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MOTION HANDBOOK

From Overtourism to Innovating Sustainable Solutions in the EU

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MOTION HANDBOOK
From Overtourism to Innovating
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Chapter 1.

Introduction to the project MOTION

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1.1. Background

Tourism is one of the main sources of income for countries around the world and has some positive effects in tourist destinations: creation of job opportunities, increase in Gross Domestic Product, accelerated growth in supply and demand, export of tourism services, inbound tourism revenues per visitor, the use of the natural assets of the tourist destinations, cultural and creative resources, etc. (Dupeyras and MacCallum, 2013). However, due to the lack of awareness and the relentless and unconcerned increase of touristic activities a few decades ago, tourism has had also negative consequences not only for the environment, but also for society with the appearance of overtourism. The project MOTION: from OverTourism to innovating sustainable solutions in the EU (MOTION hereafter) is an initiative co-funded by the Erasmus+ Program of the European Union to cope with the overtourism problems.

Overtourism is not only about depleting natural resources or exceeding the carrying capacity of ecosystems, it is also characterized by breaking with the conditions necessary for a satisfactory experience of a tourism product or destination. Overtourism is a main topic for destination managers and researchers and understood as a popularity and wealth indicator but in reality, it affects negatively some destinations (Seraphin et al. 2018).

Local Small and Medium Enterprises (SMEs hereafter) try to make a living, but the deterioration of the tourism product and image leads to a lower willingness to pay by consumers resulting in drop in quality and lower prices (Buhalis, 1999). It is said that tourists spend less while their number grows, in turn economic benefits for the destination deteriorate dramatically (Buhalis, 1999); and this mainly happens on overtourism. In this sense, Pinke-Sziva et al., (2019), defines overtourism as destinations where hosts or guests, locals or visitors, feel that there are too many visitors and that the quality of life in the area or of the experience has deteriorated unacceptably.

Inevitably, this unstoppable tourism phenomenon seemed never ending, but it can be confronted. In order to do so, proper regulation is needed to ensure sustainable management in addition to improving the competition of products and services offered to tourists. Moreover, efforts to promote responsible tourism must be present in research and policy communities in order to find a solution for this relentless situation.

Suddenly, against any expectation the COVID-19 pandemic and its consequences led the tourism world to an unprecedented situation that was aggravated by the restrictions imposed to control

and minimize the number of cases and infections. Consequently, air transport, cruises, public transport, accommodations, restaurants were affected and made society aware of the need for research to anticipate changes in the environment and make a more resilient and sustainable tourism sector (Garrido-Moreno et al., 2021).

The pandemic's global impact on tourism and hospitality (Sigala, 2020) halted many countries' entire tourism infrastructure almost instantly, as international and domestic travel were curtailed (Baum and Hai, 2020). Governments' attempts to flatten the curve led to border shutdowns and travel restrictions in the world's largest economies and tourist markets (Nicola et al., 2020). After the advent of COVID-19, in 2020 over 100 million jobs were at immediate risk in the tourism sector internationally and the industry lost over 2.7 trillion US\$ in turnover (WTTC, 2020). According to a report from the United Nations World Tourism Organization (UNWTO, 2020), international tourist arrivals declined by 44% between January and April 2020—which was translated into a loss of approximately US\$195 billion in international tourism revenues.

Global tourism system shifted from overtourism to non-tourism. Many researches were carried out during and after COVID-19, and it has been demonstrated that tourism should be developed to leverage and not to consume tourism resources, with the objective of promoting sustainability and wellbeing. It was concluded that innovation could play a significant role in achieving sustainable tourism development through creativity, problem-solving approaches and new ways of thinking to offer alternative solutions. Innovation, as a means of achieving sustainable tourism, can be approached from a broad perspective through product, process, management and institutional innovation (IMF, 2020).

Evidence shows that the impact and recovery from COVID-19 have required unprecedented measures (Garrido-Moreno et al., 2021). In fact, many strategic measures have been used to adapt tourism business to the post-COVID scenario (Garrido-Moreno et al., 2021).

The essence of hospitality service lies in creating unique experiences, often based on closeness with clients and unique interactions with staff and facilities. The new scenario places tourism organizations in unknown territory, requiring them to adapt their entire value creation process to meet new health standards. Restaurants, hotels, airports, and public spaces must re-engineer operations to become contact-free or contactless (Sigala, 2020).

Once society is overcoming that COVID-19 provoked situation, new ways of tourism are being undertaken to avoid the uncomfortable previous situation of overtourism. Following Baloch et al. (2023), the development and growth of Tourism is currently driven by three main general factors or dimensions: Socio-Economic factors; historical, cultural and religious factors and environmental factors. After COVID-19 disruption, environmental dimension is astonishingly increasing its importance in Tourism sector. In fact, environmentally responsible travel to natural areas, to enjoy and appreciate nature as well as sustaining well-being of local people is shaping the concept of ecotourism (Fennell, 2020). Moreover, businesses that focus on sustainability can gain a competitive edge in the market by reducing their costs and providing better products and services. Additionally, sustainable business models can help protect the environment by reducing greenhouse gas emissions, conserving resources, and protecting ecosystems. Furthermore, sustainability values must be considered to accomplish a responsible tourism, including environmental conservation and education, cultural preservation and experience, and economic benefits (De Grosbois and Fennell, 2021).

This responsible and sustainable tourism allows a clean, green, and hygienic fit environment which has clean air, clean water, clean energy, and moderate temperature for the healthy living of humans, animals, and biodiversity (Baloch et al., 2023). This type of tourism face four main problems: Overpopulation, environmental & heritage degradation, low quality tourism and accumulation of solid waste and sewage (Baloch et al., 2023). However, the relevance of sustainability on Tourism remains scarce in research.

1.2. Aims of the project MOTION

To accomplish the problems of overtourism the project entitled from OverTourism to innovating sustainable solutions in the EU searched for solutions in five regions affected: Rovaniemi (Finland), Kiel (Germany), Toruń (Poland), Klaipeda (Lithuania) and Granada plus Monachil (Spain). Awareness and actions were aided by MOTION's objective to help SMEs and students at universities to generate solutions and new sustainable tourism services with Futures and Design Thinking.

The priorities of MOTION included the environmental and climate goal, innovative practices in a digital era, and tackling skills gaps and mismatches. Undertaking some activities, MOTION project focused on the priorities, aims and objectives to create awareness on sustainable tourism and overtourism issues. Using Futures and Design Thinking the project developed together with

stakeholders new solutions to meet the known futures and to make the tourism a more sustainable activity.

1.3. Outcomes of the project MOTION

The main results of the project are new services, new skills developed, collaboration experiences, regional development, tools for strategic planning, online/offline courses, guidelines of best practices related with sustainable tourism and a report about the impact of the COVID-19 in SMEs. Specifically, a summary of the outcomes is included in the following points:

- Book of case studies elaborated in collaboration with local companies.

The elaboration of case studies focused on the sustainability of SMEs and tourist attractions in each of the five European destinations considered, has provided material to be used both in the different training activities of the project and for the transfer of good practices between European regions.

- Scenario Workshop.

In order to address the problems caused by excessive tourism and its consequences for environmental, social and economic sustainability, 5 workshops were organized to bring together researchers, students and professionals from the sector (including SME managers and representatives of public bodies). The objective was twofold: to draw various scenarios for the five European destinations involved in the project and to analyze the resilience of the participating companies' business models to these scenarios.

The PESTE analysis (political, economic, social, technological and ecological) of each destination, together with the description of the set of scenarios and the scenario application guide is published in the Scenario book to ensure knowledge transfer.

- Motion Model for Sustainable Business (MMSB)

In strategic business planning it is common to make use of so-called Business Models, e.g. the CANVAS Business Model, to identify the key areas and questions to be answered in such planning. However, neither in their original proposal nor in successive modifications have these models incorporated ecological, economic and social sustainability as a central focus of such planning. Therefore, as a result of this project, a Sustainable Business Model has been

developed. This tool enables companies to plan their future actions in a reliable and sustainable way.

- Online course and online community

With the idea of creating an interactive learning environment that can be accessed by teachers, students or anyone interested in expanding or acquiring knowledge in the field of sustainable tourism and contingent planning in tourism, resources have been developed for a free access online course on Future Sustainable Services in Tourism (<https://tourismotion.eu/index.php/online-course/>) and an online community to promote and share ideas on sustainable tourism (<https://tourismotion.eu/index.php/online-community/>). By combining both spaces, participants can interact and thus enrich their learning experience. Through a feedback process, course content and practices are adapted to changing learning needs.

- Dashboard on Sustainable Destinations in the European Union

In order to manage destinations in a sustainable way, it is necessary to know the situation of destinations with regard to their three dimensions and to have the option of simulating the results that would be obtained by adopting different strategies. However, there were no dashboards that allow grouping, structuring, calculating key indicators and visualising sustainability data for all EU destinations, which allow a comparative view of the sustainability of a destination. This project has built a dashboard that contributes to the tourism intelligence of destinations at the NUT2 level, according to the Eurostat classification, for the whole EU territories, measuring sustainability with 9 indicators in its environmental dimension, 8 in the economic dimension and 5 in the social dimension. Its advantages are that it is a freely accessible tool, which can be updated annually by Eurostat, that it allows comparison with other territories and that it makes it possible to simulate sustainability strategies in the results that the destination will obtain in the medium term.

- Guide of good practices and recommendations for policy-makers.

Using the cases and scenarios described in previous paragraphs, applying the MMSB model and the dashboard, it has been possible to draw up a guide of good practices and recommendations in order to avoid the problems generated by overtourism. This guide can contribute to the development of specific regulations in the tourism sector to try to mitigate this problem.

- Analysis of business resilience of the SMEs to the impact of COVID-19.

In order to carry out this analysis, two actions were carried out. The first consisted of a survey of SMEs based in the five regions participating in the project, attempting to analyse, by means of fuzzy cognitive maps, the elements that have contributed to the resilience of companies and to maintaining sustainability in the face of a disruptive factor such as COVID-19. Secondly, an online sprint was organised during the first COVID-19 year, in which companies from these five regions participated, together with students and researchers, trying to find innovative solutions to favour the recovery of tourism activity.

- Evaluation of the quality and sustainability of the project

All the activities developed within the project, apart from their contribution to tourism sustainability, have been evaluated in terms of environmental impact and, in addition, all of them have tried to minimise this impact, for example, by eliminating plastics in the different training actions, compensating the carbon footprint generated by the displacement of students and teachers with tree plantations, transferring management meetings to the digital environment, among others.

Finally, this book with a summary of all the results achieved by the project is a result in itself.

1.3.1. Outcomes in intensive study programs.

During the project, one online sprint and five intensive study programs (ISPs) were organized. The ISPs were week-long events organized once in each location to collaborate with local SMEs to develop sustainable solutions. The results from the events were further developed, and some have become, after the development process, part of the case studies publication. The ISPs taught the participants how to develop services by employing Futures and Design Thinking.

Participating in the ISPs the companies could discover future trends and thus develop innovative strategies that adapt to their needs. After decision-making, it is a fundamental and essential process in all business strategic planning, since it can be decisive in ensuring that our business strategy succeeds.

1.3.2. Case studies

Only after having analyzed five cases per institution, ten of them were published, two cases per institution.

Laurea UAS from Finland selected the study of Hotel Aakenus (Figure 1.1) and Husky Park (Figure 1.2) set in Rovaniemi.

Figure 1.1 Hotel Aakenus.



Figure 1.2 Husky Park.



Kiel University selected Holstein Kiel (Figure 1.3) and Vicecream (Figure 1.4).

Figure 1.3 Holstein Kiel.



Figure 1.4 Vicecream.



Klaipeda University from Lithuania selected Nida Creperia (Figure 1.5) and Smiltyne Yacht Club (Figure 1.6)

Figure 1.5 Nida Creperia.



Figure 1.6 Smiltyne Yacht Club.



Nicolaus Copernicus University selected Osada Karbowko Wellness & SPA (Figure 1.7) and the Nicolaus Copernicus' House (Figure 1.8).

Figure 1.7 Osada Karbowko Wellness & SPA.



Figure 1.8 Nicolaus Copernicus' House.



Finally, University of Granada in Spain selected the Centro Federico Garcia-Lorca (Figure 1.9) and the Hotel-Boutique La Almunia del Valle (Figure 1.10).

Figure 1.9 Centro Federico Garcia-Lorca



Figure 1.10 Hotel-Boutique La Almunia del Valle.



1.4. Conclusions

This chapter has introduced the project and provides a window to the changing situation of tourism before, during and after COVID-19 in Europe.

Projects such as MOTION raise awareness of the change we are experiencing in the tourism sector. Tourism is no longer based on overtourism which does not respect the local population, the natural resources or the destination. Nowadays, it is not only a source of income; it is an

economic activity that raises awareness in society and through innovation and technology offers a quality and efficient sustainable tourism product (Baluch et al., 2023; Buckley, 2012; De Grosbois and Fennell, 2021).

Regarding theoretical implications, this project sheds some light on the concept of sustainability. The benefits of sustainability go beyond the economic benefits. By reducing the environmental impact of their operations, businesses can ensure that future generations will have access to clean air, water, and land. Sustainable practices also create jobs, since businesses need to hire additional staff to implement sustainability measures. Finally, sustainability helps to build trust between businesses and their customers, as customers are more likely to purchase from businesses that are environmentally responsible.

