. 2023). Lengieza et al. (2019) point out that across the literature, two of the top elements of eudaimonia are self-reflection and personal meaning within the context of a travel experience. Tourists seeking eudaimonic travel would, therefore, seek out activities that would contribute to personal growth, be personally meaningful and serve as potential motivators for more expansive pro-social or pro-environmental long-term outcomes.

Tourism organisations committed to enriching their customers' experiences should strive to create transformative experiences. These experiences go beyond the typical tourist attractions and instead focus on providing meaningful encounters that promote well-being, personal growth, and a sense of purpose (Ryan & Deci 2001; Huta & Waterman 2013). To achieve this, organisations must develop communication strategies that highlight the elements of eudaimonia, such as the pursuit of happiness, personal fulfilment, and the cultivation of positive emotions. These strategies inspire and motivate customers, encouraging them to engage in activities that lead to personal growth and development. Furthermore, organisations should create scenarios where the exchange between the customer and the organisation produces a more meaningful encounter. This can involve volunteering, participating in cultural exchange programs, or engaging in immersive experiences that provide insights into local communities and traditions (Tasci & Godovykh 2021). Tourism organisations can differentiate themselves from competitors by focusing on eudaimonia and eudaimonic communication to provide their customers with unique and fulfilling experiences.

Many marketers are increasingly interested in exploring how marketing can contribute to individual and societal well-being. The concept of eudaimonic happiness, rooted in living a meaningful and fulfilling life, is a key component of long-term well-being. This is why market research is now investigating the intersection of markets, marketing, and society, and the Transformative Consumer Research (TCR) movement is seeking to use consumer research to address consumer well-being. Marketers can create a more positive and fulfilling consumer experience by focusing on these areas (Lerman & Mejia 2018, 153-154).

Life entails encounters with numerous messages of varying importance and influence. Among these messages are those considered memorable, defined by Knapp et al. (1981,

27) as messages that leave lasting impressions and shape beliefs and behaviours. Memorable messages can come from various sources, and their impact can be profound. Memorable messages are the most meaningful and influential among the vast daily messages that impact thoughts and actions. With this theory in place, one question arises: "How can organisations emulate memorable messages through their communication strategies?". Creating junctures in communication that lead to reflection and memorability could have meaningful impacts on consumers, or as Mirivel (2018) states, using communication to create meaningful and memorable connections. Integrating memorable messages into communication strategies can be essential for businesses in establishing meaningful connections with their consumers and promoting engagement through communication moments that lead to reflection and memorability.

In addition, Heinonen and Pesonen (2022) argue that one way to improve customer service is to not only fulfil customers' expectations but exceed them. One example of achieving this is through empathy, which falls within the category of caring communication. Empathy is paramount in creating and nourishing transformative interactions with customers, as it provides an opportunity to listen to customers on a personal level and, in turn, provide each customer with a unique, tailored solution. Heinonen and Pesonen (2022) further argue that organisations can show empathy through actions that exceed customer expectations.

Kotler et al. (2017) propose that organisations can enhance customer interactions by being more creative and innovative regarding enjoyment, experience, and engagement. By doing so, customers can achieve ultimate self-actualisation. Successful organisations can design life-transforming personalisation over and above the customer experience that addresses customers' individual needs and desires.

3.4 The impacts of eudaimonic communication on transformative experiences

Various connections exist between content, channels, and interaction possibilities with and among intended target groups; therefore, producing content with the target audience's needs and expectations in mind is essential. Content dissemination via different channels should not be static but rather a two-way discourse whereby feedback from the target audience and stakeholders is considered and can affect future content and messages (Kotler et al. 2017). Ideally, the audience gets to interact, engage, and converse about the content, leading to improved customer relationships, co-creation, and experience value (Rehman et al. 2022). This two-way communication makes customers feel heard and understood and react positively to an organisation and its service offerings. Facilitated and desired interaction between a company and customer aims at drawing attention to the communicated message. Ultimately, companies want customers to engage and immerse

themselves in the content through interaction, as these experiences will drive customers to action.

In addition, as Williams et al. 2022 state, living a meaningful life is about achieving outcomes, success and finding purpose in the journey. By consuming brands with a purpose, people can feel like they are contributing to a cause and making a difference in the world. Brands prioritising purpose position themselves to provide consumers with a sense of meaning and accomplishment, as the purpose is central to the brand's identity and meaning structure. By choosing purposeful brands, consumers can break free from the constraints of a consumption-driven society and encourage behaviour that cares for others and positively impacts the world. Effective communication can have a profound impact on the well-being of individuals and society, and eudaimonic communication is one such approach that offers significant benefits. As per Rieger and Klimmt (2018), eudaimonic communication can be considered a paradigm that contributes to overall well-being. Moreover, when it comes to transformative tourism, eudaimonic communication plays a vital role in creating transformative experiences, as emphasised by Soulard et al. (2020).

Organisations can utilise the power of eudaimonic communication to encourage personal development, self-reflection, purpose, meaning, and well-being through narration that creates memorable marketing messaging (Sheldon 2020; Dennis 2021), as seen in the conceptual framework of Figure 5. This type of communication, combined with transformative tourism experiences, generates content that promotes and inspires transformation and creates a positive memory for the customer.

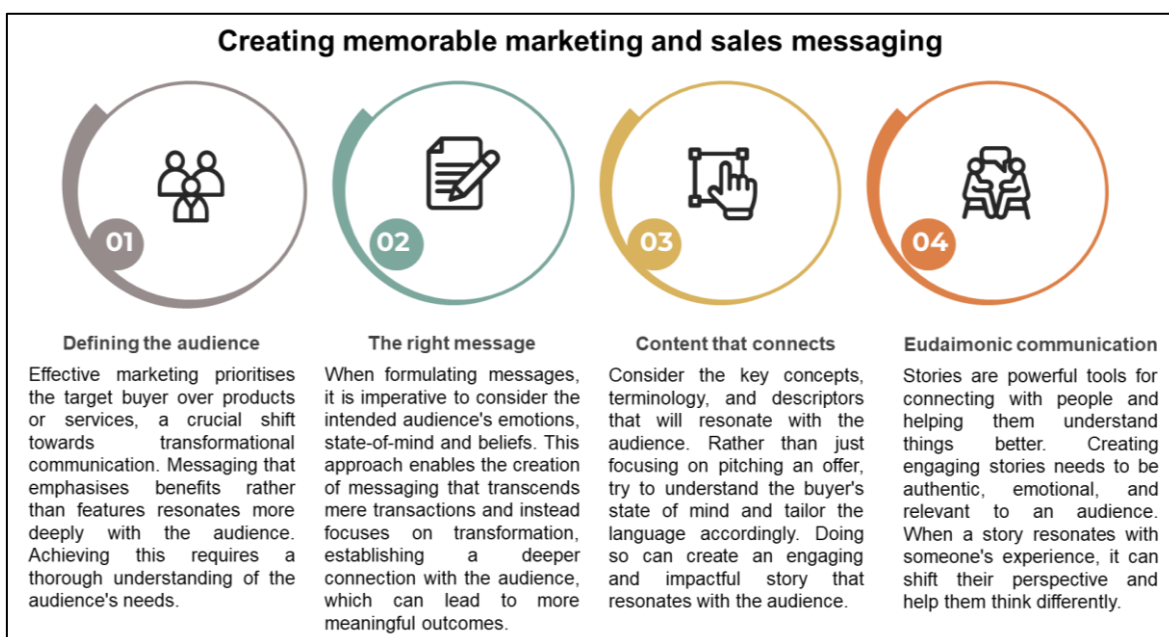








Figure 5. Transformational messaging in marketing adapted concepts by Dennis (2021)

4 Overview of the participating organisations

The research project will focus on several Finnish organisations operating within Finland's tourism industry, as outlined in Table 1. These organisations' activities include promoting tourism in Finland, hotels and resorts, adventure tours, business-to-business (B2B) events and digital tourism solutions. The main endeavour is to understand the potential business opportunities derived from transformational experiences and eudaimonic communication strategies in the tourism industry while seeking ways to improve them. Therefore, the analysis will examine each organisation's website, social media platforms, and digital tools to identify and assess the current transformative service offerings. Moreover, the research will delve into the communication design of these organisations when describing their transformative experiences from a eudaimonic standpoint, providing a deeper understanding of how these organisations present these services to customers and communicate with their intended audience.

COMPANY	DESCRIPTION	SOCIAL MEDIA PLATFORMS*	DIGITAL TOOLS
Amazing City www.amazingcity.fi	Offers experience and program services, which include tailor-made packages and itineraries for unique experiences, such as outdoor activities, adventure walks, escape room-style adventure games and food and drink tastings. These activities can be customised to suit the needs of individual travellers, small groups or corporate gatherings and team-building exercises.	 1,300 followers  1,448 followers	Mobile-friendly website Online sales option
Golden Sun Golf www.goldensungolf.fi	A tour operator that offers golf trips and packages globally. As their website states, they are a golf tour organiser that can arrange individual and group tours with standard or tailor-made packages to suit the traveller's needs.	 1,000 followers	Nil
goSaimaa www.go-saimaa.com	Founded by the local cities, municipalities and travel companies of South Karelia. They aim to boost tourism in the region by marketing travel service providers and their diverse product range.	 18,000 followers  5,145 followers  1,100 subscribers	Mobile-friendly website Chat function (virtual assistant)
























<p>Hotel Arthur</p> <p>www.hotelarthur.fi</p>	<p>A hotel located in the city centre of Helsinki, Finland. Their website indicates they have 202 rooms of various categories, 12 conference rooms, a ballroom and an onsite restaurant.</p>	<p> 2,100 followers</p> <p> 1,053 followers</p> <p> 196 followers</p>	<p>Mobile-friendly website</p> <p>Chat function (virtual assistant)</p> <p>Online sales option</p> <p>Virtual tours / demo videos</p>
<p>Iloranta Oy</p> <p>www.iloranta.fi</p>	<p>A countryside resort in Finland. As stated on their website, guests can take advantage of Finland's countryside to unwind and relax. In addition, they promote activities for those looking for adventure.</p>	<p> 2,900 followers</p> <p> 417 followers</p> <p> 16 reviews</p> <p> 54 subscribers</p>	<p>Mobile-friendly website</p> <p>Virtual tours / demo videos</p>
<p>Salmi Platform Oy</p> <p>www.salmiplatform.com/</p>	<p>Offers digital solutions for the tourism and event industry. Their services include tourism and event analytics, augmented reality experiences, mobile tours, and a digital map platform which compiles tourist attractions, services and information in one location.</p>	<p> 133 followers</p> <p> 158 followers</p>	<p>Mobile-friendly website</p> <p>Virtual tours / demo videos</p>
<p>Suomen Messut Oy</p> <p>www.messukeskus.com</p>	<p>Suomen Messut Oy owns and operates Messukeskus, an international venue for exhibitions, meetings, congresses and other events.</p>	<p> 19,000 followers</p> <p> 6,658 followers</p> <p> 889 subscribers</p> <p> 2,558 followers</p> <p> 6,397 followers</p> <p> 118 followers</p>	<p>Mobile-friendly website</p> <p>Chat function (virtual assistant)</p> <p>Online sales option</p> <p>Virtual tours / demo videos</p>
<p>Suomenlinnan hoitokunta</p> <p>www.slhk.fi</p>	<p>Suomenlinna is an original sea fortress and is one of Finland's seven World Heritage Sites. The Governing Body of Suomenlinna is an agency that restores, maintains, presents, and administers Suomenlinna.</p>	<p> 1,757 followers</p> <p> 491 followers</p> <p> 183 subscribers</p>	<p>Mobile-friendly website</p> <p>Virtual tours / demo videos</p>
<p>Visit Finland</p> <p>www.visitfinland.com</p>	<p>Visit Finland is a non-profit organisation owned by the State of Finland. Visit Finland's website provides information on Finland as a travel destination and about the products and services of Finnish travel companies.</p>	<p> 503,000 followers</p> <p> 406,000 followers</p> <p> 77,300 followers</p> <p> 19,100 subscribers</p> <p> 3,100 followers</p> <p> 15,100 followers</p>	<p>Mobile-friendly website</p>

Table 1. Participating Finnish organisations (*Follower and subscriber count as of 15 August 2023)

Table 1 summarises the services the participating organisations offer and indicates which social media platforms they are active on and their respective follower and subscriber counts. In addition to reviewing the websites, it is essential to closely examine these organisations' content, communication strategies, digital tools and sustainability practices. Those prioritising transformative tourism and sustainable practices are especially noteworthy, as they offer customers the chance for personal growth and a positive impact on the communities they visit. The chosen variables in Table 1 will provide an overview of each organisation's service offerings, customer engagement, and customer experience.

In addition to an organisation's website content, an essential touchpoint in the customer journey to consider is the power of social media, which has resulted in a growing segment of consumer conversations regarding brands, experiences, and reviews. Brands must pay close attention to these conversations to adapt their communication strategies with their target audience. In addition, brands can maximise social media channels to reach a broader, more diverse audience globally. This communication strategy of social media marketing is fundamental as the tourism sector grows and market competition increases. The most common social media platforms and tools for marketing within the tourism industry include Facebook, Twitter, Instagram, and YouTube. Social media marketing is effective as it allows businesses to create and distribute engaging content to a large audience, which in turn provides a means of building customer relationships and establishing their brand.