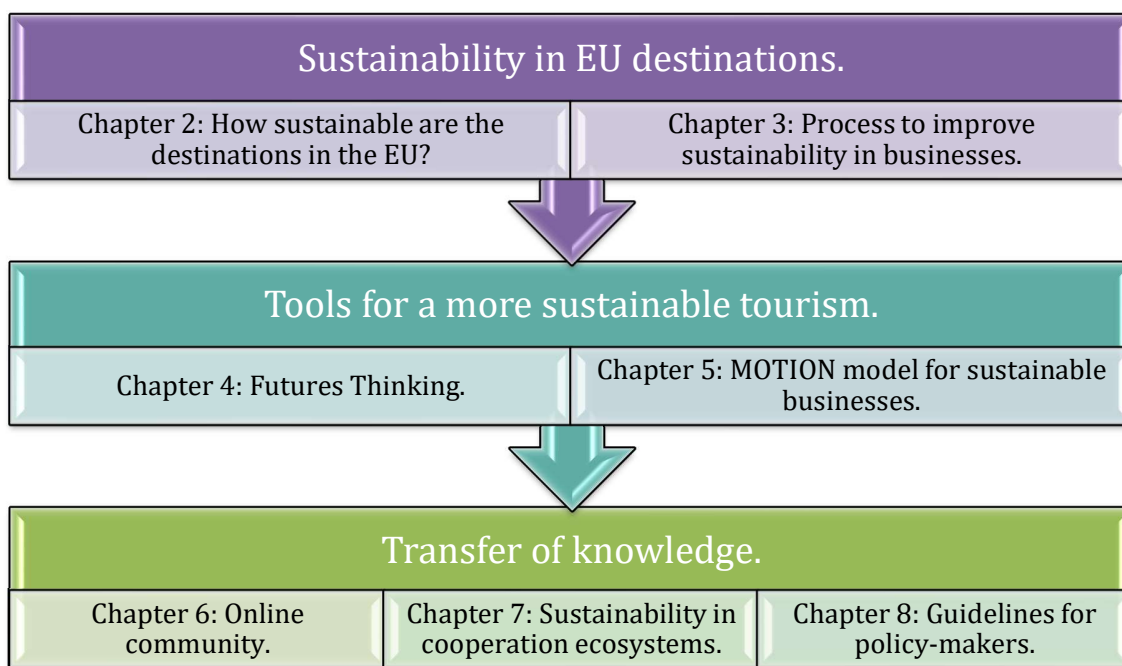
Moreover, it seems convenient to highlight that the focus on tourism may drive researchers to further research sustainable tourism. Sustainable tourism is an extension of the new emphasis on sustainable development. Although many examples exist in the literature on tourism and sustainable development (Fennel, 2020), few sustainable tourism projects have withstood the test of time. And this is precisely one of the main goals of MOTION, to underline the relevance of sustainability on tourism and to overcome the situation of overtourism. This project tried to be as culturally sensitive as possible in developing a sustainable development strategy in five distinct EU regions.

As far as managerial implications are concerned, in the next chapters all the partners have involved the transference of research about tourism into practice with students from the universities and companies from each country involved in the project. To do it all of the partners have: 1) presented the present tourism situation of each location; 2) cooperated in ISPs and case studies with real active companies in each country; 3) developed portfolios' materials from ISPs and materials from scenario workshops to provide information to the regions and 4) written case studies from ISPs in order to learn about the experience of the project.

Additionally, MOTION is a novel initiative in terms of development, execution and its approach, totally oriented to the development of sustainable innovations in tourism. The project represents a remarkable progress in innovative teaching, research and knowledge transfer in tourism, with results applicable to the management of five EU tourist destinations, but with an international vocation in its results, which directly contributes to the consolidation and promotion of a cutting-edge tourism model in EU.

Overall, applying this methodology of scenarios and considering Futures Design Thinking will allow organizations (tourism or not) to increase resilience by anticipating and preparing for future changes; foster innovation by anticipating shifts in market conditions, technological advancements, and regulatory changes; improve competitiveness by future-proofing its business model and minimize risks by preparing possible future changes.

Figure 1.11 Structure of the book.



Source: project MOTION

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SUSTAINABILITY IN DESTINATIONS AND TOURISM BUSINESSES

Chapter 2.

Sustainability of the destinations in the EU

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2.1. Introduction: Sustainability in tourist destinations

Since the European Council meeting of 21 June 1999 on 'tourism and employment', the EU has paid more attention to tourism's contribution to employment in Europe. Thus, tourism has become one of the fundamental pillars of the economy in the countries of the European Union. Particularly, the internal tourism consumption of tourism is 3.7% of the domestic supply for the European Union as a whole (EU, 2023). For some countries being even higher, generating more than four million jobs in Italy, and well over two million in Germany and Spain.

However, although the great growth of tourism has had positive consequences for the economic and social development of tourist destinations, it also has some negative effects (Fernández and Ramos, 2015). Among these, those derived from the overexploitation and deterioration of natural and heritage resources stand out. There are places where residents have lost their well-being and have been forced to leave their area of residence. Along these lines, the World Tourism Organization (UNWTO) considered that the tourism sector could be very limiting for the actions of other agents such as residents (Hall, 2019), highlighting the need to reflect and single out mechanisms that contribute to making tourism more sustainable and favor the welfare of tourists and residents.

There is also a need to take into account the unprecedented changes following the crisis generated by COVID-19. In 2020, the number of nights spent in tourist accommodation establishments in the European Union (EU) decreased by 51 % compared with 2019 (Eurostat, 2022). In short, 2020 is considered the sector's worst-ever year. Recovery calls for strategies that enable economic growth, yet "the development of tourism activity is no guarantee of the sustainability of destinations; rather, the sustainability of the territory is a key element for its long-term development" (Thiel-Ellul and Navarro-Jurado, 2014, p. 1). Strategies are therefore required that specifically help achieve destination sustainability.

Sustainability is known to be a key factor in destination competitiveness; hence, a joint vision that embraces all economic, social, and environmental variables must be adopted in order to achieve symbiosis between tourism and sustainability (Pulido-Fernández, 2004). Tourism is an activity that unavoidably impacts on natural and cultural heritage, as well as on the traditions and customs of the host community, and it does not always do so in a positive way (Blancas et al., 2015). The move echoes the message of the United Nations World Tourism Organization (UNWTO) (2017)

that changes in policies, commercial practices and the behaviour of tourists and firms aimed at achieving more sustainable tourism are essential if the sector is to contribute to the sustainable development of countries.

The UNWTO defines sustainable tourism as that which “meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future” (UNWTO, 1993, cited in Ali, 2009) and considers that a sustainable management model must be oriented toward achieving a workable balance between tourism activity and the conservation of the destination.

Destinations require data that helps them develop new tourism models that directly engage both the demand side (tourists) and the supply side (firms operating in the sector) in achieving sustainability as a priority axis that will enable destinations to remain competitive in the future. In this sense, policy-makers must develop specific initiatives to actively contribute to destination sustainability. Sustainability programs, for instance, are globally considered key factors in strategic development (Amui et al., 2017) by many leading corporations for building up a unique competitive advantage (Siegel, 2009).

The development of these new tourism models can be supported by sustainability-focused learning strategies and by advances in technology that enable such strategies to be realized, thus contributing to a digital economy and society. Environmental education, then, can contribute in two ways: 1) by solving environmental problems (Coghlan and Carter, 2020), thus helping to protect the future of destinations (Tan and Law, 2016) and 2) by providing enhanced tourist experiences (Moscardo and Benckendorff, 2015). But research on environmental education is scarce, and even more so in the context of tourist destinations not specialized in nature and wildlife (Coghlan and Carter, 2020). The literature has identified environmental sustainability training as an effective tool in helping tourism agents to adopt pro-environmental behaviors (Luu, 2018; Pham, Tučková, and Jabbour, 2019).

The tourism sector is undeniably undergoing a profound transformation process in order to rethink and reinvent all aspects surrounding the tourism sector. To this end, it is essential for destination managers to have specific information regarding the situation of the sector at the destination. Two problems affect destinations: scarcity of available information and dispersion of data among different sources of information. In a communication entitled 'Working together for the future of European tourism' (COM(2001)0665), the European Commission proposed an operational

framework and measures to boost the EU tourism industry. However, although Eurostat has incorporated new tourism indicators, these are not oriented towards measuring the sustainability of destinations.

Therefore, one of the outputs that the MOTION project maybe aimed to achieve was the creation of a tool that provides information for all EU territories on the sustainability of destination, contributing to sustainability-related learning for all tourism stakeholders.

2.2. How to measure destination sustainability?

Regarding specific indicators on sustainability, most authors consider the environmental, social and economic dimensions the three pillars that construct the sustainability of destinations. Paying attention to these dimensions implies achieving economic viability with tourism activity, the conservation of destination resources and the well-being of destination participants (Blancas et al., 2016). Each of these dimensions can be specified for a destination in a set of objective indicators, distributed in different sources of information.

There are extensive guidelines established by international institutions that serve as a guide for the definition of a system of indicators about sustainability of the destinations (WTO 1993, 1996, 2004; United Nations Commission for Sustainable Development 2001; United Nations Environment Program 2007; OECD 2002, 2005, 2008; European Commission 2003, 2007, 2010). Based on previous international guidelines and other works in the field Blancas et al., 2016; Cucculelli and Goffi, 2016; Mikulic et al., 2015; Rio and Nunes, 2012; Tanguay 2010; Tanguay 2013) in this project we define a system of indicators with scientific validity that provide key information to manage sustainable tourism in any tourism destination. The choice of indicators will be made using criteria such as usability of the information, frequency of use, relevance, conceptual coverage, temporality, comprehensibility, representativeness and availability of statistical information (Nardo et al. 2005a, b; Blancas et al. 2015; Blancas et al. 2016). Regarding this last criteria, a panel of key indicators has been defined that can be quantified directly from official statistical sources, without requiring additional information obtained through fieldwork. A fully operational tool has been defined that can be updated on a regular basis and is available to the different agents in the sector.

As for the statistical sources that support the quantification of the system, we have chosen to use indicators published in Eurostat, since it has a number of advantages over other alternatives:

1. It presents data for the entire EU territory at different levels of disaggregation.
2. Data is obtained in a standardized way for all territories.
3. It is updated periodically.
4. The indicators are aligned with the development strategies approved by the European Commission.

Taking into account the different indicators proposed and collected by literature, the following phases are developed for the selection of the final set of Key Performance Indicators (KPIs) that will integrate the dashboard on sustainability in EU territories:

1. An initial set of KPIs is created, consisting of 20 indicators for the environmental dimension, 34 for the economic dimension and 14 for the social dimension.
2. A filtering is performed based on the availability of these indicators in Eurostat, which reduces the KPIs per dimension: 16 for environmental, 17 for economic and 9 for social.
3. An expert panel of MOTION project partners is consulted to identify the main KPIs in order to have an operational tool. This leaves the final base of indicators at 9 KPIs in the environmental dimension, 8 in the economic dimension and 5 in the social dimension.

The KPIs, their formulation and a commentary on their interpretation within the framework of tourism destination sustainability are detailed below (tables 2.1, 2.2 and 2.3).

Table 2.1 KPIs of the dashboard about environmental sustainable destinations in the EU

Theoretical indicator	Interpretation Guide	Formulation
Tourists per area (tourism density)	The measurement of the pressure exerted on the systems can be an indicator of potential and suffered damages. Measuring the intensity of tourism can be useful to study the pressure level the natural environment is under.	Number of tourists received on a year/region surface
Percentage of the region surface deemed as protected nature zone.	This indicator assesses the efforts made to protect natural variety of the area (fauna, plants, unique ecosystems, . . .) and to guarantee its public use through activities that do not endanger natural resources.	Direct data from Eurostat
Construction density per unity of surface	These indicators assess the visual impact of the facilities and infrastructures in the surrounding of a region. The buildings and any other facilities must be integrated within the landscape and environment. Efforts to preserve or enhance the natural environment are evaluated, as well as strategies to prevent erosion.	Built plots (m ²)/(All plots(m ²))
Total surface in a state of erosion		Elevated erosion + Very elevated erosion
Energy consumption per person and day	These indicators are useful for observing trends in energy consumption, while they also allow the destination to monitor performance. Reducing the amount of energy used in tourism is a good indicator of sustainability since it generates important environmental benefits (such as the	Electricity consumption / (Population×(365-30)/365 +Overnight stays/365)
Energy consumption produced by		Renewable energy consumption /

Theoretical indicator	Interpretation Guide	Formulation
renewable resources per person and day	preservation of natural resources or a drop in the pollution levels). In addition, destinations that use renewable energy are deemed as more sustainable.	$(Population \times (365 - 30) / 365 + \text{Overnight stays} / 365)$
Total daily volume of water consumed	This indicator is useful for the need to manage the demand and supply of water. It can be key to measure the capacity to receive tourism in destinations with a lack of water, while it also serves as a warning on the possible overexploitation of the supply system.	Average daily water consumption / $(Population \times (365 - 30) / 365 + \text{Overnight stays} / 365)$
Total volume of waste produce in the region per person and day	The amount of waste must be reduced as it is a risk to the environment and damages the image of the destination. It is also useful to see the trend in the production of solid waste and to monitor the destination so that appropriate measures can be taken.	Total Municipal Waste / $(Population \times (365 - 30) / 365 + \text{Overnight stays} / 365)$
Atmospheric pollution levels	Lower levels of air pollution reduce the negative effects on cultural heritage (acid rain on historical monuments) and natural (damage to species and impact on ecosystems).	Total Pollution / $(Population \times (365 - 30) / 365 + \text{Overnight stays} / 365)$

Source: project MOTION

Table 2.2 KPIs of the dashboard about economic sustainable destinations in the EU

Theoretical indicator	Interpretation Guide	Formulation
Direct effect in tourism sector		
Number of tourists received	<p>The high demand, the average stay and the tourist expenditure are indicative of great economic benefits. These indicators allow us to monitor the increase/decrease in tourist expenditure, the contribution to the GDP and to the income of the community. With these, it is possible to decide if the community should encourage local or foreign tourism and how to do it, or if, on the contrary, it should stop development.</p>	Direct data from Eurostat
Average stay		Annual overnight stays/Total number of tourists
Tourist expenditure		Direct data from Eurostat
Regulated accommodation places offered	<p>This indicator shows the provision of regulated accommodation services that are available to the demand. The total number of places available must be quantified by adding the places available in each type of tourist accommodation.</p>	Direct data from Eurostat
Percentage of employees in the tourist sector compared to all the employment	<p>This indicator shows the employment generated in the tourism sector directly through the activity recorded in regulated tourist accommodation activities. A tourist destination can have many of the ingredients for success: interesting tourist attractions, great weather, five-star accommodations, and great services. However, if qualified employees are not available to provide the services and operate the facilities, tourism will not be sustainable in that destination.</p>	$\left(\frac{\text{Total contracts in the tourism sector}}{\text{Total contracts}}\right) \times 100$

Theoretical indicator	Interpretation Guide	Formulation
Indirect effect in all sectors		
Average net income declared per inhabitant	This indicator provides an indirect measure on the contribution of tourism to the local economy. It tries to control whether the improvements in the amount of tourist activity are reflected in the average income levels per inhabitant in the area.	Direct data from Eurostat
Percentage of permanent contracts registered compared to the total	These indicators are used to evaluate the quality of the employment in the area by analyzing its duration and the levels of education and/or qualification of the employees hired.	$\frac{\text{(Total permanent contracts)}}{\text{(Total contracts)}} \times 100$
Percentage of contracts registered for employees with higher education		$\frac{\text{(Registered contracts of employees with higher education)}}{\text{(Total contracts)}} \times 100$

Source: project MOTION

Table 2.3 KPIs of the dashboard about social sustainable destinations in the EU

Theoretical indicator	Interpretation Guide	Formulation
Tourist population per local resident (tourism pressure)	This indicator evaluates and establishes limits regarding the number of tourists that the local community can welcome without a negative impact.	Tourism received in a year / Total population of the region
Population variation	Tourism growth can cause a considerable change in the number and composition of residents: the oldest ones leave due to the excessive transformation of their community or city and new ones fill the jobs and take advantage of the opportunities tourism offers. A touristic destination is deemed more sustainable when it tends to maintain the amount of resident population and there is a balanced population structure. The changes in structure registered must be linked with tourist development in order to assess (even qualitatively) its influence on population changes.	(Most recent year population) / (Reference year population) ×100–100
Percentage of young population		(Population between 15 and 24 years of age/Total population of the region)×100
Percentage of elderly population		(Population over 64 years of age/Total population of the region)×100
Amount of passenger transport vehicles	This indicator seeks to evaluate the benefits in terms of improvements in the provision of transportation services as a result of tourism activity in the area.	(Total amount of buses/Total population of the region)*1000

Source: project MOTION

2.3. EU destination sustainability dashboard

Dashboards have become an increasingly useful tool to manage all kinds of information and visually aid decision making in all fields. This includes sustainable tourism (Balletto et al. 2020). To achieve this they need to gather information from several sources (Mariani et al. 2018) that require access to such information through APIs, downloading data files or web crawlers that search for information within web pages or social networks (Nave et al. 2018, Soualah-Alila et al. 2018). The information needs to be federated and annotated with the same semantics in a database. Subsequently, the information in the database is analyzed with different parameters and visualized in interactive graphs and tables.

Once the fundamental key indicators and their information sources have been defined, we collected necessary data through Eurostat's APIs. Subsequently, through common semantics, all the information will be integrated automatically into a database. The data will be analyzed and visualized in a destination sustainability dashboard with different dimensions.

Regarding the platform used to implement the dashboard, analytics, business intelligence, data science and artificial intelligence platforms have evolved enormously (Kronz et al., 2022). This rapid development has meant that providers are constantly improving the advanced analytics capabilities of their platforms, while making sure they are manageable for users. Most customers are opting to acquire such tools in the cloud, given their need for scalability and performance in the face of complex analysis and volume of data processed (Kronz et al., 2022). Due to the importance of this sector and its growth rate, many providers are currently offering analytics and business intelligence applications as observed in the Gartner report (2022). Using the Magic Quadrant methodology of this consulting firm, the upper right quadrant identifies the market leaders in this type of solutions, highlighting Microsoft with its Power BI tool, Salesforce with Tableau and Qlik with its Qlik Sense platform (Figure 2.1).

Figure 2.1 Gartner Magic Quadrant showing the leading business intelligence and analytics solutions.



Source: Gartner (2022)

After the analysis, it seemed necessary to make a decision on which of them was the most appropriate for the development of this work. The one that Gartner ranks as the best in ability to execute and completeness of vision is Power BI, that is the selected platform for the dashboard. As an additional advantage, the integration of Power BI with Microsoft is useful to make it accessible for different publics.

2.4. Case study: a comparison for the five destinations within the MOTION project

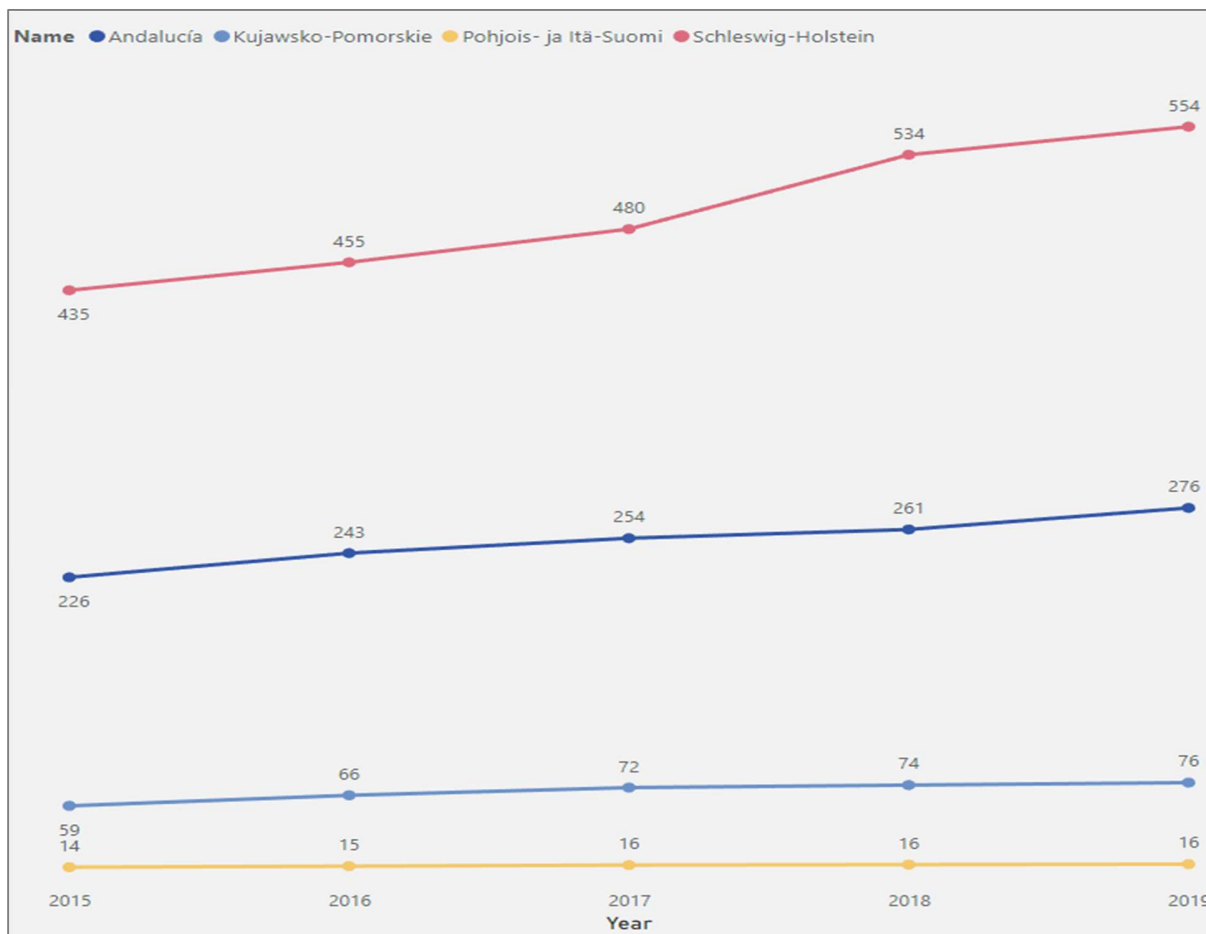
The dashboard created to evaluate the sustainability of European destinations is available at <https://tourismotion.eu/>. As an example of how the tool works, this chapter will compare some statistics obtained from the dashboard for the five regions involved in the MOTION project:

- Andalucía (Spain)
- Pohjois-ja Itä-Suomi (Finland)
- Kujawsko-Pomorskie (Poland)
- Schleswig-Holstein (Germany)
- Vidurio ir vakarų Lietuvos regionas (Lithuania)

2.4.1. Environmental Sustainability

The graphic in Figure 2.1 shows a comparison in the tourist density in 4 of the regions we are studying. Tourist density refers to the amount of tourists in a given place divided by the total surface of the region. We can see that the German state is on top of the graphic, having a considerable number of tourists given the amount of space the region, being much smaller. This can be bad for the state, possibly being overcrowded with tourists given the space they have. After Schleswig-Holstein, Andalucía also has a remarkable amount of tourist density, an interesting information given the surface of the region, while the other two places are more alike, with lower numbers. Unfortunately, there is no data available for Vidurio ir vakarų Lietuvos regionas.

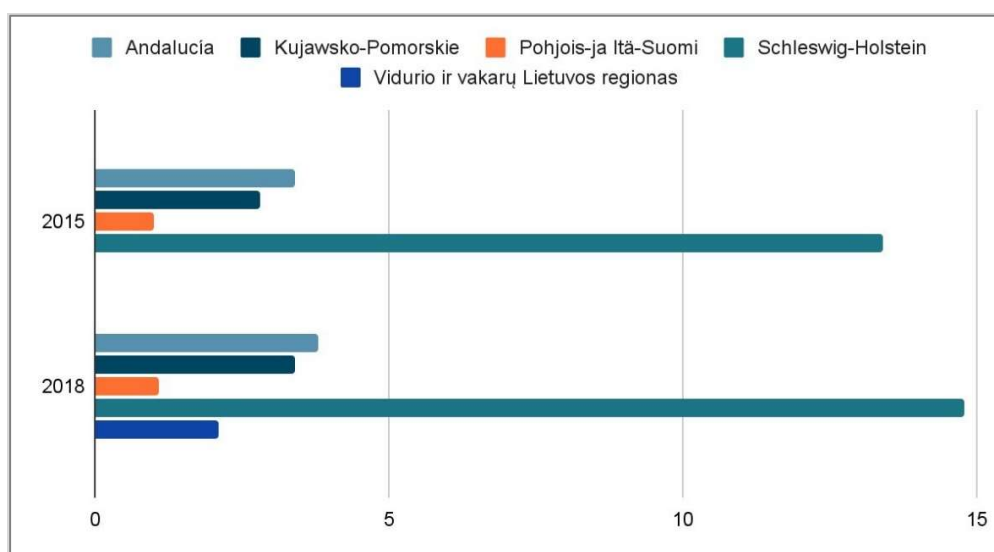
Figure 2.2 Tourist Density (tourist/km2)



Source: project MOTION

The construction density is determined by the amount of meters constructed in the surface of the region (the only data available is from 2015 and 2018). As we can see, Schleswig-Holstein has the most construction density by a mile, almost reaching 15% of surface constructed in 2018. Then, Andalucía is the second one sitting at less than 4% closely followed by the Polish region. Vidurio ir vakarų Lietuvo and Pohjois-ja Itä-Suomi fall last with a very little percentage of constructed surface. It is important to note that Vidurio ir vakarų Lietuvo exclusively has data for the year 2018.

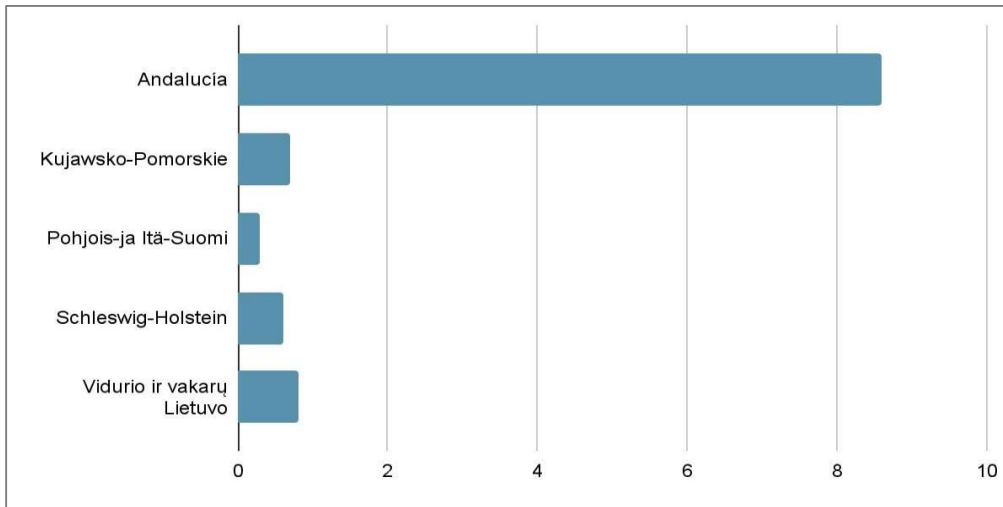
Figura 2.3 Construction density



Source: project MOTION

The last of the environmental sustainability indicators is the land erosion, calculated with tons of eroded land/hectares. The highest this indicator is, the worse for environmental sustainability. We can see that Andalucía is in the worst state, with a number of 8.6. After Andalucía, the four of the regions have quite similar numbers, way less worrying, all of them under 1. The Andalucía number might've been worsened by the agriculture of the region, not exclusively by the tourism activity.