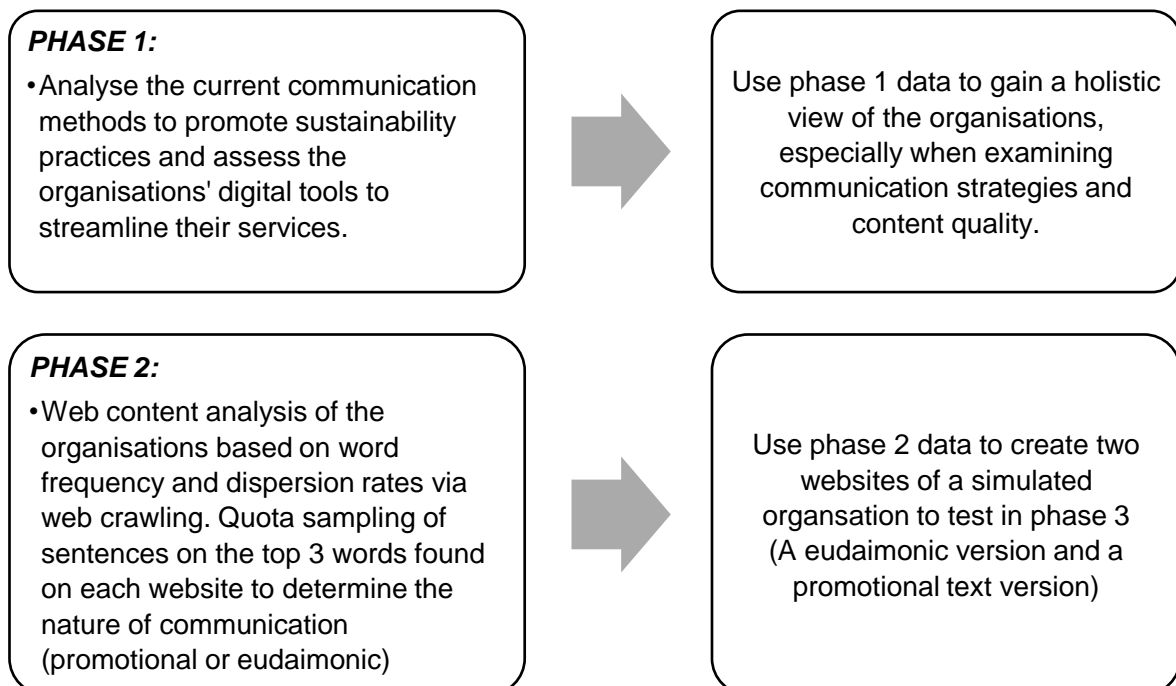
Other touchpoints to consider are the digital tools an organisation incorporates into its communication with customers and how it communicates its sustainability efforts. An effective way to assess an organisation's level of digital adaptation is to scrutinise its digital functions, for instance, whether the organisation's website is mobile-friendly, the existence of virtual assistance via chat functions, if there is an online sales options and the provision of virtual tours or demo videos of services and products to demonstrate to clients what to expect visually. These digital capabilities enhance the customer experience and enable organisations to stay competitive. With sustainability becoming an increasingly influential corporate strategy, organisations must respond to current environmental challenges while also considering the long-term financial, human, and natural resource needs. To effectively communicate sustainability initiatives to stakeholders, companies must invest in a strategy that aligns with their values and demonstrates authenticity, as Gardner et al. (2019) underline.

5 Research methods

5.1 Methodology

The research project utilises a mixed-methods approach, which involves collecting quantitative and qualitative data. This approach is advantageous, as it allows for the measurement and interpretation of data, respectively. Quantitative data is helpful for generalisation purposes, while qualitative data provides an in-depth perspective (Creswell & Creswell 2018, 218). Combining these methods can strengthen the study's understanding of the subject matter while minimising the limitations that both methods alone may produce. The study can provide a more comprehensive topic analysis by incorporating numbers and narratives. In both instances, categorised “code” words, themes, and concepts within the texts will be identified and analysed (Creswell & Creswell 2018, 220). The research project will use an explanatory sequential design involving a three-phase data collection process, as seen in Figure 6.

Quantitative and qualitative data are collected and analysed in the initial phase. The results of this phase guide the design of the subsequent phases, which also consist of quantitative and qualitative methods. This design approach facilitates a more elaborate and insightful interpretation of the quantitative results by integrating qualitative data. Therefore, it is crucial to establish a correlation between the quantitative findings and the qualitative data collection process (Creswell & Creswell, 2018, 221).



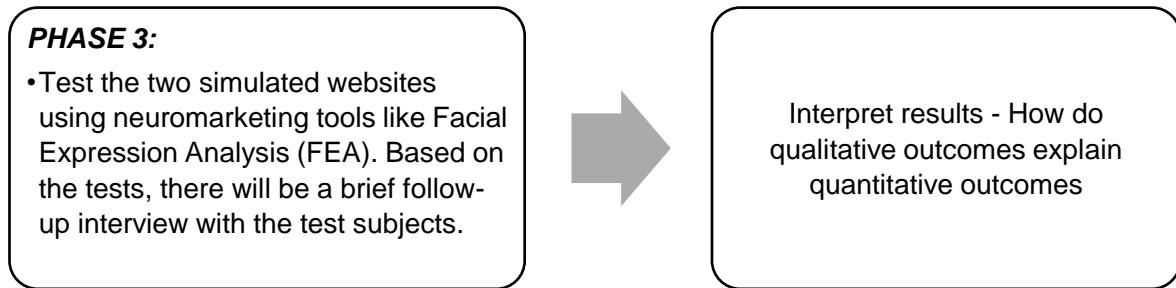


Figure 6. Diagram of an explanatory sequential design (three-phase design)

The research method for this project is three-fold. Firstly, a comprehensive review of the approaches utilised by these organisations in advocating for sustainable practices can uncover valuable information on the kind of messaging they employ to emphasise favourable outcomes of sustainability. Through effective messaging, these organisations can motivate others to imitate their example and implement sustainable practices, thereby cultivating a more sustainable future.

In addition, looking at the digital tools and technologies the participating organisations use to streamline their services and customer encounters is crucial to unveiling their digital innovations and whether they lead to creating comprehensive experiences that engage tourists and make their journey more meaningful and transformative. Remembering the consumer experience when transitioning from traditional to digital marketing is paramount, as utilising new technology and applications can significantly impact consumer connection and engagement. When choosing a channel of interaction with an organisation, it is necessary to consider several key factors. These factors, as mentioned by Heinonen and Pesonen (2022, 272), may include the digital capabilities of the customer, the availability of technology, and the customer's role in co-creating the interaction. By considering these factors, organisations can better understand how to provide their customers with the most effective and satisfying experience possible.

Secondly, a web content analysis, a technique that turns text on web pages into valuable, structured data for research purposes, will allow for a detailed view of the words and their context used to communicate with customers. A content analysis is an effective research methodology used to examine communication content quantitatively and identify patterns, themes, and trends across various forms of communication (Kim & Kuljis 2010, 369). It has practical applications in traditional communication studies, marketing research, and human-computer interaction studies. Content analysis is flexible and provides insights into various aspects of human communication and behaviour. Héroux-Vaillancourt et al. (2020) explain that as technology advances, so too does the generation and collection of data, which has

led to the development of "Big Data" analytics. These advances can help researchers extract insights from vast amounts of information. One area of interest is using organisations' data on their websites to gain valuable insights for research purposes. Researchers can uncover new trends and insightful perspectives that inform their research by analysing this information.

Thirdly, based on the data obtained, further quantitative and qualitative data can be obtained through neuromarketing testing. To achieve this, A/B testing, which is a standard website development method, will be used. A/B testing involves showing different website versions to different visitors and measuring the effectiveness of each variation in converting visitors into customers (Cruz-Benito et al. 2017). The outcomes of this testing can serve as a roadmap for organisations to develop effective communication strategies that incorporate eudaimonic communication when describing transformative experiences. The follow-up interviews with participants will further explain the A/B testing results and reveal patterns of meaning.

The study aims to enhance the effectiveness of web page communication and consequently provide a managerial toolbox for companies to use in improving their communication strategies. The study also contributes to the studies of transformative and eudaimonic communication of web pages, which are currently nonexistent.

5.2 Research ethics

When conducting research involving human participants or personal data, it is crucial to address the ethical implications that may arise. The Belmont Report (1979), established by the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, outlines fundamental ethical principles for research involving human subjects. These principles include respecting participants' autonomy, rights and dignity, voluntary participation, and ensuring the research has valuable contributions while minimising risks and harm. Researchers should take comprehensive measures to mitigate any potential risks and harm and ensure their research is conducted fairly, justly, and with equal treatment for all members or groups in society.

The research ethics principles of this project draw upon the guidelines outlined in The Belmont Report (1979). Participants took part in neuromarketing tests at LAB University of Applied Science for this research project, using iMotions software to monitor and record emotions. Before starting the experiment, the participants were asked to fill out a survey that included their acknowledgement of consent to participate in the study. The survey can be found at: <https://link.webropol.com/s/nettisivunvaikuttavuus>.

6 Phase 1 - Sustainability and digital tools

6.1 Sustainability communication and the use of digital tools

Methodology and research process

The project's first phase focuses on gathering data on how the participating organisations communicate their sustainability practices for their products and services. The goal is to identify if these organisations use effective communication strategies to promote actionable sustainability, leading to a shared understanding of the importance of sustainability or if they solely rely on eco-label certifications to convey the message. Communicating sustainable values authentically and convincingly drives consumers towards adopting more sustainable solutions (Turunen & Halme 2021). This first phase will also investigate the digital tools employed by these companies and evaluate their effectiveness in enhancing customer touchpoints and overall experience. The data collection for this phase will involve qualitative analysis of the companies websites.

6.2 Sustainability practices

Turunen and Halme's (2021) research indicates that sustainability communication geared towards consumers can be classified into two primary categories: third-party verified sustainability labels (Horne 2009) and free-form sustainability communication (Turunen & Halme 2021). Third-party verified sustainability labels allow companies to communicate the environmental sustainability of their products. By acquiring a verified label, companies can showcase their product's sustainability credentials to consumers. On the other hand, free-form sustainability communication enables companies to express their sustainability initiatives in their own words without relying on external verification.

Analysing these organisations' sustainability practices will involve looking at their sustainability certifications and how they communicate said practices within their website content. First, a look into the sustainability certifications these organisations hold will reveal their commitment level, as these certifications require extensive training and auditing, demonstrating a dedication to implementing sustainable practices (Turunen & Halme 2021). Figure 7 outlines the different certifications these organisations hold or are working towards in their future goals. There are three main classifications of certifications found among these organisations.

The first is the Sustainable Travel Finland (STF) label, a 7-step sustainable travel development path that assists travel professionals in adopting sustainable practices when creating travel and tourism (Visit Finland 2023). The second certification is from

EcoCompass, an Environmental Management System (EMS) that is a management tool for navigating sustainability to ensure businesses strive for improvement and compliance with environmental regulations (Ekokompassi 2023). Third is the International Organisation for Standardisation (ISO) certification. Specifically, the ISO 14001:2015 standard outlines the requirements for an effective EMS (International Organisation for Standardisation 2015). This framework helps organisations establish and maintain an EMS rather than setting specific environmental performance requirements. By following this standard, organisations can demonstrate their commitment to reducing environmental impacts and improving sustainability practices.

In reference to "other" in Figure 7, two organisations hold certifications from governing bodies outside of the ones listed. Iloranta received an ecological and cultural sustainability certificate from the European Centre for Ecological and Agricultural Tourism Finland (ECEAT). Suomenlinnan hoitokunta has its own sustainability strategy and holds the Green Office certificate from the World Wild Fund for Nature (WWF). Only two of the nine participating organisations have no sustainability certification on their website.

*goSaimaa has committed to sustainability by joining the STF program in 2020. However, to receive the STF certification, goSaimaa must have most of the South Karelia travel industry in the STF program, which goSaimaa aims to achieve by 2025.

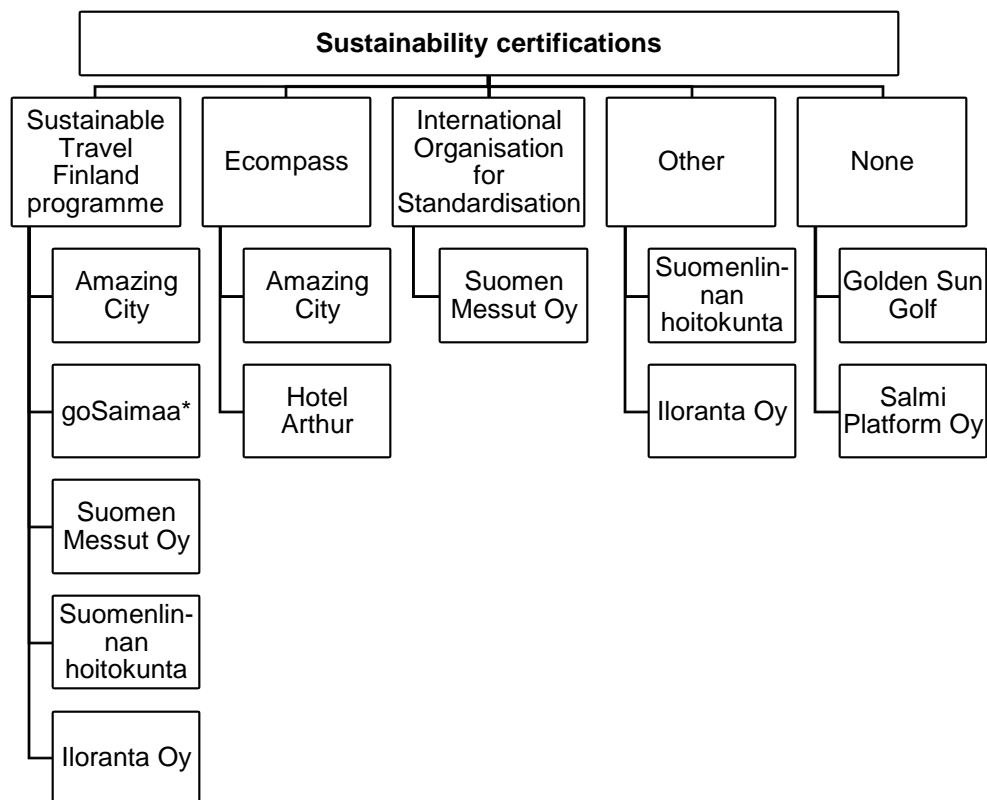


Figure 7. Sustainability certifications of the participating Finnish organisations

In terms of free-form communication, companies aim to communicate the sustainability of their products and services in a way that resonates with their customers. By doing so, customers can make informed purchasing decisions based on their preferences. According to Turunen and Halme (2021), people make decisions in three ways: cognitively, habitually, and emotionally. Those who prefer cognitive decision-making are methodical and follow a specific process. Habitual decision-makers are typically not analytical and may not be concerned with sustainability attributes when purchasing products and services, while emotional decision-makers act based on affective or emotional responses. Individuals prioritising sustainability consider it when making choices (Pereira et al. 2012). Companies can assist by providing transparent information that aligns with their customers' values (Cohen et al. 2013).