Figure 2.4 Land Erosion (year 2016) (tons/hectare)

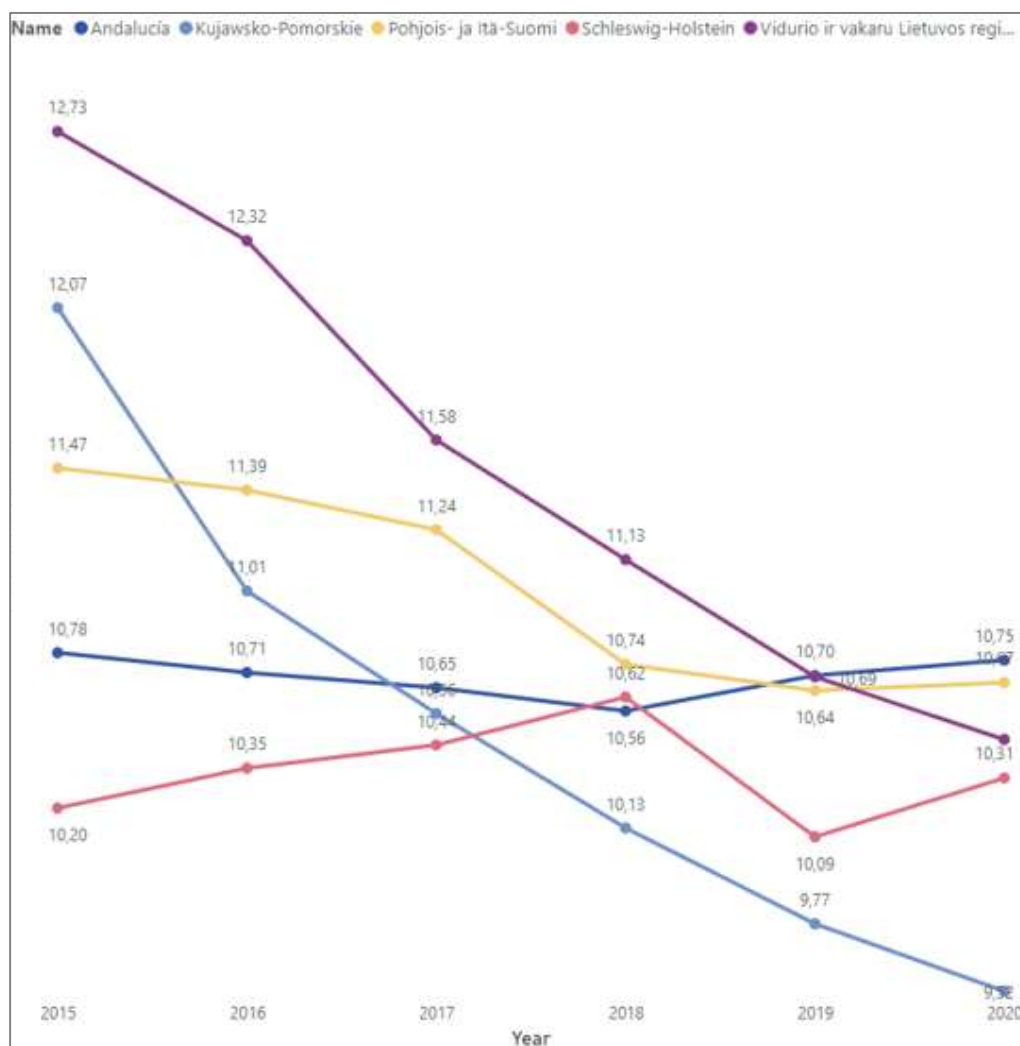


Source: project MOTION

2.4.2. Social Sustainability

In this figure we have data about the young population in each of the regions studied. As we can see, in the starting point, the year 2015 they were quite spaced out, with the Lithuanian region with the youngest population while Schleswig-Holstein had the less percentage of young population (15 - 24 years old). However, as the years passed we can see the situation starts to even out for most of these places with the exception of Kujawsko-Pomorskie, the polish province, whose young population diminished over the last few years.

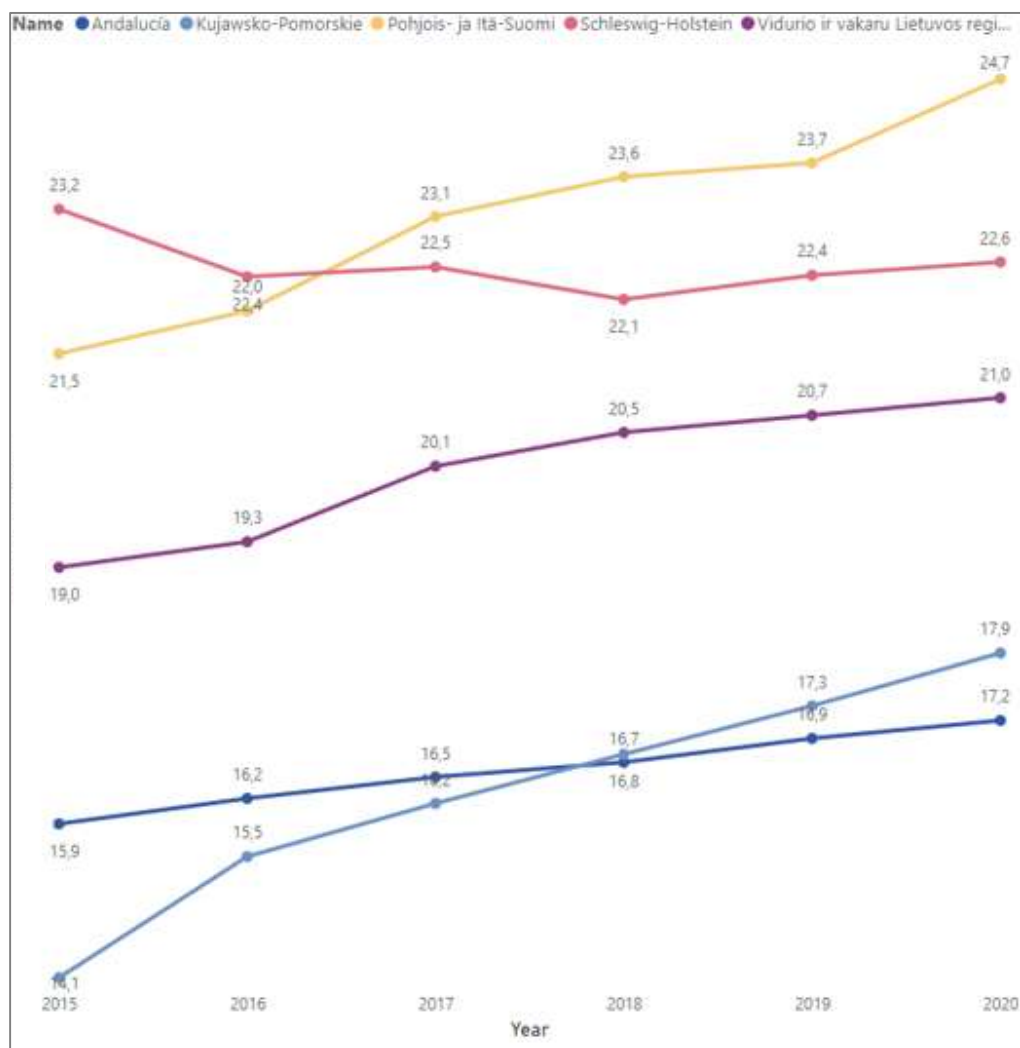
Figura 2.5 Percentage of young population (% 15 - 24 years old)



Source: project MOTION

On the other hand, if we have a look at the elderly population (65 years and older) we can see that all of the regions have experienced an increase over the last few years. The Finnish region seems to stand out, surpassing Schleswig-Holstein, which was the one with the oldest population before 2016. Vidurio ir vakarų Lietuvos regionas falls in the middle while the other two places have quite similar curves, Andalucía having a more stable curve.

Figura 2.6 Elderly population (% 65 or older)

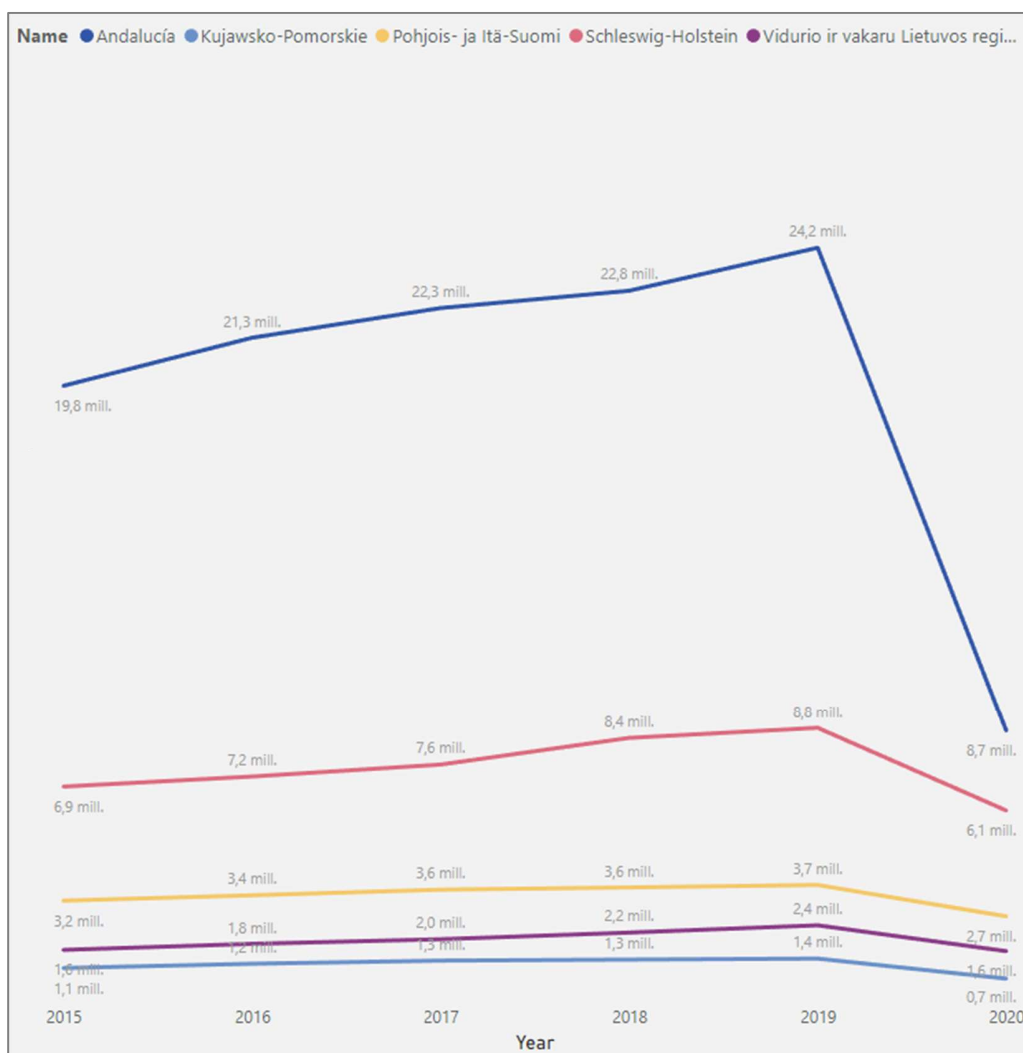


Source: project MOTION

2.4.3. Economic Sustainability

Another very interesting indicator is the number of total tourists (both domestic and international). In this graphic we can see the evolution from 2015 to 2020 in the 5 studied regions. As it is visible, Andalucía stands out greatly from the other four, followed by the German state. We can also see a logical decrease in the numbers during 2020 due to the COVID-19 situation. The decrease is especially striking in Andalucía since it was the most prominent.

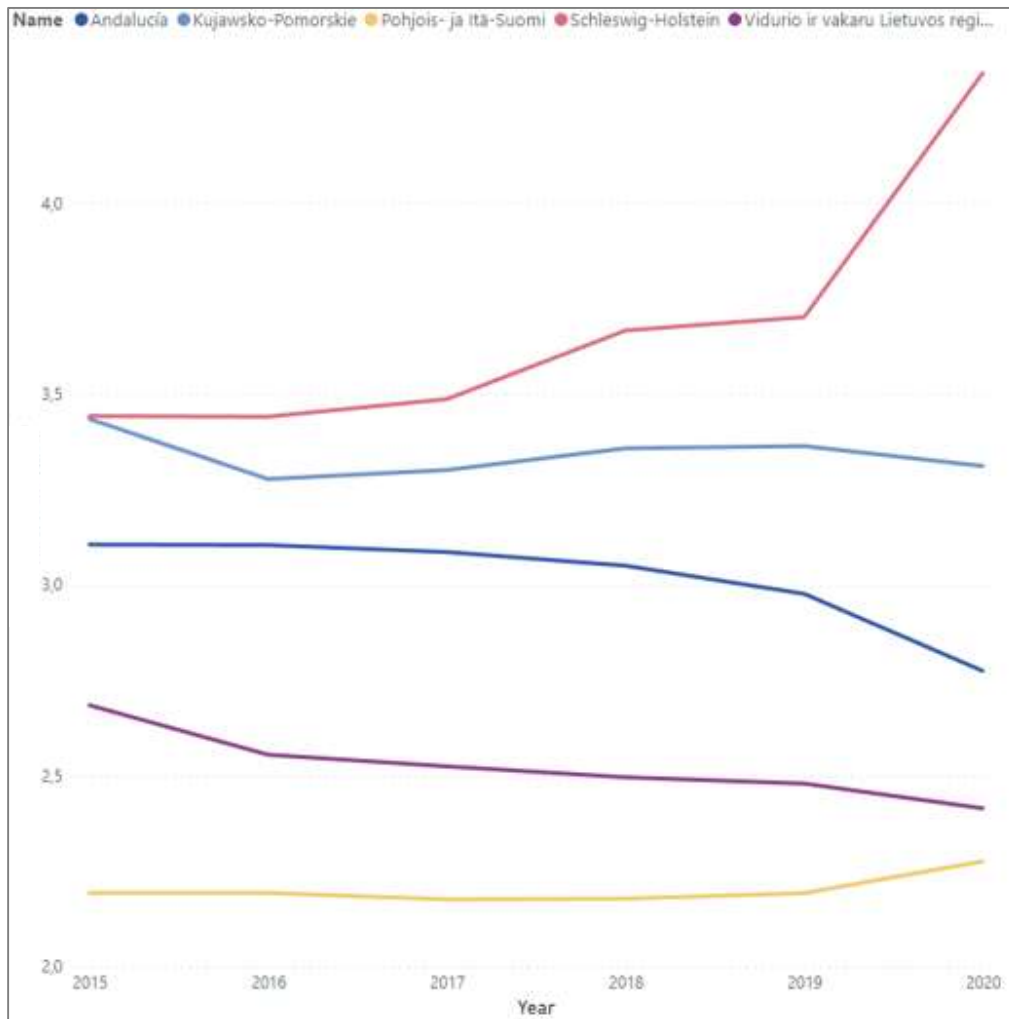
Figure 2.7 Number of tourists (domestic + international)



Source: project MOTION

This last image shows the average number of nights the tourists stayed in each of the regions. As we can see, the Polish and German regions used to have an equal average during 2015, near 3.5, but Schleswig-Holstein started to stand out after that, with a huge increase from 2019 to 2020. Andalucía stays consistently in the middle at around an average of 3, while the Finnish region remains the last during the whole five years, barely over 2 nights average. This is a very relevant indicator due to the fact that longer stays mean higher expenditure in general. However, some destinations can opt for a high rotation strategy rather than a retention strategy.