In addition, Vinzenz et al. (2019) found that diverse communication styles are more effective in persuading people based on their value orientation. This could have implications in marketing sustainable tourism, where understanding the relationship between customer value orientation and communication effects could lead to new approaches. The study identified two categories of consumers: those with self-enhancement value orientation, who are less interested in sustainability and require explicit personal benefit communications about the advertised sustainable product, and those with biospheric-altruistic value, who tend to be well-informed about sustainability issues and display keen interest and positive attitudes toward environmentally conscious consumption. By identifying these categories, businesses can craft targeted messaging that appeals to each group's values and preferences.

Seven of the nine organisations have taken the extra step of creating dedicated pages that list their sustainability certifications and provide a comprehensive overview of their sustainable practices and initiatives. These are Amazing City, goSaimaa, Hotel Arthur, Iloranta Oy, Suomen Messut Oy, Suomenlinnan hoitokunta and Visit Finland. These dedicated pages offer information on the organisation's sustainability efforts, such as their strategies for reducing carbon footprint, increasing energy efficiency, adopting sustainable supply chain practices, and promoting eco-friendly products and services. Communication focusing on actionable sustainability can lead to a shared understanding of the importance of sustainable practices and ultimately drive companies and consumers towards more sustainable solutions (Turunen & Halme 2021).

While tourism and hospitality organisations across the globe recognise the importance of sustainable business practices, only some companies effectively communicate their sustainability initiatives and achievements to their stakeholders. As many organisations

highlight their efforts to improve tourism infrastructure and minimise resource consumption, it is essential to understand that an effective communication strategy for corporate social responsibility demands the active involvement of all stakeholders in a two-way communication process. Tiago et al. (2021) argue that such a communication strategy can help organisations build trust and foster strong relationships with their stakeholders while promoting their commitment to sustainable practices.

An analysis of the participating organisations' current communication strategies to promote sustainability shows that some areas require improvement. Table 2 provides a few examples of the current sustainability communications retrieved from the organisation's websites, which could help identify gaps in their communication strategies.

The text in Table 2 provides examples of one-sided conversations, which is not enough for organisations that aim to promote sustainability practices. Organisations must have a two-way conversation to engage customers and encourage them to participate in sustainable practices. As Villarino and Font (2015) observed, organisations tend to communicate their sustainable achievements in standard text and with low persuasion, which is precisely the case with the current communication strategy of the organisations. None of the sentences are about how the customer's actions in choosing these organisation's products and services could contribute to sustainable tourism. Most of the sentences are a one-way monologue conversing at the customer instead of with the customer. Improving their messaging strategy would involve actively including customers in the conversation and shifting the focus from product-based messages to ones that encourage sustainable consumer behaviour. By doing so, sustainable tourism experiences could provide more meaningful and authentic experiences.

Company	Sustainability Communication
Amazing City	<p><i>In our everyday life and work our choices are strongly led by sustainability and ecological values. We recycle at home and at work, move around on foot and by bike, and the CEO's car runs on biogas.</i></p> <p><i>One of our principles is networking, and we especially look to work with small local businesses.</i></p>
GoSaimaa	<p><i>Fresh air, clean water, safety and the purity of nature are not self-evident, but they are the pillars of our work, as we strive to be a sustainable travel destination worldwide.</i></p>

	<p><i>We are committed to developing our business according to the principles of sustainable tourism - considering all perspectives, ecological, cultural, social and financial responsibilities.</i></p>
Hotel Arthur	<p><i>Our aim is to save the world's limited resources and we want to develop our operations in the long-term for the benefit of the environment.</i></p> <p><i>In line with our environmental programme, we monitor the achievement of set goals: we monitor the consumption of electricity, heating and water as well as the amount of waste fractions which we create.</i></p>
Iloranta Oy	<p><i>In Iloranta, we are committed to working in accordance with the Sustainable Travel Finland programme that provides us and our guests sustainable travel practices for everyday life.</i></p> <p><i>Our activities are respectful of equal rights and hospitality, we welcome all guests and take into consideration their particular needs, for example providing for different dietary restrictions is part of everyday life for our kitchen staff.</i></p>
Suomen Messut Oy	<p><i>Messukeskus uses the latest building service technology: solar power, geothermal heating, district cooling, heat recovery and LED technology.</i></p> <p><i>All our facilities are equipped with recycling opportunities. The collection points in the exhibition halls are for sorting and recycling paper, cardboard, biowaste, timber, glass, plastic, metal and carpets.</i></p>
Suomenlinnan hoitokunta	<p><i>Suomenlinna's conservation efforts are guided by a sustainable tourism strategy.</i></p> <p><i>In Suomenlinna, we have decided to focus on actions against climate change, cooperation and partnerships, and sustainable tourism.</i></p>
Visit Finland	<p><i>We support local businesses and aim to bring employment and prosperity to communities.</i></p> <p><i>Travelling is great. But for us to be able to continue exploring new countries and learning about foreign cultures, we need to ensure that tourism is in line with the UN Sustainable Development Goals and is sound from ecological, socio-cultural and financial perspectives.</i></p>

Table 2. Current sustainability communications of the participating Finnish organisations

6.3 Digital tools

Analysing the organisation will determine their digital application usage and whether they improve touchpoints within the customer journey and enhance the overall customer experience. Furthermore, given the omnichannel nature of tourism, various channels must be integrated (Kotler et al. 2017, 140). Integrating various channels to create a seamless transition between a customer's digital and in-person experience when purchasing a product or service provides customers with targeted and personalised interactions at various touchpoints within the customer journey. Companies can use customer journey mapping tools to gain insight into the various elements of an experience and the sequence of events. This holistic management can provide relevant data on all customer experience touchpoints, improving service offerings over time (Wheeler 2009, 19; Zomerdijk & Voss 2010, 74).

In addition, customer engagement and involvement throughout the journey create opportunities to influence and improve the customer experience through co-creation and collaboration with the customer. Content marketing distributes content in a digital story-like format primarily used on social media platforms and websites. It involves creating content for a clearly defined target audience to create a buzz around the topic, which aims to create meaningful connections between a brand and its consumers (Kotler et al. 2017). User-generated content is more popular than traditional marketing techniques amongst consumers as it is more relatable, trustworthy, and engaging. Traditional media relies on a one-to-many formula, whereas social media creates a two-way dialogue between customers and the brand itself, which is far more effective and cost-efficient.

Gurbaxani and Dunkle (2019, 210) argue that organisations must consider external factors that can impact their competitive strategy and position for business success. These factors include globalisation, sustainability and digital infrastructures, which are becoming increasingly crucial in today's business landscape. As the value creation process shifts towards digital applications, organisations must be able to adapt to remain relevant. Digital platforms are now the foundation of economic growth, providing opportunities for businesses to develop new and improved products and services that can be delivered to customers more efficiently. As such, businesses need to keep pace with these technological advancements to stay ahead of the curve in the ever-evolving world of commerce.

When it comes to digital applications, organisations must analyse their options and determine what will work best for their customers. Organisations can reframe their approach beyond advertising their products or services to cultivating their customers' self-awareness. As Leachman and Scheibenreif (2023) argue, customers crave a more profound sense of

themselves, and by offering that, organisations can assist them in attaining their goals and objectives. This might include incorporating a chat function or virtual assistant to provide digital support, offering an online sales portal for easy purchasing, ensuring their website is mobile-friendly for on-the-go browsing, and utilising virtual tours or demo videos to showcase their products and services. By considering these factors, organisations can provide their customers with a seamless and convenient digital experience.

Eight of the nine participating organisations had a responsive website that adapted to mobile device user needs. However, the Golden Sun Golf website was not responsive on mobile devices. Organisations must ensure their website is accessible and responsive on all devices to provide the best user experience possible. Regarding chat functions or virtual assistants, only three organisations currently offer this service. These include goSaimaa, Hotel Arthur, and Suomen Messut Oy. Offering real-time assistance through live chat is a great way to enhance customer satisfaction. It enables customers to receive help quickly and efficiently, which is crucial for making informed decisions and resolving issues (Parise et al. 2016). Chat support as a digital tool provides support at the right time and in the right way.

The internet has been a game-changer for businesses, offering a wide range of benefits that significantly impact the bottom line. One of the most significant advantages is reaching customers without geographical limitations. This increased accessibility translates into increased sales and profits for businesses of all sizes. Additionally, the power of customer analytics cannot be overstated, as it allows businesses to refine everything from their product offerings to their marketing strategies. Of course, only some participating organisations offer products and services suitable for online sales. Amazing City, Hotel Arthur and Suomen Messut Oy offer an online sale platform; however, some of the other organisations could also benefit from incorporating this digital tool into their toolkit.

Lastly, virtual tours and demo videos can significantly enhance a user's understanding of products and services. These tools offer remarkable flexibility, allowing users to interact with virtual objects and simulate an on-site experience. The immersive nature of this technology positively impacts the user's perception and provides an engaging and interactive educational value aspect (Peruzzini et al. 2023). Therefore, organisations should explore such resources to inform and influence customer decision-making when evaluating a potential purchase. Hotel Arthur, Iloranta Oy, Suomen Messut Oy and Suomenlinnan hoitokunta all incorporate this digital tool on their websites.

7 Phase 2 – Web page content analysis

7.1 Word frequency and dispersion rate

Phase 2 of the project will consist of quantitative data collection from the web content of the participating Finnish organisations. This phase will comprise several forms of data collection. Firstly, examining the websites will determine which transformative tourism experiences these organisations offer. The categories selected for this data collection reflect the various dimensions of transformation and include elements of the transformation process (Tasci & Godovykh 2021, 5). The triggers and components of transformation include cultural activities, self-care activities, challenging activities, uniting with nature and acquiring new skills.

The next step in the quantitative data collection is establishing a criteria table of words based on the transformation categories and the literature on eudaimonic communication. Examining the participating Finnish organisation's websites to determine the frequency of these selected words and their dispersion rate across the site will provide valuable insights into their current communication strategies.

Phase 2 of the qualitative data collection from the web content will determine how these organisations use the criteria words within their promotional and marketing materials through quota sentence sampling. The word frequencies and dispersion rates will indicate how the organisations communicate with customers. In addition, whether the organisations use the words primarily in descriptive or promotional ways on the web pages or if they present eudaimonic and transformative characteristics of co-creative and collaborative communication.

7.1.1 Triggers and components of transformation

Tourism has increasingly acted as a powerful catalyst for personal transformation. Many tourism activities have led to transformative experiences promoting new values, perceptions, consciousness and inner peace (Sheldon 2020). Tasci and Godovykh (2021) have identified several characteristics that can help foster these experiences, such as meaningful connections with others, exposure to nature and wildlife, and engagement with local culture. However, the transformative potential of these experiences ultimately depends on how travellers interpret and respond to unexpected moments rather than simply the nature of the settings or triggers themselves. To better understand the types of transformative tourism experiences travellers seek, this research project will use definitions

adapted from the characteristics described by Tasci and Godovykh (2021) to guide its analysis of web content from participating organisations.

Cultural activities allow users to engage and immerse in activities that broaden their knowledge and understanding of different cultures, traditions, languages and environments. They act as a vessel for an educational process that can lead to meaningful cultural exchanges and appreciation for other societies. In this case, cultural activities comprise festivals, theatre performances, art, music and museums. In addition, this category also includes opportunities to meet and network with new people, including locals, fellow travellers and new friends (Tasci & Godovykh 2021).

Self-care activities can range from physical activities, such as exercise and sports, to mental activities that promote emotional wellness, such as meditation, yoga or spiritual connectedness (Tee-Melegrito 2023). These activities generate moments of relaxation and a sense of well-being.

Challenging activities require great mental or physical effort to be done successfully and test a person's ability (Teoh et al. 2021). In this case, challenging activities include runs, races, extreme activities, and solving puzzles or riddles.

Nature-based recreation involves outdoor activities that allow individuals to connect and engage with natural elements such as wildlife, mountains, oceans, and forests. Research conducted by Zelenski and Nisbet (2012) suggests that a deep connection with nature can increase happiness and be a tool for promoting environmentally sustainable behaviour. In addition, understanding how connecting with nature can contribute to personal well-being may motivate individuals to take steps towards protecting the natural environment.

Learning activities allow users to acquire new skills, gain knowledge and improve their talents. For instance, learning a new language, creating art, learning how to craft, taking cooking classes or developing a hobby. Learning activities can be an enriching and immersive experience that connects people to the places they visit (Reisinger 2013; Pung & Chiappa 2020).

Table 3 outlines whether the participating Finnish organisations offer the listed tourism experiences in their service offerings on their website. The method chosen for this section of the quantitative data collection is a dichotomous scale, whereby the values "Yes" or "No" indicate the presence or absence of the activities within the categories. It is worth noting that all nine organisations offer varying cultural activities, whether meeting new people, exploring Finland or immersing into different cultures, traditions and environments. Five organisations meet the self-care criteria, such as wellness activities that help generate

moments of relaxation and a sense of well-being. Additionally, six organisations offer challenging activities as part of their service offerings, including mental or physical activities that test a person's ability. Seven organisations promote nature-based activities that unite and support users to engage with elements of nature. Lastly, seven organisations offer activities that enable customers to acquire or develop new skills.

CATEGORY COMPANY	Cultural activities	Self-care activities	Challenging activities	Uniting with nature	Acquiring new skills
Amazing City	Yes	Yes	Yes	Yes	Yes
Golden Sun Golf	Yes	Yes	Yes	Yes	Yes
GoSaimaa	Yes	Yes	Yes	Yes	Yes
Hotel Arthur	Yes	No	No	No	No
Iloranta Oy	Yes	Yes	Yes	Yes	Yes
Salmi Platform Oy	Yes	No	Yes	Yes	Yes
Suomen Messut Oy	Yes	No	No	No	Yes
Suomenlinnan hoitokunta	Yes	No	No	Yes	No
Visit Finland	Yes	Yes	Yes	Yes	Yes

Table 3. Tourism experience categories

7.1.2 Criteria table of word frequency and dispersion rate

The second form of quantitative data collection included a web content analysis based on a keyword frequency analysis and dispersion rate. A criteria table of words based on the transformation categories and the literature on eudaimonic communication yielded 19 words, as seen in Table 4.

Methodology and research process

The method chosen to collect the quantitative web content data in Table 4 was a Search Engine Optimiser (SEO) spider, also known as a website crawler. This tool is effective in collecting custom data. The custom search function works alongside the custom search configuration. The crawler searches a website and its relevant Uniform Resource Locator (URLs) for the selected keyword input, resulting in pages that contain the chosen input and the frequency of the selected keyword.

The dispersion percentage indicates how many different URLs the searched word appears on compared to the total number of URLs on the website. For example, a specific word on a website containing 50 URLs could appear 20 times on one URL, equating to 2% dispersion. Another word could appear once over 20 URLs, equating to 40% dispersion. The word frequency is the same; however, the dispersion rate differs.

The site crawler came back with inconclusive results if a website's original language is Finnish with no English language option. Therefore, to maintain consistency throughout the word searches, the Finnish words were used to search the websites for the word frequency. Translating the English words into Finnish allowed for a more comprehensive word search as most of the Finnish organisation's websites were in the Finnish language. However, there were a few exceptions to consider. For instance, the Visit Finland website has no Finnish language option; therefore, the word searches were done in English. Another example is the Amazing City's website, as the Finnish and English versions did not correlate. The URLs for the 'wellness' and 'outdoors' sections were unavailable in Finnish and, therefore, crawled in English.

The chosen words reflect the concepts from the theory on eudaimonic communication (Reisinger 2013; Sheldon 2020; Tasci & Godovykh 2021; Teoh et al. 2021; Zhao & Agyeiwaah 2023). Given the complex nature of the Finnish language, the base of the word was used with no suffixes to yield the most accurate results when searching for specific words and their derivatives. The results obtained from each search were then cross-checked with the website to ensure the word appeared within the correct context, as there is a possibility of a deviation in meaning for certain words in Finnish. For instance, the Finnish word for 'skill' used in this study was 'taito', but when searching for words related to developing or improving a skill, all Finnish words containing 'taito' appear, including the word 'ammattitaitoinen', which translates to 'professional' in English. Since it did not fit within the concept of the English word for 'skill' in this context, it was removed from the word count.

When considering the organisation and its web content, it is crucial to remember that each organisation has specific services and products. Consequently, only certain criteria aspects will apply to each. Thus, it is essential to pay close attention to the frequency of key terms within the context of the organisation's service offerings. Table 4 provides insight into these organisations' communication strategies. The data reveals how often these organisations use certain words and the percentage of their websites on which these words appear. Analysing each organisation's data will determine their efforts to achieve eudaimonic and transformative communication.

Criteria word (in Finnish)	Amazing City (51 URLs)		Golden Sun Golf (114 URLs)		goSaimaa (835 URLs)		Hotel Arthur (181 URLs)		Iloranta Oy (79 URLs)		Salmi Platform Oy (69 URLs)		Suomen Messut Oy (11,509 URLs)		Suomenlinnan hoitokunta (685 URLs)		Visit Finland (1592 URLs)	
	Frequency	Dispersion	Frequency	Dispersion	Frequency	Dispersion	Frequency	Dispersion	Frequency	Dispersion	Frequency	Dispersion	Frequency	Dispersion	Frequency	Dispersion	Frequency	Dispersion
Challenge (Haaste)	10	7.84%	75	21.05%	12	4.81%	2	1.10%	2	1.27%	12	10.14%	193	1.15%	59	6.58%	42	2.13%
Cultural (Kulttuuri)	7	5.88%	26	19.30%	90	13.60%	3	1.66%	9	6.33%	7	9%	448	2.21%	924	86.57%	522	16.54%
Digital (Digitaali)	8	3.92%	0	0%	14	1.75%	0	0%	0	0%	63	51.39%	206	1.09%	23	1.75%	6	0.60%
Engaging (Mukaan-satemp aava)	1	1.96%	0	0%	0	0%	0	0%	0	0%	0	0%	7	0.06%	0	0%	4	0.42%
Enriching (Rikastutta)	0	0%	0	0%	0	0%	0	0%	0	0%	5	6.76%	6	0.04%	2	0.29%	0	0%
Experience (Kokemu)	19	21.57%	37	18.42%	25	2.26%	9	4.42%	21	16.46%	68	37.50%	770	3.45%	60	7.25%	2779	94%
Fulfillment (Täytymy)	2	2.00%	1	0.88%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Happiness (Onnelli)	0	0%	0	0%	2	0.12%	0	0%	0	0%	0	0%	33	0.18%	2	0.29%	64	2.35%
Knowledge (Tuntemu)	0	0%	0	0%	1	0.08%	0	0%	0	0%	0	0%	40	0.31%	4	0.58%	39	2.25%
Meaning (Tarkoitu)	6	9.80%	3	0.88%	9	0.55%	0	0%	7	3.80%	7	10%	223	1.41%	107	12.99%	22	1.15%
Memorable (Unohtumat)	7	5.88%	14	8.77%	19	1.78%	1	0.55%	6	7.59%	1	1.41%	81	0.56%	0	0%	46	2.90%
Nature (Luon)	26	17.65%	65	27.19%	169	9.71%	56	4.42%	125	37.97%	49	30.77%	877	8.71%	215	14.88%	1526	44.13%
Relaxation (Rentout)	14	3.92%	34	19.30%	48	4.43%	2	1.10%	14	10.13%	0	0%	117	1.03%	1	0.15%	28	2.77%
Skill (Taito)	18	19.61%	0	0%	0	0%	0	0%	5	6.33%	1	1.35%	267	1.69%	3	0.45%	58	2.09%
Sustainable (Kestäv)	7	1.96%	0	0%	45	1.45%	2	1.11%	27	10.26%	3	4.05%	354	1.45%	239	11.88%	402	18.63%
Traditions (Perin)	5	7.84%	25	13.16%	65	4.15%	13	6.08%	18	12.66%	6	8.22%	383	2.21%	888	39.17%	566	19.31%
Transformative (Transformatiivi)	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2	0.15%
Unique (Ainut)	12	9.80%	25	14.91%	32	4.68%	8	3.87%	2	2.53%	4	6.15%	183	1.68%	34	4.14%	882	37.83%
Wellness (Hyvinvoint)	2	1.96%	32	13.16%	19	1.15%	0	0%	45	21.52%	0	0%	270	2.46%	16	1.80%	33	1.68%

Table 4. Web-content analysis (word frequency and dispersion rate)

Analysing the nine organisations' website content revealed the use of all 19 criteria words to an extent. However, a closer examination of the data indicated that certain words, such as Transformative, Fulfilment, Engaging, and Enriching, were not used as frequently as others or not at all. The Visit Finland website, for example, only used the word Transformative twice, whereas none of the other organisations used it in their website content. Additionally, the word Fulfilment appeared only once on Golden Sun Golf's website, twice on the Amazing City website, and not at all on the remaining seven organisations' websites. Similarly, the word Engaging was only mentioned once on the Amazing City website, seven times on the Suomen Messut Oy website, four times on the Visit Finland website, and not at all on the remaining six organisations' websites. Enriching, on the other hand, was used on only three of the nine organisations' websites, with Salmi Platform Oy and Suomen Messut Oy using it five and six times, respectively, and the word appearing twice on Suomenlinnan hoitokunta website. These findings suggest that some organisations may not use these words to their full potential to convey their message to the audience.

According to the results in Table 4, several anticipated eudaimonic terms were absent from the websites. This finding is noteworthy as it indicates a requirement for greater attention towards elements that encourage the target audience's personal development, meaning, and self-fulfilment. It is worth noting that all nine organisations yielded nil findings. These observations are crucial as they underscore the areas where organisations can enhance their communication tactics. For instance, Amazing City did not incorporate four out of 19 criteria words, while Golden Sun Golf's website lacked almost half of the criteria words.

Similarly, the goSaimaa website was missing five of the criteria words. Hotel Arthur's website excluded over half of the criteria words, and Iloranta Oy's website lacked seven. Salmi Platform Oy's website also missed seven criteria words. It is worth noting, however, that Salmi Platform Oy primarily caters to B2B clients, and the language used on their website is understandably different from that of the other websites. On the other hand, Suomen Messut Oy's website only lacked two criteria words, and Suomenlinnan hoitokunta's website did not feature four criteria words.

On the other end of the spectrum, it appears that all the organisations share a common emphasis on activities and services that highlight the concepts of Experience, Nature, Culture, and Traditions. These four words are frequently featured on each organisation's website, suggesting that their services centre around cultural and nature-based pursuits.

7.2 Promotional versus transformational messaging

The next step in the data collection and analysis of phase 2 is to determine how these organisations use the words from the criteria list in Table 4 on their websites. The focus is to determine whether the text they use is more traditional, with a promotional tone, or whether their communication style offers a more personal and interactive conversation with the customer. This analysis will reveal how these organisations effectively engage with their target audience. Examining the language used on the websites provides insight into how these organisations communicate with their audience. Analysing the specific words within context makes it possible to discern the tone and overall messaging of the companies.

Accomplishing this will entail collecting three sentence samples for each of the top three frequently used words from each organisation's website. The research method for this data collection moderately resembles quota sampling. According to Blackstone (2012), quota sampling is a nonprobability sampling strategy in which categories are identified that are relevant to the study and for which there is likely to be some variation. In this instance, the categories of interest were the top three frequently used words for each organisation. Subgroups were created based on each category, resulting in three-sentence samples of each selected word, as seen in Tables 5a and 5b.

In the case of Amazing City, examining the words highlighted in Table 5a more closely within context makes it apparent that it uses promotional language to entice its audience. For instance, the word 'Nature' does not clearly describe the kind of nature the customers could experience and how they would feel when participating in the service, for instance, feeling calm, rejuvenated, or energised. Similarly, the word 'Experience' in its current context fails to evoke positive emotions or describe the transformative benefits of the service for the customer. Instead, describing the experience, such as feeling more connected to nature, experiencing a sense of inner peace, or gaining mental clarity, would be helpful. The sentence "*The Finnish Forest Mind- method is a unique combination of nature's healing and mind skill-enhancing exercises*" provides a better idea of how the customers could feel while using the Finnish Forest Mind method. It suggests that customers could develop skills to manage stress and improve mental well-being. Incorporating more visual language may aid customers in envisaging the benefits of the service, such as experiencing profound relaxation, feeling more grounded, or gaining a fresh perspective on life.

An analysis of the Golden Sun Golf website reveals their communication tendency towards promotional language, as seen in the sentences in Table 5a. The conventional use of the word 'Challenge' fails to present any transformational appeal.

	Amazing City	Golden Sun Golf	goSaimaa	Hotel Arthur	Iloranta Oy
Word criteria	Nature Experience Skill	Challenge Nature Experience	Nature Cultural Traditions	Nature Traditions Experience	Nature Wellness Sustainable
Word 1	<p>1. New adventures are now available at the gorgeous grounds and unique nature of Ellivuori, which includes versatile activities and contents for all types of groups.</p> <p>2. Amazing Outdoors offers backcountry skis for renting and guided backcountry ski trips in the beautiful nature of Ellivuori.</p> <p>3. Forest adventure Outdoor Escape: Tapio's lands are not an escape game, but an escape into nature.</p>	<p>1. Thanks to our sunny partners, we are able to organize challenging, exciting local matches against players of the same level.</p> <p>2. The course is suitable for golfers of all levels and offers a good challenge regardless of handicap.</p> <p>3. Despite the flat terrain, the Condulmer golf course is not without its challenges.</p>	<p>1. The Lake Saimaa region charms visitors of all ages with its dazzling nature and thrilling activities.</p> <p>2. Finland's beautiful nature offers clean shores and various trails for recreation.</p> <p>3. The Saimaa waterway is a unique sight, where blue and white waves and amazing nature make for unforgettable holiday experiences.</p>	<p>1. The museum's permanent exhibitions tell interesting stories about nature, evolution and climate change in Finland and the world.</p> <p>2. 30 artists work in the island's main building, the artists' house, who get inspiration for their work from the island's great nature.</p> <p>3. The island was empty for several years, so wild nature has transformed the island into the most diverse natural destination in the archipelago of the capital region.</p>	<p>1. Gorgeous nature, the peace and tranquility of the countryside as well as the healing qualities of the forest are all found here.</p> <p>2. In Iloranta, you can combine a meeting or training with a refreshing part of nature in Hämälä's landscapes.</p> <p>3. At Iloranta's camp school, you can experience rural life, pet farm animals and learn a lot about nature.</p>
Word 2	<p>1. Experience a lake adventure with the Stand Up Paddleboard</p> <p>2. Climbing park HighPark's adventure courses offer sporty experiences up in the air, in beautiful lake scenery.</p> <p>3. Long experience with groups of different sizes and types, up-to-date tools and competent staff - we have everything you need to create a successful recreation day or training event.</p>	<p>1. How would a golf trip to the exotic nature of Asia or Orlando to the courses where, for example, Tiger Woods practiced his swings, sound?</p> <p>2. From here, during your golf vacation, you can get to know the landscapes and the great nature of the area even more closely, for example by hiking or cycling.</p> <p>3. Sunshine, wonderful and multifaceted nature, exotic animals, lions, rhinos, and giraffes, as well as colorful culture and history, that's South Africa.</p>	<p>1. Lake Saimaa with its beaches and various terrain forms is the basis for a rich and diverse culture that is enjoyed by both locals and tourists.</p> <p>2. The Black and White Theater Festival has established its place in the Finnish cultural field and event summer over the course of 19 years.</p> <p>3. In Jalokivikylä you can eat, have coffee, do great jewelry shopping, and get a touch of culture by visiting the exotic Jalokivimuseo.</p>	<p>1. Boardroom is a traditional meeting room for up to 12 persons.</p> <p>2. In a traditional swimming pool, it's nice to soak up the sun while listening to the lapping of the waves and watch yachts fly by while seagulls fly on the beach.</p> <p>3. Hotel Arthur's traditions date back to 1907, when the hotel was opened on Vuorikatu in a beautiful Jugend-style building designed by architect Vilho Penttilä.</p>	<p>1. A holiday in Iloranta is full of well-being and functional ability.</p> <p>2. Well-being in Iloranta is relaxation in pure nature and many kinds of exercise opportunities, both outdoors and indoors.</p> <p>3. A holiday in Iloranta is comprehensive well-being in a genuine rural environment in the middle of forests and fields, on the shore of the clean water Iso-Roine.</p>
Word 3	<p>1. The Finnish Forest Mind- method is a unique combination of nature's healing and mind skill-enhancing exercises.</p> <p>2. The agent test is the test for you who want to test your own agent skills!</p> <p>3. Harnessing diversity for the benefit of the entire team requires mastery of emotional skills and the ability to act flexibly in changing situations.</p>	<p>1. We have years of experience in making various dreams come true and we want to give you the opportunity to follow your dreams.</p> <p>2. On trips, you get new experiences, new personal encounters and deepening yoga exercises with the group.</p> <p>3. But Hungary really is worth the experience.</p>	<p>1. Eastern Finland offers travelers hospitable encounters, traditional flavors and dazzling landscapes.</p> <p>2. According to tradition, a treasure from the time of Isoviha is buried near Pirunkirkko, which is still waiting to be found.</p> <p>3. In the fortress you can find e.g. several museums where you can get to know our city's history, art and cavalry tradition.</p>	<p>1. Restaurant Arthur is centrally located in Helsinki's Kaisaniemi and is easily accessible by public transport as well as by car. Family and business parties with decades of experience at our premises.</p> <p>2. Arthur's atmosphere and facilities support a special hotel experience.</p> <p>3. I believe that it is through cooperation that our meeting place can develop its own operations and offer the best experiences to our dear customers.</p>	<p>1. Through the program, catching methods and the sustainable development of nature become familiar.</p> <p>2. The award's criteria of authenticity, locality, experientiality, education and uniqueness, together with sustainable development, have become familiar in Iloranta for decades.</p> <p>3. Sustainable development is a matter of Iloranta's heart.</p>