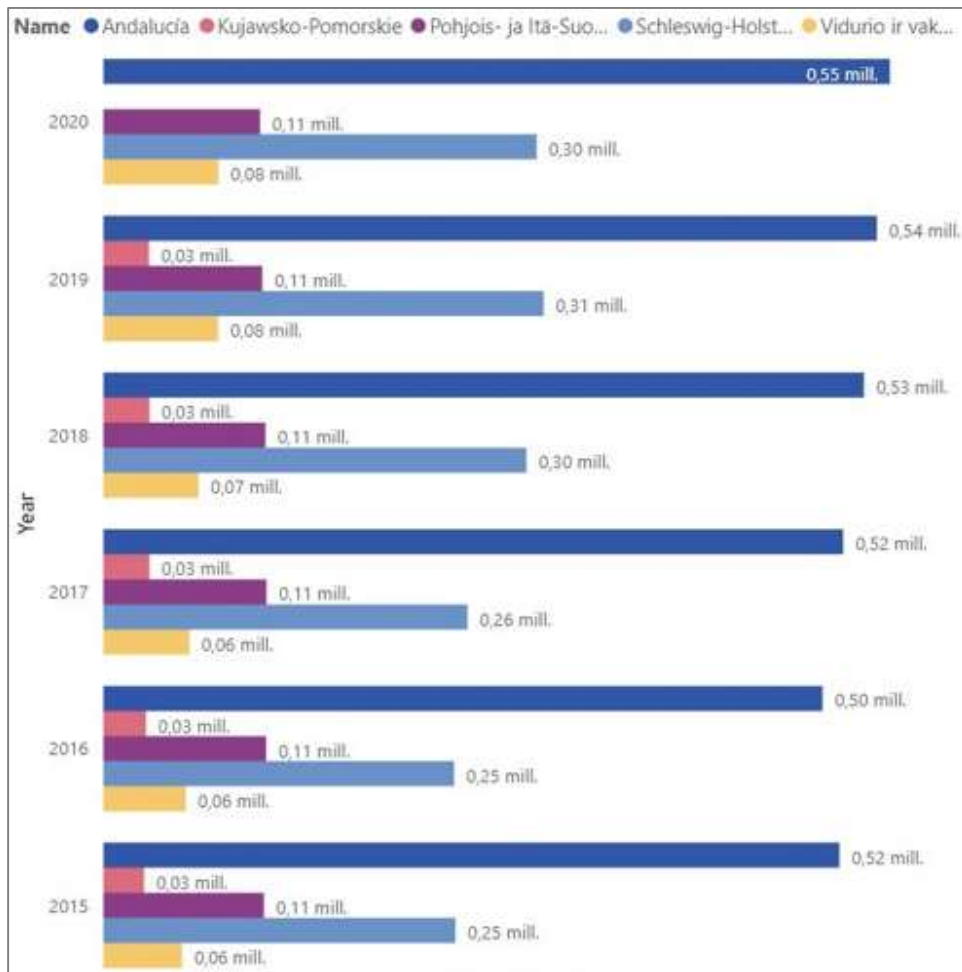
Figure 2.8 Average nights per tourist



Source: project MOTION

Regarding the number of bed places, Andalucía is the most prominent one, with more than half a million bed places. It is followed by the German state, with around 300,000. The other three have way less bed places, with Kujawsko-Pomorskie being the one with the lowest number. This indicator is important since lodging is one of the main sources of income for tourist activity.

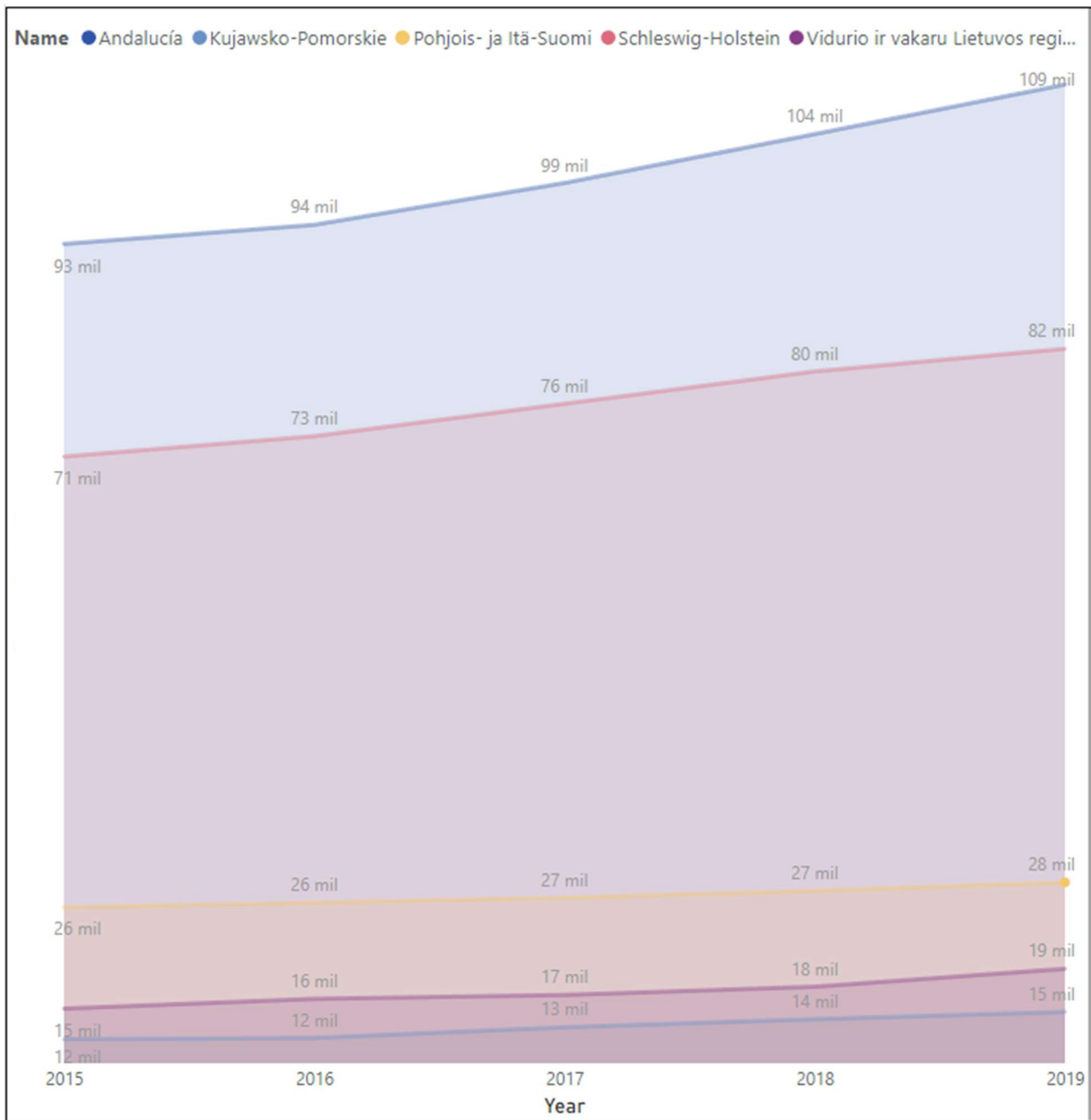
Figure 2.9 Number of bed places



Source: project MOTION

Another interesting indicator is how tourism impacts the household income of the regions. Andalućia and Schleswig-Holsteins are quite separated from the rest of the places, with Andalućia leading the graphic by far. After the German state, Pohjois- ja Itä-Suomi sits at 28 million, followed by Vidurio ir vakarų Lietuvos regionas and Kujawsko-Pomorskie. While obviously not all of this income comes from tourist activity, there are regions where its input to the GDP is absolutely fundamental.

Figure 2.10 Household income (millions of euros)



Source: project MOTION

2.5. Conclusions

Sustainability is a necessary condition, not only for businesses in the tourism sector, but also for destinations. In order to carry out appropriate strategies that will lead to higher levels of sustainability, it is necessary to have information on the performance of the destination in each of the dimensions of sustainability: environmental, economic and social.

Although there are many approaches for sustainability indicators for territories, the availability of tools to group and visualize these indicators is practically non-existent, at least for large groups of territories, as is the case in the European Union, with a certain level of detail and in a standardized way.

As a result of the MOTION project, a dashboard has been generated to evaluate, for NUT2 level territories according to the Eurostat classification, sustainability as a tourist destination. This tool, which is freely available, can be used for different purposes: tourism planning by destination managers, the definition of business strategies for companies operating in a destination or even as a training tool for tourism students.

Apart from the advantages mentioned above, it is also necessary to comment on some limitations. First, the set of indicators (KPIs) has been limited to those available in the Eurostat data source. Secondly, the level of aggregation by territories is not the most detailed offered by Eurostat, given that an analysis in NUT3 territories would lead to the loss of a large part of the sustainability indicators because they are not available at that level of detail. Thirdly, some of the KPIs are only available at the country level and an imputation has been made from the national data to the territorial data. This is because in some dimensions, especially the ecological dimension, there is very little information available at the NUT2 territory level. Here arises a recommendation for Eurostat, concerning the need to detail at NUT2 or even NUT3 level, the data related to sustainability in general and tourism in particular, to allow a proper management of territories/destinations.

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Chapter 3.

The process of improving sustainability in tourism organizations

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3.1. Introduction

Over the past decades, tourism has experienced constant expansion and diversification, becoming one of the largest and fastest-growing economic sectors in the world. The number of tourists worldwide has reached 1.5 billion, which makes the tourism sector a powerhouse of economic growth and development, as well as creating new and better jobs, and is a catalyst for innovation and entrepreneurship (UNWTO, International Tourism Highlights, 2020). Tourism is practiced by the majority of consumers, which of course leads to direct consequences, including environmental devastation. Excessive or incorrect use of land in terms of tourism may have a negative impact on local communities and the environment and cause the loss of advantages that initially stimulated the development of tourism (Stuczyński, 2013, p. 426). The elements of a tourist product are usually natural qualities, such as landscape or crystal clear water, but also cultural heritage. It is undoubted that the condition of the natural environment and its quality affect the attractiveness of the offered tourist products, hence the question arises how the management process in tourist institutions (both in the private and public sector) should be conducted in order to secure these resources and ensure their durability.

3.2. Importance of tourism in sustainable development

The World Tourism Organization and the Earth Council have developed the so-called "Agenda 21 for Travel and the Tourism Industry", which identifies the following priorities (Nieżgoda, 2008, p. 18):

- tourism should promote a healthy and productive lifestyle in harmony with nature, bring people of different nationalities closer together, create openness and tolerance;
- the development of tourism should contribute to the preservation of natural resources and the protection of indigenous culture of local communities. ;
- development of tourism in the regions should be carried out with the participation of the local population, starting from the planning stage; should create new sources of income for the local population;
- service and production activities in the tourism industry should aim at reducing the amount of waste and saving energy and water, eliminating the use of substances hazardous to the environment, stimulating staff, customers and local communities to pro-ecological behavior, etc.;

- countries should promote the policy of an open market system in tourism, free exchange of tourist services, subordinated to the principles of sustainable development and respecting international environmental law”.

These principles have become a pillar of sustainable development in tourism. The concept of sustainable tourism has been defined in detail by the Federation of National Parks and Nature Reserves of Europe as "any form of tourism development, management and tourism activity that maintains the ecological, social and economic integrity of the areas, and preserves the natural and cultural resources of these areas unchanged" (Zaręba, 2010, pp. 38-39).

Sustainable tourism and its assumptions focus on achieving three basic goals. The first of them – the ecological goal – assumes the preservation of natural resources necessary for tourism purposes and the reduction of pollutant emissions generated by tourism. The second is the economic goal, which focuses on ensuring the economic well-being of the local community and the maintenance and optimal use of the available tourist infrastructure. The last goal is the social goal, which includes achieving satisfactory employment rates in tourism, ensuring recreation for both tourists and the local community, protecting local culture and increasing the participation of the local population in tourism policy (Panasiuk, 2008). Since September 25, 2015, sustainable tourism has been guided by the principles set out in the 2030 Agenda. How important can tourism be in achieving the 17 goals set out in the Agenda?

Firstly, tourism should help combat poverty in all its forms. This can be achieved by providing income by creating jobs for the local community, especially for women and young people, thanks to relatively low requirements. Secondly, tourism can boost sustainable agriculture by promoting the production and supply of food to hotels and other resorts, and by selling local products to tourists, thereby contributing to the fight against world hunger. Thirdly, tax revenues generated by tourism can be reinvested in health care and services, improving maternal health, reducing child mortality and preventing disease. Also the fees paid by tourists to enter protected areas can contribute to health services.

Another aim is to ensure quality education. Tourism has the potential to promote integration. A skilled workforce is crucial to a thriving tourism industry. The tourism sector offers direct and indirect job opportunities for young people, women and people with special needs who should benefit from educational measures. The fifth of the 17 goals is to achieve gender equality and

empower women. This can be achieved, especially by providing direct jobs, and can be a tool for women to become fully involved in every aspect of society. Companies operating in the tourism sector can also campaign to fight sex tourism and protect human rights.

Another goal is to provide clean water and good sanitation. The requirement of tourism investments in utilities can play a key role in ensuring access to water and good sanitation for the local community. Efficient use of water for tourism, pollution control and the introduction of new technologies can be the key to protecting this precious resource. Ensuring access to energy has also been treated as a sustainable tourism priority. As an energy-intensive sector, tourism can accelerate the transition towards an increased share of renewable energy in the global energy mix. By promoting investment in clean energy sources, tourism can help reduce greenhouse gas emissions, mitigate climate change and lead to universal access to energy.