Table 5a. Quota sampling - word usage in sentences

	Salmi Platform Oy	Suomen Messut Oy	Suomenlinnan hoitokunta	Visit Finland
Word criteria	Experience Digital Nature	Nature Experience Cultural	Cultural Traditions Sustainable	Experience Nature Unique
Word 1	<p>1. Improve the customer experience in a customer-oriented way!</p> <p>2. Salmi Eventlizer event analysis for events, meetings and congresses to analyze economic impact, visitor profiles and experience.</p> <p>3. The goal is that the user of the service gets the best possible experience and benefit from Salmi.</p>	<p>1. OutdoorExpo attracts everyone from active enthusiasts to families with children to enjoy the experiences nature offers.</p> <p>2. Cabining in Finland's homeland offers a great opportunity to experience a lifestyle close to nature and quietness.</p> <p>3. Whether you are already an experienced hiker or a city dweller who has just heard the call of nature, the event will give you tips for all things moving around in nature – camping, cycling and various water activities.</p>	<p>1. Archival material about ancient remains is also part of the archaeological cultural heritage.</p> <p>2. We will continue to work together to increase our sustainable development footprint, reduce our carbon footprint and learn more from each other, and to make known the importance of art and cultural heritage for a sustainable lifestyle.</p> <p>3. Suomenlinna, a world heritage site, is being visited more and more because of the cultural offer of the fortress.</p>	<p>1. The lake is situated in the picturesque Finnish Karelia, where you can experience the enchantment of Finnish nature, peace and calm, and a little bit of the true essence of Eastern Finland.</p> <p>2. Finland's four regions all have unique characteristics, and each season brings something new to experience.</p> <p>3. North Karelia is the perfect vacation spot for nature-lovers who want to experience Finland's rugged ridges, crystal-clear rivers and lakes, and islands of magnificent flora.</p>
Word 2	<p>1. Salmi Platform Oy offers innovative, digital solutions for managing the tourism and event industry with information, as well as experience provision.</p> <p>2. Salmi Eventlizer developed by Salmi Platform Oy is a digital event analysis as a tool for managing events with information.</p> <p>3. Salmi Triplizer tourism analytics consists of a digital survey and a reporting platform where the generated information can be analyzed</p>	<p>1. Known for its excellent customer experience and inspiring world-class speakers, the Nordic Business Forum brings together international business decision-makers, experts and thought leaders year after year.</p> <p>2. This is all because we think good food and drink is an important part of a successful, exhilarating event experience!</p> <p>3. Vene Båt, is a traditional meeting place for boat people to exchange experiences, have fun, compare and shop.</p>	<p>1. The traditional Suomenlinna Museum Day is celebrated on Kusta's Day on June 6.</p> <p>2. Last year, Kekri traditions were created in Suomenlinna for the first time, and now they are being revived.</p> <p>3. The water bus connection between Suomenlinna and the mainland for the 2021 season will be carried out on the traditional route: Market Square–Lonna–Suomenlinna Museum–Kuninkaanportti–Lonna–Market Square.</p>	<p>1. Whether you're looking for an urban holiday or a nature escape – or a bit of both – there's sure to be a destination that's right for you.</p> <p>2. From charming Baltic islands to endless green forests to vast arctic wilderness, Finnish nature is incredibly rich and accessible – even from within city limits.</p> <p>3. Autumn in Finland is all about the changing colours of nature, that we Finns call "ruska".</p>
Word 3	<p>1. Built in the wonderful forest landscapes of Puijo, the Suomen Eläimet AR tour describes the animals found in Finnish forests and their habitat, offering a new and interesting way to learn about the diversity of nature.</p> <p>2. Counting the number of visitors is particularly suitable for destinations and events where it is difficult to verify the total number of visitors, such as nature destinations or free events.</p> <p>3. The tourism operator notices from the report how unclear marking of nature trails often comes up in customer feedback.</p>	<p>1. Ruoka 2024 is a new major event in the food and beverage industry that presents a diverse range of food and beverage culture both at home, outside and on trips.</p> <p>2. Respecting the local culture and knowing the customer inside out were Tomy's ticket to victory.</p> <p>3. The Finnish National Opera and Ballet participated in the 2018 Helsinki Book Fair with the aim of enchanting new customers, delighting culture lovers and strengthening existing contacts.</p>	<p>1. The sustainable tourism strategy guides the conservation work of Suomenlinna.</p> <p>2. Suomenlinna's management board is involved in a joint project of agencies operating in the cultural sector to promote the goals of the UN's sustainable development action program Agenda 2030.</p> <p>3. Understanding locality is part of sustainable tourism: we develop tourism in such a way that the local characteristics and the environment are protected.</p>	<p>1. Located on the west coast of Finland, Vaasa and its surroundings offer a unique combination of nature experiences and modern city life on a single visit.</p> <p>2. Finnish Lakeland offers a plethora of unique sauna experiences.</p> <p>3. Prepare to be awed: This sauna is made entirely of snow and ice, offering a unique bathing experience that contrasts thick, hot steam with icy snow walls.</p>

Table 5b. Quota sampling - word usage in sentences

Similarly, the current context of 'Nature' fails to evoke positive emotions or describe transformative benefits for the customer. Rather than employing these words in isolation, describing the specific situation and explaining how being in that environment could positively impact the customer would be more effective. This approach will enable Golden Sun Golf to connect more emotionally with its audience. In addition, the term 'Experience' is traditionally used without eliciting emotions. In summary, it is imperative to use precise and descriptive language that resonates with the audience and allows them to form a meaningful connection with the brand.

The sentences on goSaimaa's website, as seen in Table 5a, suggest that they convey their message using a variety of adjectives. In the example, "*The Lake Saimaa region charms visitors of all ages with its dazzling nature and thrilling activities*", the words "dazzling" and "thrilling" add little context to the actual nature and activities visitors can expect. While adjectives provide additional information, the promotional tone of the text could benefit from a more transformative approach that fosters a deeper connection between the customer and the company. For instance, goSaimaa could use storytelling to showcase the enchanting beauty of Lake Saimaa, describe the diverse and captivating nature that visitors can witness, and highlight the various exciting activities they can engage in during their stay. Using more accurate descriptors can help visitors imagine their upcoming holiday experience before they start their journey.

As per Table 5a, Hotel Arthur's sentence samples indicate that their communication strategy is more promotional than transformational. The words do not convey any transformative qualities in their current context. Instead of using language to promote their services, Hotel Arthur could use language that appeals to their customers' state of mind. For instance, in the example "*Arthur's atmosphere and facilities support a special hotel experience*", how do the hotel's atmosphere and facilities support a special experience? By describing how their atmosphere and facilities create a unique and memorable experience, Hotel Arthur can appeal to their customers' emotions, creating a lasting impression on them.

Analysing Iloranta's website and closely examining the words within their respective contexts reveals that they utilise promotional language to communicate with their target audience. In the sentence examples in Table 5a, the words used by Iloranta are very generic and lack specific details about what customers can expect. For instance, "*At Iloranta's camp school, you can experience rural life, pet farm animals and learn a lot about nature*". In this example, Iloranta could use storytelling to provide more specific details about the farm animals available and what guests can expect to learn about nature. By incorporating more descriptive language, they can create a more vivid picture of their offerings and make their

services stand out from their competitors. This approach can help them establish a stronger emotional connection with their target audience, which could lead to increased business.

As highlighted in Table 5b, Salmi Platform Oy's website indicates the use of promotional language. It is important to note that Salmi Platform Oy markets its products and services on a B2B level. While there are some similarities between business-to-consumer (B2C) and B2B marketing, as identified by Coviello and Brodie (2001) and Cortez and Johnston (2017), there are also significant differences. B2B communication tends to be more formal, while B2C messaging is more emotional and persuasive, highlighting the benefits and experiences consumers can expect. As such, Salmi Platform Oy's website will likely use more promotional and transactional language. However, incorporating storytelling elements into their language could help describe their service better. For example, specifying the types of animals and their habitats in the sentence "*Built in the wonderful forest landscapes of Puijo, the Suomen Eläimet AR tour describes the animals found in Finnish forests and their habitat, offering a new and interesting way to learn about the diversity of nature*" would create a more vivid image, making customers feel connected to the environment.

When analysed in context, it becomes apparent that Suomen Messut Oy employs promotional language to communicate with its audience, as seen in Table 5b. For example, the sentence, "*OutdoorExpo attracts everyone from active enthusiasts to families with children to enjoy the experiences nature offers.*" does not offer a clear picture of what nature-based experiences are in store for patrons. By incorporating more descriptive language, Suomen Messut Oy could better illustrate the surroundings and the diverse nature-based activities that await visitors, creating a more immersive and engaging customer experience.

The Suomenlinnan hoitokunta website indicates promotional language to convey messages based on the words' context. The examples in Table 5b suggest that the language lacks specificity and comes across as generic. For instance, the sentence "*We will continue to work together to increase our sustainable development footprint, reduce our carbon footprint and learn more from each other, and to make known the importance of art and cultural heritage for a sustainable lifestyle*" fails to provide any concrete information about the sustainable development efforts or the impact of art and cultural heritage on a sustainable lifestyle. It would be more helpful to explain how art and cultural heritage can promote a sustainable lifestyle, such as highlighting how cultural heritage sites can be preserved through sustainable tourism practices or how art can be used to raise awareness of environmental issues. Therefore, Suomenlinnan hoitokunta should use storytelling to make the website more captivating and interactive. By providing detailed examples and

specific information through storytelling, they can establish a stronger emotional connection with their target audience, making the experience more engaging and memorable.

Visit Finland's website uses a communication strategy that combines promotional language with descriptive elements, as noted in Table 5b. A great example of this is their sentence, "*From charming Baltic islands to endless green forests to vast arctic wilderness, Finnish nature is incredibly rich and accessible - even from within city limits.*" They use words that create vivid imagery, giving customers a better sense of what Finnish nature offers. However, there are times when their choice of words could be better. Take, for instance, the sentence "Finnish Lakeland offers a plethora of unique sauna experiences". The word 'Unique' adds little value to the idea of sauna experiences. Instead, Visit Finland could take advantage of this opportunity to describe how the Finnish Lakeland provides one-of-a-kind sauna experiences that cannot be found anywhere else.

Upon closer inspection, it is evident that the organisations employ the criteria' eudaimonic and transformative words on their web pages; however, they do so primarily in descriptive or promotional contexts. While these words create a positive image of the organisation and its products or services, they do not necessarily convey a sense of well-being, happiness, personal fulfilment, growth, or collaboration with customers. If these words were used in a eudaimonic and transformative manner, they can emotionally connect the organisation with its target audience and establish a long-lasting relationship with them.

The sentence examples indicate that all nine organisations need to improve their use of eudaimonic communication, which is critical for co-creating transformative customer experiences. By failing to incorporate this type of communication, each organisation is missing out on the opportunity to establish a deeper connection with its customers and generate experiences that are truly enriching and life-changing. Looking back at the theory and literature on meaningful communication by Rieger and Klimmt (2018), the sentence samples from these organisations do not necessarily engage an audience as they do not elicit a meaningful message or a need to fulfil a life purpose. Instead, the words and sentences offer surface-level information about the organisation's products and services. Additionally, these organisations are not capitalising on the power of storytelling to establish emotional connections and engage with customers, as Sheldon (2020) suggests. As mentioned, these organisations should strive to create communication opportunities that prompt reflection and memorability, which could significantly impact consumers (Mirivel 2018). These organisations can effectively connect with their audience and establish meaningful relationships by implementing storytelling techniques in their language and messaging.

8 Phase 3 - Neuromarketing experiments

8.1 Neuromarketing laboratory testing

Effective communication on web pages can be a potent tool for transformation, particularly when viewed through a eudaimonic perspective. By emphasising human flourishing and well-being, web designers can create pages that motivate and empower individuals to act positively. Achieving this can involve using transformative language, captivating visuals, and interactive features to encourage self-examination and personal development (Ryan & Deci 2001; Rieger & Klimmt 2018). Ultimately, web pages designed with eudaimonic principles in mind have the capacity not only to inform and educate but also to enhance the lives of their users.