The eighth goal is economic growth, employment and decent work for all. Tourism currently provides one in ten jobs worldwide. Decent work opportunities in tourism and policies that foster better diversification through tourism value chains can enhance the positive socio-economic impacts of tourism. The next goal is building resilient infrastructure, sustainable industrialization and fostering innovation. The development of tourism depends on good public and private infrastructure. The sector can influence public policy to modernize infrastructure, making it more sustainable, innovative and resource-efficient, and moving towards low-carbon growth, thus attracting tourists and other sources of foreign investment.

Sustainable development must also be about reducing inequalities. Tourism can be a powerful tool in the fight against inequalities, it is an effective means of economic integration and diversification. It can also contribute to the renewal and development of cities and rural areas, giving people the opportunity to function in their place of origin. Tourism can develop urban infrastructure and protect cultural and natural heritage, i.e. assets on which it depends, and thus meet the assumptions of another of the objectives, that is investment in green infrastructure (more efficient transport, less air pollution), which should result in smarter and greener cities not only for residents, but also for tourists.

Another priority is to ensure sustainable consumption. The tourism sector must adopt sustainable consumption and production modes, accelerating the transition towards sustainability.

Companies operating in this sector should take care to conduct responsible investments, work with local suppliers, use renewable energy sources and reduce pollution and recycle.

Goal 13 is one of the closest to tourism because it is about climate action. Tourism contributes to and is affected by climate change. Tourism stakeholders should play a leading role in the global response to climate change. By reducing carbon emissions in the transport and accommodation sector, tourism can help address one of the most pressing challenges of our time. Another goal that is close to tourism is the protection and sustainable use of oceans and seas. Coastal and marine tourism relies on healthy marine ecosystems. The development of this field must be part of Integrated Coastal Zone Management to help protect and preserve fragile marine ecosystems and serve as a tool to promote the blue economy, contributing to the sustainable use of marine resources. Sustainable management of forests, combating desertification, halting and reversing land degradation, halting biodiversity loss are among the final goals listed by the Agenda. Tourism plays a major role in protecting wildlife and ecosystems, as rich biodiversity and natural heritage are also tourism products.

As tourism revolves around billions of encounters between people of different cultural backgrounds, the sector can foster multicultural and interfaith tolerance and understanding, laying the foundations for more peaceful societies. Tourism that benefits and engages local communities can also promote peace in post-conflict societies and thus fulfill Goal 16: promoting a peaceful and inclusive society. Last but not least, the goal is to renew the global partnership for sustainable development. Due to its cross-sectoral nature, tourism can strengthen private-public partnerships and involve many stakeholders - international, national, regional and local - to work together to achieve the Sustainable Development Goals and other common goals. Public policy and innovative financing are of key importance for the implementation of the 2030 Agenda (UNWTO, Tourism and the Sustainable Development Goals - Journey to 2030, 2018).

Tourism is an industry that is very dependent on external factors. The changes and their duration are usually unexpected. This industry is most affected by the losses caused by the COVID-19 pandemic due to the significantly reduced demand for tourist services in situations of uncertainty and the restrictions imposed, especially the ones limiting the possibility of movement. The World Tourism Organization reports that by April 6, 2020, as many as 96% of tourist destinations around the world were subject to restrictions. The value of the losses that the tourism industry will suffer due to the pandemic is difficult to estimate.

At the moment, tourism is not collapsed. Functioning in conditions of uncertainty is one of the greatest barriers to the development of sustainable tourism. In the era of the growing need to care for the quality of life, with the simultaneous decline in the role of the tourism economy during the pandemic, it is necessary, above all in cities, to develop recommendations for actions for all local stakeholders shaping the city's tourism policy. Although tourism has in a way initiated, and certainly contributed to the development of the environmental movement, today there is an increasing contradiction between the development of tourism and environmental protection. The specificity of the industry includes a special way of using one of the three basic production factors, which - apart from work and capital - is the natural environment, which is an essential element of tourist supply. Natural resources used by the tourism economy are only slightly renewable, which means that they require special care and caution. Sustainable tourism activities should be characterized by:

- Optimal use of natural resources,
- Proper management of ecological processes,
- Striving to preserve biodiversity.

3.3. The role of business in the implementation of the Sustainable Development Goals in tourism

The shift of private companies to more sustainable business models is a key step towards achieving the Sustainable Development Goals (Scheyvens, Banks & Hughes, 2016). However, under the new SDGs, businesses, governments and civil society actors are equally committed to following a more sustainable path. Some researchers (Kumi, Arhin & Yeboah, 2014; Gore, 2015) also highlight the important role of governments in creating new laws that encourage the adoption of more sustainable business practices. There have also been initiatives to highlight how businesses can contribute to the Sustainable Development Goals (Scheyvens, Banks & Hughes, 2016). Business reporting related to the Sustainable Development Goals is also gaining importance as it can support organizations in planning, implementing, measuring and communicating their sustainability activities (Rosati & Faria, 2019).

The private sector has specific strengths that can be used in the implementation of the SDGs, such as innovation, responsiveness, efficiency and the provision of specific skills and resources. It is noted that although governments and NGOs have a role in tackling social and environmental challenges, they cannot replace the private sector in what it does best - innovating and providing market solutions (Porter & Kramer, 2011). Discussions about the role of the private sector as an essential element of development, however, go far beyond the provision of resources, innovation and technology. Achieving these goals will not be possible without the involvement of private companies, both large and small. Sachs (2012) emphasizes that multinational companies have unique advantages, such as global reach, cutting-edge technologies and the ability to implement large-scale solutions, which are necessary for success. Jeffrey Sachs (2012) notes that many large companies also act as lobbyists for policies that are unsustainable, so it is believed that the involvement of the private sector will be conducted with caution. However, family businesses deserve special attention in this context, as they constitute a significant percentage of all business entities (Gomez-Mejia, Cruz, Berrone, & de Castro, 2011, pp. 653–707).

The specificity of a family business leaves a significant mark in the process of strategy development and its implementation, which in turn affects the financial results achieved in this group. Family ownership can be an important factor in increasing business efficiency and enabling family businesses to survive during the crisis. Family businesses are a diverse group of enterprises. The main differences between them relate to aspects such as: their age and period of operation, industry, organizational and legal form, as well as the scale of operations (Neubaum et al., 2019, pp. 106–130). The specificity of a family business lies in the fact that shaping the company and its way of functioning by the family is so unique that it does not occur in other enterprises that are not run by several family members. Running a family business together, takes place with greater commitment, dedication and faith in achieving success. It is worth noting that in the aspect of management, family businesses apply a long-term business orientation (Jiraporn & DaDalt, 2009, pp. 113–119) focused on protecting the capital earned in companies, for future generations (Berrone, Cruz, & Gomez-Mejia, 2012) and focus on creating intergenerational value (Chirico & Nordqvist, 2010, pp. 487–504). In the case of family businesses, ownership and control are integrated, which in turn leads to the coherence of interests of owners and managers (Jensen & Meckling, 1976, pp. 305–360). It is worth noting that in family businesses, the decisions are not based solely on maximizing value, but also take into account such factors as: running a business according to previously adopted rules, the possibility of offering work to family members or a long-

term strategic perspective (Gallo, Tàpies & Cappuyns, 2004, pp. 303–318). In addition, it was found that managers tend to behave altruistically towards their companies and shareholders, ignoring the aspect of profit (Bammens, Voordeckers & Van Gils, 2011, pp. 134-152). With regard to risk, family businesses show a high degree of caution. This is evident in their significantly lower levels of debt compared to non-family businesses (Miller, Le Breton-Miller, Lester & Cannella, 2007, pp. 829–858).

The Sustainable Development Goals can provide an inspiring opportunity for powerful global actors to work together to achieve significant benefits in reducing poverty and ensuring a more sustainable future for humanity and the planet. However, as mentioned above, the private sector faces enormous challenges if it is to contribute constructively to these goals. Researchers suggest that if we hope to achieve these goals, we need to move beyond the routine approach and focus on a fundamental transformation of the neoliberal agenda that shapes both business and society (Scheyvens, Banks, & Hughes, 2016). One of the biggest challenges in implementing the sustainable development agenda is changing business attitudes towards new practices, technologies and business models related to sustainable development (Sachs, 2012). It was quickly recognized that business can play a key role in achieving the Sustainable Development Goals. The Rio+20 conference was followed by an intensification of institutional and government discussions on the post-2015 development agenda to promote more ethical, sustainable and responsible business practices (Scheyvens, Banks & Hughes, 2016).

Research indicates another problem related to the insufficient involvement of most organizations in the implementation of the Sustainable Development Goals. According to a study by Heras-Saizarbitoria, Urbieta and Boiral (2022, pp. 316-328), in more than 80% of companies', priorities related to the Sustainable Development Goals were not explained, and where such explanations existed, evidence of a meaningful prioritization process was rarely found. In most cases, organizations also did not introduce appropriate actions related to the SDGs or their implementation was superficial. In the context of the Sustainable Development Goals (SDGs), only a small percentage of organizations disclose specific information on related indicators, which indicates a superficial commitment to these goals. At best, organizations selectively use the SDGs, identifying strategies, lines of action, and outcomes in a superficial and flexible way, often relying on CSR (Corporate Social Responsibility) practices that are linked to the SDG. In most

cases, the SDGs are purely decorative and are used as embellishments in reports (Heras-Saizarbitoria, Urbieta & Boiral, 2022, pp. 316-328).

3.4. A strategic approach towards sustainable solutions in tourism organizations

Managing the organization towards sustainability is manifested in adapting its activities to the expectations of the internal and external stakeholders, taking into account social and economic issues. All activities undertaken by the entity at the same time should have as little impact on the natural environment as possible. Such organizations, based on the key dimensions: economic propensity, environmental protection, and social equity are recognized as sustainable organizations (Soyka, 2011). However, the importance of each of the three major values depends on the organization's nature and purpose. Interestingly, in literature we can find different understanding of a sustainable enterprise or a sustainable organization. Then the adjective "sustainable" refers to the company's/organization's ability to survive, remain competitive, develop and succeed in the long term what is typical to strategic management (Sudolska & Lis, 2018).

Considering sustainability challenge in business and other tourist organizations a strategic approach can be the answer.

Strategic management process includes the following five steps (P. L. Wright, M. J. Kroll, & Parnell, J. A., 1996):

- External Analysis: Analyze the opportunities and threats, or constraints, that exist in the organization's external environment, including industry and forces in the external environment;
- Internal Analysis: Analyze the organization's strengths and weaknesses in its internal environment. Consider the context of managerial ethics and corporate social responsibility;
- Strategy Formulation: Formulate strategies that build and sustain competitive advantage by matching the organization's strengths and weaknesses with the environment's opportunities and threats;
- Strategy Execution: Implement the strategies that have been developed;

- Strategic Control: Measure success and make corrections when the strategies are not producing the desired outcomes.

These five basic steps are a long-proven management method that is also worth applying to achieve the Sustainable Development Goals. Theoreticians and practitioners agree that such an approach, focused on strategic thinking, is effective and allows effective operation in a changing environment. Starting from defining business goals, throughout integrating with organizational culture, to final performance metrics, managers should think through the lens of sustainability.

Comprehensive and multi-factor analysis makes it possible to see upcoming threats as well as opportunities in a dynamically changing environment. External strategic analysis gives us the answer to the question: in what conditions will the company operate in the future and what possibilities does it have to adapt to them. The most popular tool for collecting and organizing data on trends in the macro-environment is the PESTE technique. It helps to take into account and predict the impact of aspects related to actors and factors influencing the future development of the organization in an interdisciplinary perspective: Political, Economic, Social, Technological and Ecological. The further environment is that area of the environment whose changes affect the operation of the company, but over which the company has no influence. That is why it is so important to take into account the current and emerging trends in the macro-environment in order to prepare well for the upcoming changes and predict which of them are worth taking advantage of.

The information collected in this way is the basis for the process of building scenarios and ultimately creating new sustainable solutions. This process, together with the Futures Thinking method will be described in detail in the next chapter.

However, in case of business organizations and not only, you can't forget about company's competitive environment. Porter's Five Forces analysis can be used to guide business strategy to increase competitive advantage. Five Forces model provides a general framework for analyzing the structure of an industry and understanding the underlying forces of competition. Five competitive forces act on an organization: (1) threat of new entrants, (2) intensity of rivalry among existing firms, (3) threat of substitute products or services, (4) bargaining power of buyers, and (5) bargaining power of suppliers. Looking at industry structure provides a way to consider how value is created and divided among existing and potential industry participants (Porter, 1979).

The competitive advantage is all the more durable, and thus, the organization's development opportunities are greater, the rarer the resources on which it is built, less available to competitors and more difficult to imitate, and there are no substitutes for them (Barney, 1991). The ability to create innovative products and services largely depends on the availability of strategically valuable resources. An organization's resources include everything that can be identified with assets, skills, internal processes, information and knowledge that are controlled by the enterprise and used to achieve its goals (Godziszewski, 2010). Thus, resource analysis is an important part of strategic internal diagnosis.

Internal Analysis most frequently is conducted using the SWOT technique, however, one should remember it combining not only internal factors (Strengths and Weaknesses) but also external (Opportunities and Threats). This analysis consists in identifying these four groups of factors, describing their impact on the development of the organization, as well as the organization's ability to weaken or strengthen their impact. The juxtaposition of opportunities and threats with the strengths and weaknesses of the company allows you to assess its strategic position and can also be a source of interesting strategic ideas (Gierszewska & Romanowska, 1995).

Strategies based on resources and opportunities better meet the requirements of the modern, turbulent environment and, through their high flexibility, can contribute to the development of the organization and gain a competitive advantage in a dynamic market. "Strategy formation is judgmental designing, intuitive visioning, and emergent learning; it is about transformation as well as perpetuation; it must involve individual cognition and social interaction, cooperative as well as conflictive; it has to include analysing before and programming after as well as negotiating during; and all this must be in response to what may be a demanding environment" (Mintzberg & Lampel, 1999, 27). In this way, we come to create a vision of new solutions as part of a sustainable strategy.

The process of generating innovation should be free and unrestricted. It is advisable to stimulate creativity using various methods of creative thinking, e.g. Design Thinking. Only then should the appropriate solution be selected based on the results of previous analyses. After formulating the implementation plan of the developed concept, you can finally start its implementation. It is extremely important to integrate the implemented solutions with the organizational culture and values that the staff will represent during each contact with customers, especially in the case of

tourist services. This will ensure the credibility of the values provided by the organization for the customer, which will enable success in achieving the assumed goals.

The last stage of the strategic management process is the measurement and evaluation of the results obtained. It is crucial to formulate appropriate measures that will adequately indicate the level of implementation of the assumed activities. After the measurement, conclusions should be drawn and if the results are not satisfactory, corrections should be made where necessary and improvements where possible. If sustainable solutions contribute to improving the performance of the organization while maintaining the principles of sustainable development, there will be a positive impact on tourism in the region.

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TOOLS FOR A MORE SUSTAINABLE TOURISM

Chapter 4.

Futures thinking. Scenarios to promote sustainable tourism

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4.1. Introduction

This chapter discusses how to create Futures Thinking products to solve overtourism issues and how scenario work can help regions to solve problems related to overtourism. Furthermore, it demonstrates Futures Thinking as an approach to develop future tourism products and services. An example is provided on how the development work was conducted together with companies and students, as well as local stakeholders from regional development organizations and destination management offices, and municipalities. The importance of stakeholder collaboration from the futures orientation perspective is discussed. Furthermore, the process of Futures Thinking and some selected methods are introduced. This chapter also demonstrates how scenario work was planned, implemented, and evaluated as part of project MOTION. Finally, it presents some critical findings of scenario work.

The chapter deliberates on how the tourism industry can be flexible and resilient while aiming at generating more sustainable tourism. Scenario work provides an opportunity for a company or organization to develop its activities to become more responsible. Moreover, it encourages one to collaborate with others in a network.

Scenarios are reality based and future oriented ways for organizations in the travel industry to predict their potential futures. They enable businesses to envision the future, which gives them insight for future recruitments, training, investments, and service concepts. Scenario work also helps organizations to understand that the future is not pre-determined, rather, there are diverse possibilities that might occur. It is also important to understand that every actor can shape the futures. It is up to us, how the future will become.

This chapter is also linked to the MOTION scenario book which compiles the regional scenario work carried out in the project MOTION. Scenario work in the project MOTION has targeted five regions and selected tourism businesses within the regions. These regions are Kiel/Fehmarn in Germany, Rovaniemi in Lapland, Finland, Klaipeda in Lithuania, Granada in Spain, and Torun, in Poland. All these regions have their own characteristics. It has been beneficial for the project and its stakeholders to share the learnings from different areas. Rovaniemi, for example, suffered from overtourism issues prior to COVID-19 time, in the form of distorted development in accommodation business with the increase of Airbnb constructions. In turn, in Klaipeda, the

beautiful Curonian Spit has attracted many more short-term tourists than the area can sustainably tolerate.

One of the primary purposes of Futures Thinking is to reduce uncertainty. The more precisely futures research can determine the possibility or impossibility of the futures, the less uncertainty exists. It is useful to note that the possibility of futures predictions is subjective and does not have a statistical basis (Alonso-Concheiro, 2015:335-337). Furthermore, Futures Thinking aims to provide solutions for decision-making which are comparable, alternative, and actionable (Ojasalo et al., 2015:59). Thus, Futures Thinking increases the capabilities in the tourism industry to be better oriented and prepared for the ongoing change and even to be the change and game changer for the desired future.

Futures studies aim to codify, contextualize, and create future landscapes. They combine skills, methodologies, and theoretical processes (Raymond, 2019:10). In futures studies, the interest is generally in the long-term future, which is agreed to mean a time horizon that is long enough for the possibility for essential changes to happen (Alonso-Concheiro, 2015:333; Banister & Hickman, 2013:283). In the project MOTION, the timeframe was mainly set to ten years ahead. Setting the frame and orientation a bit further than in normal operations opens possibilities and enables one to change the mindset from this current moment to the unknown futures. In an ever-changing world, tolerance, or even management for changes is a valuable skill.

Next, problems caused by overtourism are discussed and how to solve them with scenario work.

4.2. Solving Problems Related to Overtourism with Scenario Work

MOTION has addressed different overtourism problems, such as overcrowding, tourism's problems with residents, environmental and heritage degradation, as well as low-quality experiences in response to help create sustainable tourism services. It has aimed to create awareness leading to actions to combat overtourism issues. SMEs and students generated solutions and new sustainable tourism services with Futures and Design Thinking that helped to increase awareness on actions needed. The simulation tool created in the project will also help to tackle overtourism issues. Furthermore, the MMSB (Motion Model for Sustainable Business) tool will help businesses to develop their businesses in the tourism industry to become more sustainable.

The priorities of MOTION have focused on the environmental and climate goal and innovative practices in a digital era and the tackling of skills gaps and mismatches of the Erasmus+ program for Key Action 2. Results and impact envisaged included the aim of having created increased awareness among target groups on overtourism and sustainable tourism. Co-creation activities on a regional level between different stakeholders enable potential long-term benefits for SMEs. Efficient and open-minded futures work supports findings to high-season problems becoming smaller due to the increased awareness and actions taken to solve overtourism issues. Also benefits include increased awareness of a person's own impact in sustainable tourism, business, and consumer behavior through joint activities as well as higher awareness concerning the state of the future, individually, in organizations.

The project's aim has been to find solutions connected with overtourism so that its results can support local and regional development when solving overtourism problems, such as excessive tourism pressure on the urban environment, tourist pressure on the natural environment, noise caused by tourists, and large amounts of waste generated by tourists, etc. Overtourism has diverse definitions; however, they all emphasize the impact of excessive tourism to people, conditions, and the environment (Koh, 2020:1016). The impact can be observed from the point of views of effect on wellbeing, social, cultural, or environmental (Kim et al., 2013:528). High density of tourists has naturally some positive views with growing business opportunities and especially short-term productivity and profitability. For many people it also provides possibilities to observe other people, enjoy and socialize with the crowd. However, the negative views are obvious, too, for example in a form of discomfort and feeling of lack of uniqueness (Jacobsen et al., 2019:53).

Virtual reality (VR) as digitally generated simulation (Bec et al., 2021.2) could provide possibilities for tourism companies to overcome the overtourism issues. Already there exist many opportunities that have been employed in sharing locations online for people to explore, especially during COVID-19 when people have not been able to travel. There are also, for example, museums who share their exhibitions online around the world. On Curonian Spit, the Amber Museum exhibits a multimedia and virtual reality show on the history of amber.

Thus, during the pandemic, many tourist attractions and businesses in these areas turned to the digital world to utilize solutions to combat the lack of visitors. VR and multimedia tools help businesses to capture the interest of future tourists. Nevertheless, when there are regions that experience too many tourists visiting at the same time, the use of VR can help solve the issue of

overtourism. Overtourism is not burdening only the nature but also the local inhabitation in many ways. Local people suffer from too much noise and traffic caused by tourists, and their rents increase when apartment owners place their apartments on platforms such as Airbnb to earn more money from tourists than residents. Even though there are two solutions to overtourism such as stretching the high season into the low season to lengthen it as well as offering services for visitors only for longer periods and not one-and-two-day visits, VR tourism can be tailored to satisfy the visitors who might otherwise only be visiting for one day. VR tourism can offer additional services, such as sending souvenirs with personalized names, for example, to virtual tourists.

4.3. Creating Futures Products with Futures Thinking

This subchapter explains Futures Thinking approaches and methodology as a framework for creating futures products and services that are sustainable and respond to overtourism issues. Unknown moments still to come are called "The Future" (Hejazi, 2012:21). As the future is present in everyday discussion, one naturally reflects on the past and predicts the coming. However, it can be envisioned but not known. There is a common understanding in all industries that successful organizations must respond exhaustively in new ways to change (Buehring & Liedtka, 2018:135). Nevertheless, it should not be only a random future study. Instead, there should be continuous scanning of the environment as an integral part of a successful business (Ojasalo et al., 2015:60).

Futures Research is a broad domain with different kinds of approaches and interpretations of the futures process. Each actor should consider futures orientation from their own perspective and utilize it in their everyday activities and strategic planning. Numerous futures-oriented methods, tools, and instruments may result in various scenarios. Predictive forecasts are based on statistics and big data, such as predictions for the population. On the other hand, the exploratory approach aims to systemic change and creates competences needed in transformation (Gaziulusoy, 2010:67). In turn, normative orientation that pursues changes in behavior to gain sustainable development has been recently most utilized approach. Normative approach may be used for shaping behavior or actions. (Nowacki et al., 2018:562).

The futures field has several approaches. It can be, for example, defined as Foresight, Forecasting, Futures Research, Futures Studies, Anticipation, Prospective, and Futurology. These all refer to something that has yet to happen but could happen in the future (Alonso-

Concheiro, 2015:332.) Poli (2019:6-7) defines Forecasting, Foresight, and Anticipation as follows. The first level is forecasting, which is a predictive part of future studies. Futures are past-based, and data is most often quantitatively collected and analyzed. Most of the traditional futures studies belong to the second level, foresight. These primarily qualitative exercises challenge the decision-makers by providing alternative futures. Forecast and foresight are the basis for the third level, anticipation. It aims to implement the predictions into decisions and actions. (Poli, 2019:7). It is notable that futures studies usually provide several alternatives to the futures (Alonso-Concheiro, 2015:340).

Futures Research is multidisciplinary since it aims to gather diverse approaches and perspectives (Boström et al., 2003:25). The nature of Futures Thinking is based on a continuous process of analyzing new information and constructing the data to prior knowledge (Hejazi, 2018:19). Moreover, Futures Design in practice presents solutions which fit the future. Thus, predictions should be desirable for people and feasible to realize (Ojasalo et al., 2015:58).

Futures Research provides paths, scenarios, and other forms of presenting the vision of the state of coming. Diverse future paths and worlds, which reflect and represent those, are possible in different ways, depending on which actions will be conducted (Boström et al., 2003:26-27). A specific state of the world can be possible through different kinds of routes and actions. Future paths are structured according to the time; particular events and actions happen before or after related to each other. Scenarios can be defined as the possible, significant state of the world. Those can be especially attractive or, conversely, mainly catastrophically realized. In turn, threat scenarios are also essential future paths. However, those include elements that are not desirable (Boström et al., 2003:31-32).

Strategic Planning and Futures Thinking and Design have similar characteristics that are interconnected and overlapping. Their combination enables decision-makers to handle uncertainty effectively. Scenarios are utilized in each of these approaches to fully take advantage of futures work (Buehring & Liedtka, 2018:137-140). Strategic Foresight is a discipline that uses qualitative, quantitative, and intuitive skills to design several future possibilities (Raymond, 2019:10). According to Banister & Hickman (2013:284), three types of scenarios can be created: Forecasting, Back casting, and exploratory approaches. Forecasting approaches study both probable and possible futures. These are used mainly when there is no significant change expected in the near future.

Scenario work is a method within the field of futures research. Scenario working includes mapping alternative futures, identifying factors and development paths leading to different future outcomes. The action scenario approach also incorporates the evaluation of the significance of the scenarios for the user. This project has focused on issues caused by overtourism while meeting the priority of environmental and climate goals. Therefore, the working of Foresight and Futures Thinking and scenarios has been vital to find sustainable alternatives to the target organizations.

The quality of scenarios is not measured by the ability to reveal future outcomes but by the ability to affect the decisions that are made. Even well-prepared scenarios will not be useful if no actions are based on them. Scenarios are a part of the strategic planning process that must be an ongoing activity. It is notable that scenarios are different from forecasts. Scenario work is suitable for local and regional future-oriented development work.

A facilitated process using a wide set of methods from foresight and design will produce even radical innovations out of the box, when thinking in the terms of alternative scenarios. Possible, although not always probable, alternatives will open the minds for strategic renewal, which is key for future success in the long run. The visionary concepts based on scenario alternatives include business potential not only for the participants, but the results are transferable for other regions and branches, too.

Possibility thinking is typical for Futures Thinking (Hejazi 2012:24). In Futures Research, concepts like "possible, plausible, desirable, preferred, credible or even necessary" are often stated (Alonso-Concheiro, 2015:339). Exploratory approaches aim to challenge thinking, and the future will be defined as possible but also plausible (Banister & Hickman, 2013:285). In many cases, Futures Research deals with the probability or possibility of some event that might happen in the future. Those events can be essential milestones to describe the futures. (Alonso-Concheiro, 2015:335-338.) According to diverse authors and approaches, there are various ways for scenario work. Usually, in scenario work at least 2-4 visions are created (Banister & Hickman, 2013:291).

4.4. Process and Methods of Futures Thinking

This subchapter discusses what is needed to employ Futures Thinking. Creating long-term futures descriptions is based on mental models and should be culturally understood (Alonso-Concheiro,

2015:335). In the business environment, the Futures Thinking process starts with an in-depth understanding of the business, the environment, and the operations and actions of the business. It is necessary to identify current resources, capabilities, and property (Ojasalo et al., 2015:60).

Next, let us look how Futures Thinking is conducted in reality. The previous section stated that Futures Research is a broad domain with diverse interpretations. As one example of the futures work process, Raymond (2019: 169) presents the Four stage scenario process. The first stage is to define the forces and drivers that have impact on the situation. Secondly, it is necessary to assess the critical uncertainties: which events or drivers are the most crucial ones. The third stage is scenario mapping: to map plausible, preferable, probable, and possible scenarios. The process is finalized by creating future implications and possible solutions: how these solutions can be defined in detail.