Neuromarketing is a field of study that combines the notions of consumer behaviour with neuroscience (Morin 2011). With neuromarketing, businesses can gain insights into their target audience's minds without requiring them to participate consciously. This cutting-edge approach can help companies improve their marketing strategies and connect with their customers on a deeper level.

The face is a powerful tool for nonverbal communication, capable of expressing a range of emotions, intentions, and even pain without words. It also plays a critical role in regulating our interactions with others. In recent years, there has been a growing interest in using computer vision and machine learning to analyse facial expressions automatically, opening new possibilities for research and development (De la Torre & Cohn 2011, 377-409).

The present study investigates the potential effects of transformative communication techniques based on eudaimonic principles on customer engagement on web pages. The study seeks to examine the effectiveness of a holistic approach to communication in fostering customer engagement from a eudaimonic perspective. This research aims to provide valuable insights into the benefits of incorporating these principles into web communication and their impact on customer engagement. Specifically, the study aims to contribute to the literature on customer engagement by exploring the potential benefits of transformative communication techniques based on eudaimonic principles.

An A/B testing method was employed to achieve this. As Figure 8 highlights, A/B testing is a method used in website development where different variations of a website are shown to different people to measure the effectiveness of each variation in turning visitors into customers. This technique provides direct evidence of user behaviour and can be valuable in creating user-driven revisions that meet current user expectations (Young 2014; Cruz-Benito et al. 2017).

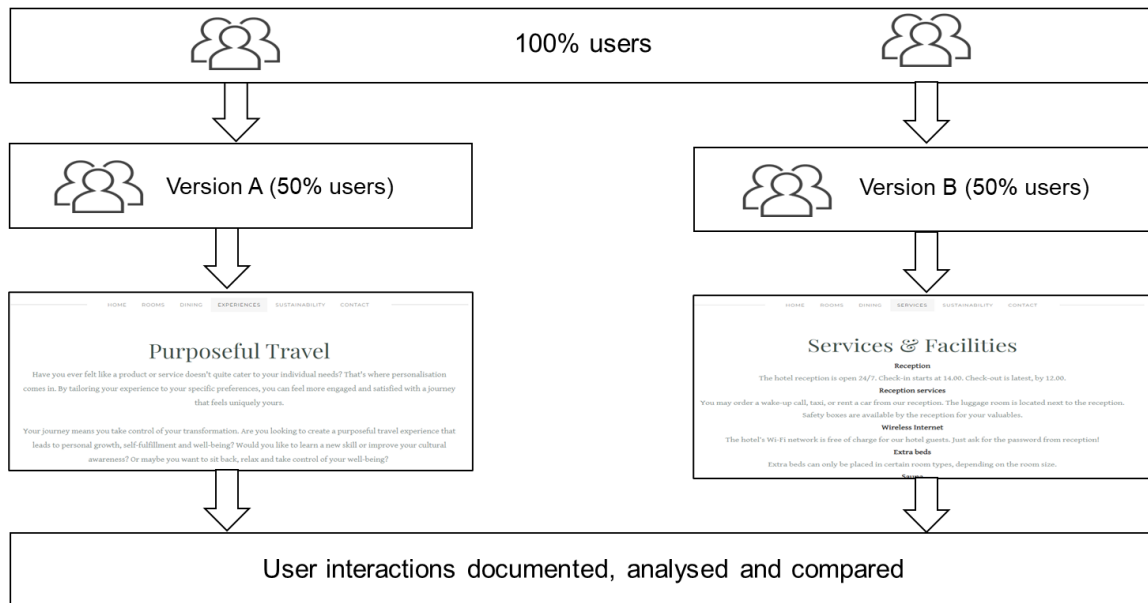


Figure 8. A/B testing: a user experience research methodology

Methodology and research process

Two websites were created for a simulated organisation based on the data collection and analysis in phase 2. The choice of a hotel resort was strategic, as it presented an opportunity to offer a comprehensive range of tourism-related features, including room booking, dining options, wellness programs, and various activities. The first website, version A (<https://midnightsunresort.weebly.com/>), incorporated transformative tourism and eudaimonic communication elements by leveraging storytelling and well-crafted narratives to create deep emotional connections with customers. The second website, version B (<https://midnightsunresortv2.weebly.com/>), was identical to version A regarding visuals and layout; however, it incorporated current elements from the participating organisations regarding text and storytelling narratives. This project phase used neuromarketing experimentation techniques to gather emotional responses from individuals exposed to either version A or B of the simulated organisation's website. As Li et al. (2019) point out, emotions are critical in shaping a consumer's overall evaluation of promotional material. Their study suggests that emotional appeals influence consumers' attitudes toward promotional marketing, impacting their brand interest, choice, familiarity, and attitude. Emotional promotions can capture the viewers' attention, enhance product attractiveness, and lead to better product or brand recall. After completing the neuromarketing tests, further qualitative data will be collected through interview questions.

This phase aimed to investigate the most effective ways to communicate with customers on web pages from a eudaimonic perspective by comparing the results of the two versions. The goal is to promote customers' well-being by considering their emotional needs. This

approach recognises the importance of addressing not only the functional aspects of products and services but also the subjective experiences of customers. The outcome of this study will contribute to developing effective communication strategies that align with the principles of eudaimonia.

During phase 3 of the project, a simulated user walk experiment was conducted in a controlled laboratory setting. The experiment included twelve participants (test subjects 1-12): five women, five men, and two non-binary individuals, all aged between 19 and 50 and all Finnish nationals. The participants were randomly divided equally into groups A and B and instructed to review a simulated organisation's website while seated in front of a computer. Capturing the participants' emotional responses involved using iMotions software to monitor and record their emotions throughout the experiment. The software tracked various emotions, including joy, anger, sadness, surprise, engagement, and confusion. The iMotions software provided a detailed analysis of the participants' emotional responses to the website, providing valuable insights into the user experience, as demonstrated in the results in Table 6 and Table 7.

Version A						
	Test Subject 11	Test Subject 9	Test Subject 7	Test Subject 5	Test Subject 3	Test Subject 1
Anger	10.18	1.94	15.30	6.23	3.86	9.32
Joy	108.21	23.02	5.06	82.74	91.53	44.26
Sadness	2.72	5.67	43.16	6.84	0.63	7.76
Surprise	31.26	0.23	41.50	10.15	7.17	91.51
Engagement	310.58	72.68	432.11	147.57	261.54	206.53
Confusion	11.76	23.10	27.86	6.72	2.52	2.89

Table 6. Version A - test subject's total emotions in seconds

Version B						
	Test Subject 12	Test Subject 10	Test Subject 8	Test Subject 6	Test Subject 4	Test Subject 2
Anger	5.56	1.29	4.62	42.50	9.53	2.41
Joy	130.96	55.79	35.73	51.87	26.95	0.19
Sadness	1.73	0.36	0.68	3.47	4.66	6.74
Surprise	2.82	2.02	17.49	2.54	12.90	1.28
Engagement	324.09	165.90	181.81	304.25	261.79	102.83
Confusion	28.07	1.54	6.02	22.38	6.14	10.47

Table 7. Version B - test subject's total emotions in seconds

The A/B testing aimed to determine how the emotional responses of test subjects differed when viewing two versions of a website, version A and version B. The results showed that while both versions elicited a range of emotions, there were notable differences in the frequency and intensity of certain emotions between the two versions. For instance, test subjects who viewed version A reported feeling 17.7% more joy than those who viewed version B. Additionally, they were 6.7% more engaged while viewing version A. This

suggests that version A was more effective in creating a positive emotional experience for the test subjects, an important factor in user engagement and satisfaction.

Furthermore, version A also yielded 365.6% more instances of surprise than version B, indicating that the design elements or content of version A were more effective in eliciting surprise among the test subjects. On the other hand, viewers of version A reported feeling 28.9% less anger than those viewing version B. This suggests that version A successfully reduced negative emotions among the test subjects. However, there was an unexpected finding in the emotion of sadness, which was experienced 278.6% more in version A compared to version B. This result was surprising and different from the initial predictions. Upon further analysis, it was discovered that a large portion of the sadness was experienced by one test subject, who accounted for 64.6% of the accumulated sadness. Therefore, it is possible that the emotional response of one individual skewed this result and may not be representative of the overall emotional experience of the test subjects.

8.2 Thematic analysis of interviews

The objective of the follow-up interview is to gather further insights into the authentic thoughts and emotions of the individuals who participated in the experiment. By doing so, the results will yield a more comprehensive understanding of the participant's responses to the marketing stimuli and improve the accuracy of the study's findings (DiCicco-Bloom & Crabtree 2006).

The method used for the interview analysis closely resembles a qualitative data analysis method known as thematic analysis. The thematic analysis involves reading through a qualitative data set (such as transcripts from interviews or focus groups) and identifying patterns throughout the data to derive themes (King et al. 2019, 201). These themes can then be organised to reflect how they relate to one another, such as a hierarchical relationship where main themes encompass sub-themes.

The first step in a thematic analysis is familiarisation with the data. In this case, comprehend the interview transcripts and create a summary of them by highlighting relevant material and noting brief comments, as highlighted in Tables 8 and 10. Next, the descriptive codes need to be defined, which involves clustering the descriptive codes and interpreting the meaning of the clusters as they relate to the research questions. Then, the data set's key themes are derived from the project's theoretical or practical perspective, as seen in Table 9 and Table 11.

Version A	
Test Subject 11	<p>The information was listed clearly</p> <p>The activities and offerings were easy to understand</p> <p>Room amenities were well-presented</p> <p>The website structure was logical, and in order</p> <p>The map could be linked to Google maps</p> <p>Liked the concept of the experience tourism offerings being local and unique</p> <p>Liked the idea of the resort being surrounded by nature</p> <p>Liked the location map feature</p> <p>Regarding transformation, the test subject felt the website's aesthetics were nice, and the biggest draw-ins were the wellness offerings and relaxing in nature. The breakout from a 9-5 schedule was also inviting</p>
Test Subject 9	<p>Clear and beautiful pictures that were informative and visually descriptive</p> <p>Felt the sustainability aspects were transformative</p> <p>Liked the idea of the resort being surrounded by nature and offering a feeling of escape from everyday life</p> <p>The images portrayed a minimalistic concept with no clutter</p> <p>Liked the use of colours on the website</p> <p>Would have preferred the contact details on the front page</p>
Test Subject 7	<p>Thought it looked too expensive</p> <p>It looked too polished and prefabricated - it is more for a tourist (ready-made)</p> <p>Location - questioned where the resort was - no concrete evidence, so it could be located anywhere (just a nice hotel somewhere)</p> <p>Nothing unique about the resort</p> <p>There could be more offerings, such as cooking for yourself, walking through a forest to the room</p> <p>Wanted to see a more interactive website</p> <p>Suggested creating a map that zooms from outer space into Europe, into Finland and then into the resort</p> <p>Suggested offering a three-point menu: a la carte dining, participating in cooking, or hunting for food (to showcase where the food is coming from)</p> <p>Would have liked to see more concrete solutions for sustainability</p>
Test Subject 5	<p>No pricing was listed</p> <p>The place is good for Summer, Spring or Winter</p> <p>Extensive offerings, good-looking rooms and scenery</p> <p>The travel experience is important, and therefore, the subject was interested in the activities offered</p> <p>In terms of transformation - nothing that stands out however, the subject mentioned the food and accommodation as reasons to book the resort</p>
Test Subject 3	<p>Liked the pictures but had no patience to read the text</p> <p>Thought the rooms looked nice and especially liked the pictures of the spa as they resonated with their own feeling of relaxing</p> <p>The idea of transformation linked well with the "Experience and wellness" section of the website</p> <p>The section on "Sustainability" provided a feeling of transformation</p> <p>Felt like the culinary aspect respected the traditions of Finland and also provided a sense of transformation</p> <p>The resort retreats "back to your roots"</p> <p>Gives a feeling of silence and calmness needed from big city life</p> <p>There were no hyperlinks for the rooms</p> <p>Lack of information on mobility-challenged customer</p> <p>The images rotated too quickly</p> <p>Dining information only listed dinner, no lunch menu</p> <p>The activities could be on the front page</p> <p>Promotional videos throughout would be nice; for example, the spa</p> <p>A guided retreat could be added to the activities</p>
Test Subject 1	<p>Menu and food options were engaging</p> <p>Visualisation and imagery are striking</p> <p>Wine list missing</p> <p>There are no transformational feelings as the test subject thinks the website is unrealistic</p>

Table 8. Transcript summary of interviews - Version A

Codes	Themes
Wellness Nature Relaxing Aesthetics Sustainability Traditions of Finland	Feeling of transformation
Website structure was logical Information is clear Nice imagery Extensive offerings Good activities	Positive associations
Looked expensive Felt touristy Location unknown Nothing unique Needs more service offerings No pricing Website is not interactive Accessibility information lacking Food and wine listing limited No patience to read the text	Negative associations
Use of Google Maps / Zoom function Interactive website Expand on sustainability solutions Co-creation menu options Use of promotional videos Additional activities	Suggestions

Table 9. Version A - Turning codes into themes

A look into the codes extracted from version A of the website shows that the recurring themes that emerged include a feeling of transformation, positive and negative associations with the website, and suggestions the test subjects felt would improve the website, as highlighted in Table 9. Under the theme of transformation, the recurring codes that appeared were feelings of wellness, the concept of nature and relaxation, the imagery and aesthetics of the website, the concepts surrounding sustainability and the notion of the traditions of Finland being respected and incorporated into the service offerings. Under the theme of positive associations, several test subjects commented that they liked the structure and logical layout of the website as they felt the information was clear and easy to find. Half the test subjects commented that the imagery and visualisations were striking and captivating. Many test subjects felt that the resort offered a good variety of activities and that the service offerings were extensive.

Regarding negative associations, some test subjects related to the idea that the resort might be fake. They perceived it as overly commercialised; it felt touristy, it looked expensive, and they were dissatisfied with the website's level of interactivity. An often-cited concern was the lack of pricing information for accommodations and activities. An important finding relating to the research project's concept of eudaimonic communication playing a role in fostering transformative experiences was one test subject saying that they had no patience

to read the text. Finally, the theme of suggestions revealed that the test subjects felt the website could be more interactive in terms of hyperlinks and the use of Google Maps to zoom into the surrounding locations. Other suggestions included expanding on sustainability solutions, incorporating the idea of co-creation with some of the activities and using promotional videos to highlight the service offerings, which is an interesting finding as the main objective of the test was to concentrate on the text. However, future research could link images and videos to eudaimonic communication.

Version B	
Test Subject 12	<p>Liked the aesthetics of the website</p> <p>Felt the website was simple but clear</p> <p>The white theme of the website was a little distracting (would have liked an option for dark mode)</p> <p>The logo of the resort is not clear</p> <p>Liked the location, which showed the surrounding services</p> <p>The hotel amenities were clearly stated</p> <p>The room descriptions were clear</p> <p>The menu was extensive and well-planned out</p> <p>Liked the wellness, sustainability and relaxation aspects (No stress environment)</p> <p>Liked the values and emotional hospitality of the place</p>
Test Subject 10	<p>Liked the imagery of Finnish nature as it made them want to explore further</p> <p>Liked the aesthetic pictures</p> <p>Liked the sauna relaxation and spa</p> <p>Liked the idea of good food</p> <p>Felt the website provided a holistic approach to taking care of the customers</p> <p>Felt valuable and not tacky but rather respectful and caring</p>
Test Subject 8	<p>Did not like everything listed in the room</p> <p>Room hyperlink missing</p> <p>Location is missing to see the surrounding area and activities</p> <p>What local services are available?</p> <p>Would book the resort as a place to unwind and relax for a week</p>
Test Subject 6	<p>Liked the showcasing of nature on the front page</p> <p>Good imagery of rooms and nature</p> <p>The food aspect is important, and therefore liked the images, as food connects people to cultures</p> <p>Liked that there were separate activities for different seasons</p> <p>Would book the place as it shows the unique nature of Finland</p> <p>Transformation – liked the wellness retreat as it instills a sense of calm and slowing down</p>
Test Subject 4	<p>The hotel looks interesting. However, no pricing is listed</p> <p>Would like to see pictures and the menu for the breakfast</p> <p>Sustainability should be highlighted more throughout the website, not just on one page</p> <p>No hyperlinks available</p> <p>The hotel looks like it is aimed at consumerism</p> <p>No transformative elements</p>
Test Subject 2	<p>Language choice was limited – no Finnish option</p> <p>Text in the activities and experiences section was monotonous and boring, which led to a lack of concentration from the test subject</p> <p>A more interactive website would be better</p> <p>Images were cool – however, are they authentic?</p> <p>The website did not evoke a feeling of wanting to go there</p>

Table 10. Transcript summary of interviews - Version B

Codes	Themes
Holistic approach Care for the customers Sense of value Respectful and caring Wellness retreat Calm and relaxed	Feeling of transformation
Images and aesthetics Activities No stress environment Good sustainability values Good food options The concept of nature	Positive aspects
Hyperlinks missing Location map No pricing Aimed at consumerism Only in English Boring text Inauthentic No transformation	Negative aspects
Interactive website Expand sustainability solutions throughout website More food pictures and options	Suggestions

Table 11. Version B - Turning codes into themes

To compare and contrast the two versions, the codes from version B of the website followed the same recurring themes of transformation, positive and negative associations with the website, and suggestions the test subjects felt would improve the website, as highlighted in Table 11. Among these themes, the codes frequently observed under the transformation theme were centred around feelings of wellness, a sense of value, a holistic approach that emphasised customer respect and care, and the promotion of calmness and relaxation. Regarding positive associations, the test subjects appreciated the emphasis on promoting a stress-free environment and showcasing the beauty of Finland through imagery and aesthetics. Additionally, the sustainability values of the resort, variety of activities, and good food options were all noted as positives.

When examining the negative feedback provided by the test subjects, it was found that some of them perceived the website or the resort as inauthentic and the text as uninteresting and monotonous. This discovery aligns with the notion that using eudaimonic communication techniques could enhance the overall message and lead to a transformative experience. Some other unfavourable aspects mentioned were the website's functionalities, such as the absence of hyperlinks, a location map, pricing information, and the fact that it was only available in English. It is worth noting that the latter indicates a research limitation to be addressed in future research. Regarding suggestions, test subjects felt the website could be more interactive and have more food pictures and options. They also recommended expanding sustainability solutions throughout the website, not just one section.

9 Findings and suggestions

Linking the research questions with the existing literature, data analysis, and findings from the research project has uncovered intriguing outcomes. While some of these outcomes were anticipated, others were unexpected, presenting compelling possibilities for future research studies. These findings suggest that the research project has successfully contributed to the existing knowledge base and opened up new avenues for exploration.

RQ1: How do organisations promote their sustainable practices through eudaimonic communication?

The research project's first research question explored how the participating organisations promote their sustainability practices through eudaimonic communication. Based on earlier research (Horne 2009; Turunen & Halme 2021), sustainability communication directed towards consumers can be divided into two primary categories: third-party verified sustainability labels and free-form sustainability communication. As a result, the initial stage of the analysis was to examine the sustainability labels and free-form communication of the participating organisations.

Only two of the nine participating organisations did not hold a sustainability certification. Turunen and Halme (2021) highlight that consumers today are increasingly mindful of sustainability factors when searching for information and making product choices. Third-party verified sustainability labels serve as a valuable tool for companies to communicate their products' environmental sustainability. These labels provide reliable and comprehensive information to consumers, which can influence their purchase decisions. As such, all participating organisations should acquire third-party verified sustainability labels to communicate their commitment to sustainable practices and provide transparency about their product's environmental impact.

Turning to free-form sustainability communication, seven of the nine organisations have dedicated web pages showcasing their sustainability certifications and providing a comprehensive overview of their sustainable practices and initiatives. Analysing the current communication strategies of these organisations revealed that there were areas that required improvement. Most sentence samples extracted from these organisations' websites revealed a one-way communication style that talks to the customers without any engagement. However, according to Tiago et al. (2021), effective communication strategies for corporate social responsibility require the involvement of all stakeholders in a two-way communication process. Therefore, these organisations need to actively engage customers in conversations and shift their focus from product-based messages to ones that encourage

sustainable consumer behaviour. This approach can transform tourism experiences into more meaningful and authentic experiences. In addition, organisations can understand customers' needs and preferences better and tailor their sustainability initiatives to meet those expectations by involving customers in the conversation. In doing so, organisations can build a strong relationship with their customers, which is essential to driving long-term loyalty.

RQ2: How do organisations use technology to enhance the tourist experience?

The second research question investigated how these organisations use technology to enhance the tourist experience; the research project analysed the current digital tools these organisations implement to make the tourist experience more enjoyable and engaging. The analysis examined how these organisations leverage digital technologies to create immersive experiences that engage tourists, leading to a more profound and transformative experience. The study aimed to identify the areas where these organisations' current technologies could be improved to encourage transformative tourism experiences. The analysis revealed eight participating organisations had a responsive website adapted to mobile device users' needs. Organisations must ensure their website is accessible and responsive on all devices to provide the best user experience possible (Kotler et al. 2017). When looking at chat functions or virtual assistants, it was noted that only three organisations currently offer this service. Parise et al. (2016) argued that offering real-time assistance through live chat greatly enhances customer satisfaction. It enables customers to receive help quickly and efficiently, which is crucial for making informed decisions and resolving issues.

When it comes to online sales, it is crucial for businesses to carefully consider whether it is a viable tool for their products and services. While some organisations may benefit from offering online sales, others may not see a significant return on investment. Ultimately, utilising online sales should be based on whether it provides value to the customer and enhances the overall customer experience. However, it is common for some businesses that could greatly benefit from online sales to miss out on this opportunity. Therefore, it is important for businesses to thoroughly evaluate and implement online sales in a way that aligns with their customers' needs and preferences. Upon analysis, several participating organisations that should utilise online sales were missing this function and pricing information.

The final aspect of the digital tool analysis looked at the virtual tours and demo videos that effectively showcase the product or service in action, providing an in-depth understanding of its features and benefits in visual form. Only four of the participating organisations

incorporated this digital tool on their websites. As previously discussed, Peruzzini et al. 2023 pointed out that virtual tours and demo videos can significantly enhance a user's understanding of products and services by allowing them to interact with virtual objects and simulate an on-site experience. Therefore, all participating organisations in this study should employ virtual tours or demo videos on their websites to enhance user engagement and interactivity.

RQ3: Can eudaimonic communication strategies influence and promote transformative tourism experiences?

Lastly, looking at the third research question on whether eudaimonic communication strategies can influence and promote transformative tourism experiences, the research project delved deep into the communication strategies utilised by the Finnish organisations that participated in the study. The primary objective of this research was to gain an in-depth understanding of whether these organisations incorporate eudaimonic communication in their marketing materials. The study aimed to identify the areas where these organisations' current communication methods could be improved to encourage transformative tourism experiences. This research aimed to determine the potential impact of eudaimonic communication strategies on tourists and their experiences.

The Finnish organisations participating in the study are trying to communicate in a transformative manner, but the study suggests that they could improve their use of eudaimonic communication. The study found that while these organisations use eudaimonic and transformative words on their websites, they primarily do so in descriptive or promotional contexts, which may not convey a sense of personal fulfilment, growth, or collaboration with customers. The study suggests that if these organisations used eudaimonic and transformative words in a more personal and interactive conversation with their customers, they could emotionally connect with their target audience and establish a long-lasting relationship. As stated in the early literature, the two top elements of eudaimonia are self-reflection and personal meaning within the context of a travel experience (Lengieza et al. 2019). The study also suggests that organisations can develop communication strategies that highlight the pursuit of happiness, personal fulfilment, and the cultivation of positive emotions, which can inspire and motivate customers to engage in activities that lead to personal growth and development (Ryan & Deci 2001; Huta & Waterman 2013).

Interestingly, the neuromarketing testing revealed that some test subjects who viewed version B of the website found the text dull and repetitive. This finding indicates that incorporating eudaimonic communication techniques into the website's messaging could

enhance its impact and create a more profound and meaningful user experience. However, it is also noteworthy that test subjects from both versions A and B appreciated the striking and captivating imagery and visualisations, which implies that imagery may hold greater significance than text in establishing a connection with people. This finding is consistent with prior research emphasising the importance of transformative language, compelling visuals, and interactive features in promoting self-reflection and personal growth (Ryan & Deci 2001; Rieger & Klimmt 2018).

The findings can be valuable for managers seeking to enhance their communication strategies. They offer a comprehensive guide to the various stages of the customer journey and provide actionable insights on how tourism companies and stakeholders can design and influence touchpoints to deliver personalised experiences that have the power to transform customers' lives. Additionally, the findings align with earlier theories (Pung & Chiappa 2020; Sheldon 2020; Amaro et al. 2023) highlighting the significance of co-creation and two-way communication in fostering engaging and interactive customer conversations.

Can communication content and enhanced digital applications create a sense of meaning, well-being, and possible transformation?

The main objective of the research project was to explore and understand transformative experiences in the tourism industry to identify potential business opportunities that could arise from such experiences. The study primarily focused on the eudaimonic communication perspective, which seeks to uncover the deeper, more meaningful aspects of communication content that evoke a sense of meaning, well-being and possible transformation.

The research findings suggest organisations can proactively enhance the tourist experience by utilising eudaimonic and transformative language in their communication strategies. This type of language can foster a sense of personal well-being and create a lasting memory of the experience. By incorporating these messages into their conversations with customers, organisations can emotionally connect with their target audience, resulting in a more engaged audience. In addition, this connection can lead to a more profound and transformative experience for tourists. Moreover, digital technologies can create immersive experiences that engage tourists, leading to a more meaningful experience. Overall, the research highlights that communication content and enhanced digital applications can provide tourists with a sense of connection, meaning, and personal transformation. Therefore, organisations can create a more memorable and impactful customer experience by utilising eudaimonic and transformative language and incorporating digital technologies.

Suggested implementation plan

Today, businesses constantly seek ways to connect with their customers more authentically. One way they can achieve this is by using eudaimonic communication strategies, which help promote personal growth, self-reflection, meaning, and well-being among customers (Sheldon 2020; Dennis 2021; Ryan & Deci 2001; Huta & Waterman 2013). By crafting marketing messages that use storytelling to inspire customers to seek happiness, fulfilment, and positive emotions, businesses can create a sense of connection and empathy with their audience. In addition, incorporating these messages into their communication strategies allows businesses to create opportunities for reflection and memorability, resulting in a more engaged audience. However, this approach requires businesses to focus on the key elements of eudaimonia, such as fostering positive emotions and personal development. By motivating and inspiring customers through these strategies, organisations can encourage them to engage in activities that promote well-being. Overall, eudaimonic communication is a powerful tool for businesses seeking to establish genuine connections with their customers. Using eudaimonic communication strategies can help businesses create a more meaningful relationship with their audience.

As Dennis (2021) explained, in today's competitive market, selling products or services alone is no longer enough to connect with customers. Instead, organisations must strive to provide exceptional experiences and outcomes that enhance and enrich their customers' lives. Achieving this requires a strong focus on the positive impact that their service offerings can have on the lifestyle of their customers. It is essential to tap into customer's emotions and deliver content that resonates with them. The key is to move beyond highlighting just a product's or service's tangible features and focus on its emotional benefits. To showcase how a product or service can fulfil the needs and aspirations of customers, organisations need to shift towards creating transformational marketing content that inspires them to act.

From promotional communication	To transformational communication
<i>Finland is a unique and captivating destination</i>	<i>Close your eyes and imagine a truly unique and captivating destination - Finland.</i>
<i>Well-being in Iloranta is relaxation in pure nature and many kinds of exercise opportunities, both outdoors and indoors.</i>	<i>Discover the beauty of Iloranta, where well-being is all about embracing nature and enjoying a variety of exercise opportunities, both indoors and outdoors. From hiking and biking to yoga and meditation, Iloranta has it all. Find peace and tranquillity in this serene environment, and take the time to nurture your mind, body, and soul.</i>

<p><i>The Lake Saimaa region charms visitors of all ages with its dazzling nature and thrilling activities.</i></p>	<p><i>The Lake Saimaa region is a picturesque wonderland that captivates visitors with its scenery and diverse range of thrilling activities. From hiking through lush forests and kayaking along crystal-clear waters to fishing for prized catches and exploring charming local towns, there is no shortage of adventures in this stunning corner of the world.</i></p>
<p><i>Suomenlinna, a world heritage site, is being visited more and more because of the cultural offer of the fortress.</i></p>	<p><i>Suomenlinna, a world heritage site, has become an increasingly popular destination for visitors seeking to immerse themselves in the fortress's rich cultural offerings. From museums and art galleries to restaurants and cafes, Suomenlinna has something for everyone.</i></p>

Table 12. Promotional versus transformational communication

Table 12 illustrates several instances of how text can be transformed from promotional to transformational communication by employing the principles of eudaimonic communication. The examples in Table 12 showcase this conversion process, allowing for a deeper connection with the audience and a more meaningful engagement with the message. Focusing on the human experience's positive aspects and emphasising personal growth and fulfilment can lead to a more effective and impactful communication strategy.

10 Conclusions

10.1 Research conclusions

Tourism and travel have undergone a significant transformation as they are no longer just about providing people with surface experiences but instead offer opportunities for personal growth and transformation. This new approach to tourism, known as transformative tourism, exposes people to new cultures, ideas, and ways of life that can bring about positive changes in the attitudes, values, and behaviours of those participating in tourist activities. These changes can be far-reaching and significantly impact consumers, encouraging them to make long-term lifestyle changes that align with their newfound perspectives. The potential of transformative tourism has been recognised by researchers such as Pung et al. (2020) and Amaro et al. (2023), who have highlighted its ability to create meaningful and lasting impacts on individuals.

This research project aimed to delve into transformative experiences, focusing on the eudaimonic communication perspective. This theoretical framework examined the meaningful aspects of communication content. By exploring the eudaimonic nature of communication, the research project sought to identify if communication content evokes a sense of meaning, well-being and possible transformation in tourists. This approach provided a unique lens to examine communication and to determine if it can lead to reflection and memorability, which could profoundly impact consumers. In addition, the research project explored how the participating organisations promote their sustainability practices through eudaimonic communication and how they use technology to enhance the tourist experience and make it more enjoyable and engaging.

The research project was designed with three primary objectives and questions, each exploring and evaluating different aspects of tourism practices. The first objective was to evaluate how organisations promote sustainable practices through eudaimonic communication, which is a form of communication that focuses on promoting well-being and happiness. The literature review conducted as part of the research project highlighted the effectiveness of eudaimonic communication in promoting sustainable tourism practices and how it can play a significant role in creating a transformative tourism experience. The second objective was to identify how technology can be leveraged to create engaging and immersive experiences that promote sustainable tourism practices and contribute to the transformative travel experience. Finally, the third objective was to evaluate the communication strategies of the Finnish organisations to see if they incorporate eudaimonic communication into their marketing material. This is important in developing transformative

travel experiences, as eudaimonic communication is key in promoting well-being and happiness.

This research project explored how communication and digital tools can contribute to transformative tourism experiences. Both quantitative and qualitative data were collected and analysed to uncover valuable insights. The research method was divided into three phases, with the first phase focusing on reviewing the approaches employed by the participating organisations to advocate for sustainable practices. The goal was to uncover the kind of messaging and tactics these organisations used to highlight the benefits of sustainability. The insights gained from this phase showed that effective messaging can be a powerful tool in motivating others to embrace sustainable practices and work towards a more sustainable future.

In addition to the sustainability messaging, the first phase also involved a comprehensive overview of the digital tools and technologies the participating organisations use to streamline their services and whether they lead to creating experiences that engage tourists and make their journey more meaningful and transformative. Essential factors to consider when incorporating digital applications into service offerings are the customer's digital capabilities, the availability of technology, and the customer's role in co-creating the interaction. By considering these factors, organisations can better understand how to provide their customers with the most effective and satisfying experience possible.

The second phase comprised several forms of data collection. The first method involved conducting a web content analysis, which entailed collecting quantitative data to establish a criteria table of words based on the transformation categories and literature on eudaimonic communication. The websites of the participating Finnish organisations were analysed to determine the frequency and dispersion rate of these selected words across the sites. This process provided insight into their current communication strategies and allowed a better understanding of how they engage with their customers. Subsequently, a qualitative data collection approach examined how these organisations use the criteria words within their promotional and marketing materials by employing quota sentence sampling. This data collection and analysis determined whether these organisations primarily use the words in descriptive or promotional ways on their web pages. Additionally, this phase examined whether the organisations presented eudaimonic and transformative characteristics of co-creative and collaborative communication.

Finally, the third phase of the research project obtained quantitative and qualitative data through neuromarketing testing, using A/B testing. Conducting this testing involved dividing the participants equally into groups A and B and instructing them to review a simulated

organisation's website. The iMotions software monitored and recorded the participants' emotional responses throughout the experiment. The software tracked various emotions, including joy, anger, sadness, surprise, engagement, and confusion, to investigate the most effective ways to communicate with customers on web pages from a eudaimonic perspective. This approach recognised the importance of addressing not only the functional aspects of products and services but also the subjective experiences of customers. After collecting and analysing the data from the neuromarketing testing, follow-up interviews were conducted to gather further insights into the participants' authentic thoughts and emotions. By doing so, the results yielded a more comprehensive understanding of the participant's responses to the marketing stimuli and improved the accuracy of the study's findings.

Evaluating the research questions in line with existing literature, data analysis, and findings produced anticipated outcomes and new possibilities for future studies. The first research question of the research project was aimed at exploring how the participating organisations promote their sustainability practices through eudaimonic communication. The data collection and analysis findings indicated that third-party verified sustainability labels are an effective and valuable tool for companies to communicate their products' environmental sustainability. These labels provide comprehensive and reliable information to consumers, which can significantly influence their purchase decisions. Therefore, it is suggested that all participating organisations acquire third-party verified sustainability labels to demonstrate their commitment to sustainable practices and increase transparency regarding their products' environmental impact.

Additionally, the participating organisations should actively engage customers in conversations and shift their focus from product-based messages to ones that encourage sustainable consumer behaviour. This approach can be critical in transforming tourism experiences into more meaningful and authentic experiences. Moreover, by involving customers in the conversation, organisations can better understand their needs and preferences, which can help them tailor their sustainability initiatives to meet those expectations. Essentially, third-party verified sustainability labels coupled with effective communication and customer engagement can significantly enhance the effectiveness of sustainability initiatives.

The second question of the research project thoroughly examined how the participating organisations utilised digital tools to enhance the tourist experience. The study conducted a detailed analysis to identify areas where these organisations could improve their technologies to create a more immersive and captivating experience. The analysis findings indicated that only three of the organisations offered chat functions or virtual assistants,

which can be a valuable tool in enhancing customer satisfaction. Furthermore, some organisations were found to be lacking online sales and pricing information. However, the study noted that the value of online sales functions should be evaluated to determine if they provide value to the customer. The study also discovered that virtual tours and demo videos can significantly improve user engagement and interactivity. However, only four organisations utilised these digital tools on their websites. As the value creation process shifts towards digital applications, organisations must be able to adapt to remain relevant in the market. Digital platforms have become the foundation of economic growth, providing businesses opportunities to develop new and improved products and services that can be delivered to customers more efficiently. Therefore, businesses should constantly keep up to date with technological advancements to remain competitive. In addition, it was noted that customer engagement and involvement throughout the journey create opportunities to influence and enhance the customer experience through co-creation and collaboration, thus leading to a more memorable experience.

The study's third research question examined the impact of eudaimonic communication strategies on transformative tourism experiences. The participating organisation's websites underwent a comprehensive analysis to determine whether they incorporated eudaimonic communication in their marketing materials and whether any improvements could be made to encourage transformative experiences. The study's findings suggested that while these organisations attempted to communicate in a transformative manner, the organisations primarily used eudaimonic and transformative words in promotional or descriptive contexts, which may not effectively convey a sense of personal fulfilment, growth, or collaboration with customers. The study proposed that organisations could use eudaimonic and transformative words in a more personal and interactive conversation with their customers to connect with their target audience emotionally. For instance, organisations can encourage customers to participate actively in their transformative experiences by employing a more inclusive and collaborative communication style. Overall, the study emphasised the importance of effective communication strategies in promoting transformative tourism experiences.

Based on the research findings, it was recommended that the participating organisations focus on marketing messages that use storytelling to inspire customers to seek happiness, fulfilment, and positive emotions. By incorporating these messages into their communication strategies, they can connect and empathise with their audience, leading to a more engaged customer base. It is crucial to focus on the elements of eudaimonia that foster positive emotions and personal development, which can lead to transformative experiences that enrich customers' lives. These organisations should create

transformational marketing content that resonates with their customers and inspires them to act, moving beyond just highlighting tangible features of their products or services. By doing so, they can showcase how their offerings can fulfil the needs and aspirations of their customers.

10.2 Research contributions

This research is valuable to the theoretical framework of transformative and eudaimonic communication, as it clarifies and integrates various theories and lines of research related to these concepts by conducting data analysis, neuromarketing experiments, and thematic interviews. This comprehensive approach has resulted in a greater appreciation of the importance of communication strategies that highlight the elements of eudaimonia, such as the pursuit of happiness, personal fulfilment, and the cultivation of positive emotions. Such strategies can inspire and motivate customers to engage in activities that lead to personal growth and development.

The study has shed light on the customers' role in the tourism process throughout the journey of exploring transformative tourism and eudaimonic communication and its challenges. Tourism organisations must create unique experiences catering to customers' needs and preferences. The research revealed that communication with the end-users should be strategic and empathetic, considering their emotions and attitudes. It is not enough to rely on traditional promotional methods; developing transformational communication strategies that leave a long-lasting impression on customers is essential. The research findings suggest that by creating communication moments that leave a lasting impression through content that encourages reflection and is memorable, businesses can foster strong connections with their audience and encourage engagement. This is important for organisations looking to create meaningful customer interactions, increasing satisfaction and loyalty. This research has important implications for content creators and marketers, as it provides valuable guidance on creating engaging, meaningful, and transformative web content that resonates with customers and promotes personal growth and development.

10.3 Research evaluation

Validity and reliability are two fundamental components that must be considered to ensure that research is of quality and credibility. These two components directly impact research findings' accuracy, trustworthiness, and significance. If the data and methods used in the research are invalid, it can result in incorrect and misleading conclusions. Similarly, if the data and methods are unreliable, the findings may not be replicable or generalisable, which can compromise the overall quality of the research. Therefore, researchers must ensure

their research is valid and reliable to ensure their findings are accurate, trustworthy, and meaningful (Price et al. 2015).

Price et al. (2015) describe reliability as the consistency of research methods or tools in different tests. In the case of this research project, the data collection in phases 1 and 2 would likely have a high test-retest reliability as the web content remained untouched; therefore, collecting and analysing the data over several months would likely yield the same results. However, when it comes to neuromarketing tests, there might be some inconsistencies, as the test-retest reliability can only be guaranteed if all other variables remain constant over time. It is worth noting that certain factors such as fatigue, learning, motivation, memory, and maturation effects can influence the participants' responses or performance over time, thereby reducing the test-retest reliability.

Validity ensures that the data and methods used in the research are accurate and credible and measure what they are supposed to measure. As with reliability, there are different types of validity, depending on the research's scope and purpose. Researchers need to be mindful of potential sources of bias, error, and confounding factors that could impact the validity of their results. Doing so can ensure that their research is valid and that the results are generalisable to other situations or contexts (Price et al. 2015). To ensure that a study is internally valid, researchers must carefully consider multiple aspects of the research design that increase the probability of rejecting alternative theories. Various factors can be implemented to enhance internal validity in research, including blinding and randomisation.

Blinding entails that participants are kept unaware of the intervention they receive. This is intended to prevent knowledge bias from affecting the participants' perceptions and behaviour, which could otherwise impact the study's outcome. For instance, in the context of the neuromarketing tests, the study participants were not informed about which version of the website they were viewing, ensuring that knowledge bias did not influence their perceptions of the websites. Random assignment of participants to different groups is essential to research as it eliminates any systematic biases between the groups and improves the study's internal validity. In the case of the neuromarketing tests, the fact that the participants were randomly assigned to groups A and B helped to ensure that the study's results were internally valid.

In order to ensure that the research study was valid in terms of content, it was necessary to establish a degree of consensus among experts regarding what a particular construct represents. Specifically, in this case, the criteria words used in the web content analysis were based on the transformation categories and extensive literature on eudaimonia. By defining these criteria words early on in the study, the research ensured that all subsequent

data collections, analyses, and testing throughout the various phases consistently and accurately reflected the concept of eudaimonic communication.

10.4 Project limitations and future research

The field of eudaimonic communication and its impact on transformative experiences is relatively new, and there is a significant need for further empirical research to acquire a more comprehensive understanding of its potential in the context of transformative tourism. To improve the generalisability of the study, it would be beneficial to include a more diverse sample of European and international tourism organisations in future research projects surrounding the topic of eudaimonic communication. This would enable researchers to draw more meaningful conclusions and identify patterns that may not be apparent in a single language or cultural context. Additionally, investigating the perspectives of more varied companies within the tourism industry would provide a deeper insight into the issue and help to create a more robust framework for further research.

It is also crucial to investigate the customers' reactions and emotions towards the content, as this would provide valuable information on how effective the communication strategies are and how they can be improved to enhance the transformative experience for tourists. A customer-centric perspective would be useful in this regard, as it would enable researchers to understand the impact of communication strategies on customers' experiences and identify potential areas for improvement. Finally, based on feedback and results of the neuromarketing testing, exploring the role and impact of imagery versus text would be a valuable area of research. The results suggest that imagery may hold greater significance than text in establishing a connection with people, and investigating this further would provide insights into the most effective ways of promoting eudaimonic communication in the tourism industry.

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