There is a wide range of methods, instruments, and tools for Futures Thinking. Kjaer (2014:19) presents the most used trend research followingly. A literature review is often used, primarily as a part of trend-scanning, expert panels, which combine diverse knowledge, scenarios, and a wide range of methods that can be utilized to create plausible future scenarios. Workshops often contain talks, presentations, discussions, co-creative methods, etc. In addition to these, brainstorming helps to generate out-of-the-box thinking. (Kjaer 2014:19.) The process of Futures Thinking may include several methods during the whole design process. Notably, observation and research should be expanded beyond the current situation (Ojasalo et al., 2015:59).

The traditional way of forecasting the future reflects history, which has been a basis for the trends created (Banister & Hickman, 2013:283). Back casting approach aims for more extended period forecasts and include several stages (Banister & Hickman, 2013:285). The ground for foresight is the capability to learn from the past. For example, regularity in the past might give information to predict happenings in the future.

Megatrends define the current situation. Those are strongly present and significantly impact several aspects of life. Megatrends are usually long-term, which emphasizes their influence in the future, too. They are such phenomena that are generally agreed upon. A trend, in turn, is defined as a way of change in the near past and current, which might continue in the future, too (Hiltunen, 2012:78, 80, 94-95).

The best way to find new trends is to investigate weak signals, which might predict change in the future. Weak signals are signs of such changes which are arising, and which might be significant. It is essential to understand that those might not have significance either (Hiltunen, 2012:102-108). Notably, randomness is typical for weak signals (Raymond, 2019:40). In turn, a wild card is an event that happens suddenly and has significant importance (Hiltunen, 2012:143). Referring to Petersen, Hiltunen (2012:144) has interpreted the definition of wildcards. She states that the nature of wild cards is complex. They are interconnected and disrupt the balance and cause broad and sudden changes. Wild cards can occur wherever, either among nature or caused human beings. They are influenced by how people react to them. Additionally, it should be noted that wild cards may be either positive or negative.

There is a long list of methods and tools for futures forecasting. Methodologies can be defined from diverse perspectives. Kjaer (2014:21) presents the critical forecasting methodologies accordingly: first social forecasting, which includes citizen panels, polling, and voting, secondly emotional forecasting that can be, for example, conducted in the form of lifestyle storytelling and trade fairs, thirdly scientific forecasting, where methods could be, for instance, Back casting, modeling, Pestel, Delphi and, finally, wild card forecasting, where simulation gaming, mind mapping are examples of methods.

4.5. Planning and Implementing the Scenario Workshop

Collaboration with stakeholders is a key element for scenario work. Future tourism action plans are important for regional development (Parviznejad & Akhavan, 2021:13). There is a need for collaboration between service providers and other stakeholders. McCabe et al. (2012:38) state that scenario-based design provides an approach to create innovations for the region. It enables generating services that fulfill the needs of travelers and creates a competitive advantage. Furthermore, it lowers the barriers to co-operation among the service providers and other stakeholders in the area.

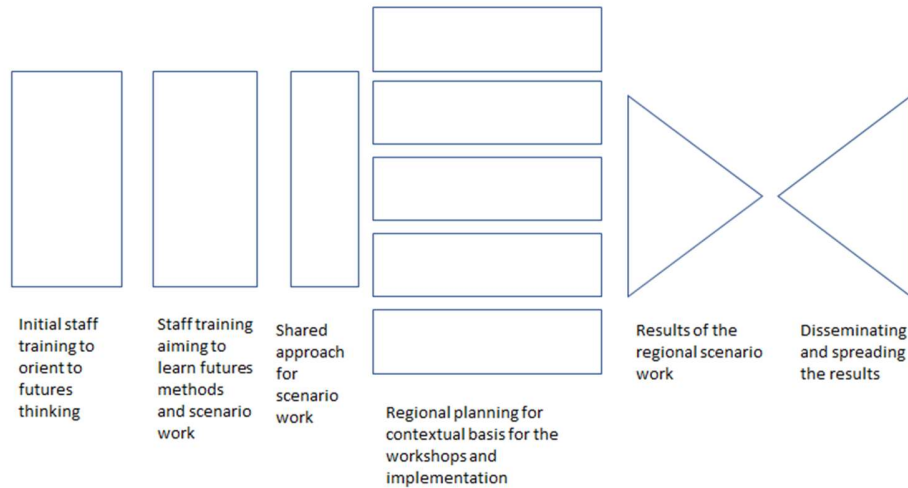
The tourism industry has both direct and significant economic influence on communities (Parviznejad & Akhavan, 2021:2). Successful tourism organizations are transparent in their communication-related tourism topics, challenges in the business, futures trends, and local, regional, and national collaboration (Ramayah et al., 2011:426).

Interaction and engagement influence collaboration. Chase et al. (2012:479) highlight the significance of the participation of diverse stakeholders to ensure the positive development of their quality of life. In addition, collaboration positively impacts performance (Ramayah et al., 2011:411). Tourism stakeholders comprise actors that either are beneficiaries, experience challenges, or are concerned about possible problems. They can be businesses in the tourism field, such as restaurants, hotels and other accommodation firms, and other tourism companies. On the other hand, regional administrative officials and local associations are also interested in tourism. Furthermore, even people protecting nature or land and property owners share the interest (Chase et al. 2012, 476).

Futures orientation requires five dimensions: agency, responsibility, openness, understanding the time frame, and systemic thinking (Koskela & Helkala, 2021:58). According to Morgan and Liker (2019:329), designing futures can be divided into study and execution phases. An important part is a follow-up of the sustainability of the futures work, generally, for example, after six months of the forecast work.

Scenario workshops provide ways to conduct scenario work in a collaborative manner. In the project MOTION, staff was trained in Futures Thinking methods and processes. Based on the training and regional demands, scenario work was planned, conducted, and assessed in each region of the process.

Figure 4.1 Process of planning regional scenario work based on training



Source: project MOTION

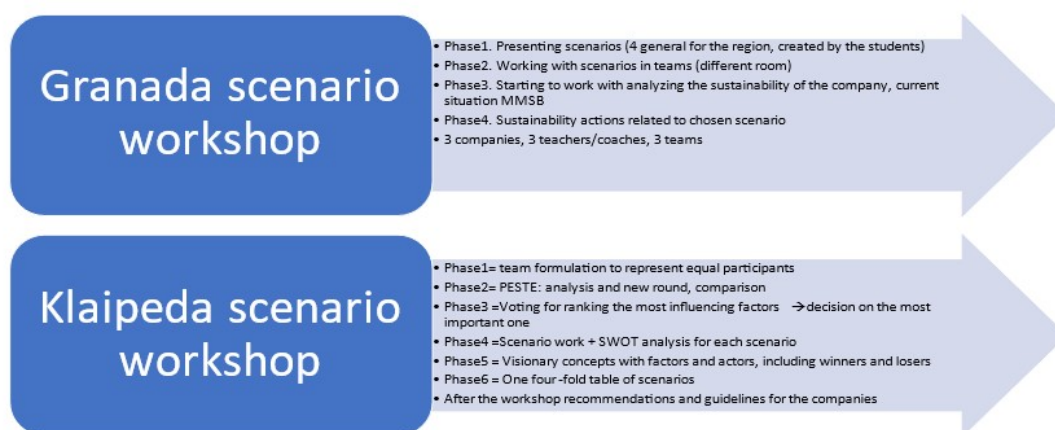
Figure 4.1 presents how training the MOTION staff led to a shared understanding of the needs and approach for scenario work with regional actors. Further, the process continued with regional planning, which was grounded on contextual information and the needs of the local actors. Despite the shared goals and basic procedure of scenario work, the scenario workshops were conducted in various manners to fulfil the needs of the companies and other stakeholders. Each workshop resulted in scenarios built with the help of systematic analysis of the area and the support of the entrepreneurs and destination marketing organizations. Finally, the outcomes have been delivered to serve both focal areas as well as European tourism on a more general level.

The role of collaborative stakeholders was significant in the design process. To be able to provide a scenario work procedure that supports a tourism organization’s capabilities to orient towards sustainable and resilient futures, the planning needs to be done in a collaboration and company and customer-centered manner. Staff training provided a broad framework for scenario processes, although differences between regions were necessary to be considered. Strategic futures work is based on facilitated collaboration that involves planning, envisioning, and shaping the futures (Alstyne 2010:71). Planning and implementing futures work led to gaining futures-oriented insight, which needs to be seen as lenses for futures strategic planning and visioning.

4.6. Implementation of the Workshops and Their Results

Futures work was finally conducted in five different kinds of regions in Europe. The areas have some similarities. They have all suffered from overtourism issues in some ways. On the other hand, they have local characteristics that are distinctive. This section presents diverse implementations and summarized outcomes of the scenario work.

Figure 4.2. Workshop procedure



Source: project MOTION

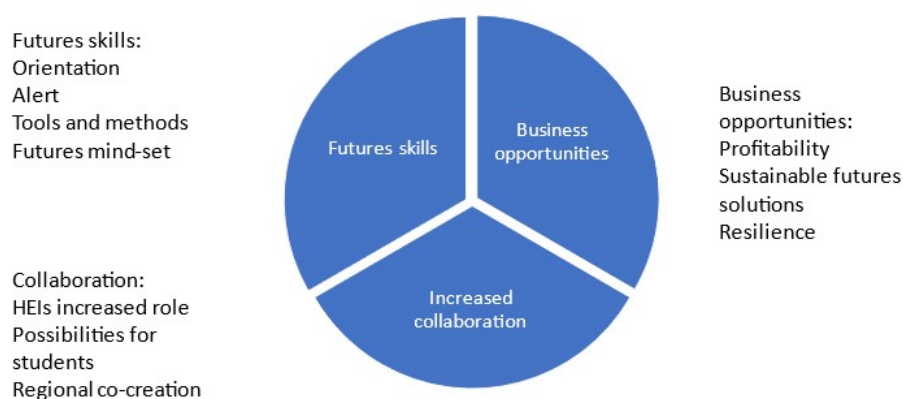
Figure 4.2. presents two versions of scenario workshops. In Granada, together with students the project staff organized a workshop for local actors who consist of representatives of businesses and municipalities. The workshop started with presentations of ready-made scenarios for the region. Working continued in separate groups to ensure that all the participants were able to contribute from their own perspective. In the Granada workshop, the sustainable business model (MMSB, presented in Chapter 3) was utilized as a key framework to evaluate the sustainability and resilience of each scenario. In turn, in Klaipeda, the scenario workshop was built to fulfill the needs of the local actors and resources given. They had a good set of diverse participants from businesses, administration, and education. The PESTE analysis was well taken into account as a part of the workshop. A ready-made version of PESTE was presented to the audience. However, they were encouraged to complete their own versions based on their knowledge and data. The process continued with voting the most important factors affecting regional tourism industry in the coming decade. Only after that did the participants start to picture potential futures. All the four

scenario options created were analyzed by employing the SWOT analysis, which led to concretizing visionary concepts.

These two different versions of scenario workshops demonstrate that it is essential to modify the program and tools and methods utilized to respond to the local situation and needs. Both are good examples of providing future proved sustainable solutions for companies and other stakeholders, but also to open futures-oriented discussion in the tourism business.

Then what was gained through the workshops? As presented throughout this chapter, Futures Thinking strives to generate sustainable futures solutions. However, at least as important it is to spread the word of futures orientation in the tourism sector.

Figure 4.3. Main results of the scenario workshops



Source: project MOTION

Figure 4.3. illustrates the main findings of the scenario workshops on a general level. A more detailed and content wise demonstration of each scenario work is presented in the scenario book publication. Futures skills contain possibilities for people in the tourism business, from students to directors, to have a futures orientation. It can occur in the form of information search, for example, ongoing environmental scanning for weak signals or wild cards. Futures skills enable organizations and people to be alert, and well prepared for coming situations. There is no need to float in a stream if there is a possibility to control the movement and motion. Futures skills may be realized with capabilities of utilizing different kinds of futures methods and tools, according to

the current need. They may serve either practical or strategic decisions and planning. At least as important is the futures-oriented mindset, for with that there will always be a solution for a new situation or readiness for transformation.

The collaborative workshop procedure provides business opportunities. Scenario work may result in visionary concepts, which give concrete descriptions and steps to be taken. These futures-oriented solutions increase sustainable concepts and ideas that can support the profitability of business. It is important to pursue resilience that would ensure long-term opportunities.

Collaboration of diverse stakeholders should be a self-evident fact in tourism, which is strongly a field that benefits from value networks and co-operation. Nevertheless, scenario work in the project MOTION has proved that there is still room for collaboration and co-creation among diverse actors. For students, scenario workshops have been unique possibilities to show their innovativeness and competences. In turn, for companies and other stakeholders they have provided options to present their businesses for the future experts. In the current situation, with a lack of competent employees, it has been appreciated by working life.

4.7. Conclusion

The future is unknown, but not pre-determined. With futures thinking skills and methods, one can be more prepared for coming changes. And even more, make the future be desired. Overtourism causes many problems, for people, businesses, and society; and most of all for nature and the environment, overtourism is devastating. Creating more sustainable tourism services for local actors, businesses, and other stakeholders, such as municipalities and destination marketing offices, was one of the primary objectives of project MOTION.

This chapter has presented how futures thinking orientation and methods can be used to increase resilience to the tourism industry. We hope that this chapter will be helpful for other tourism territories, too.

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Chapter 5.

Exploring the importance of sustainable business models for the tourism industry

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5.1. Business models and their importance for modern businesses

A business model is a plan or framework that outlines how a company creates, delivers, and captures value (Osterwalder and Pigneur, 2010). It defines the way that a company produces and sells its products or services, and it includes the various resources and activities that are required to do so (Zott and Amit, 2010). The business model also describes the target market that the company is trying to serve, and it outlines the revenue streams that the company will generate (Teece, 2010).

There are many different types of business models, and the most appropriate model for a particular company will depend on a variety of factors, including the industry in which the company operates, the products or services it offers, and the target market it is trying to reach (Chesbrough, 2010). Some common types of business models include the freemium model, the subscription model, the platform model, and the licensing model (Osterwalder and Pigneur, 2010).

In conclusion, a business model is a crucial element of any company's operations. It defines the way that the company creates and delivers value, and it outlines the various resources and activities that are required to do so. By understanding and carefully crafting its business model, a company can better position itself for success in its industry.

Using a business model framework like the business model canvas developed by Osterwalder is important because it helps companies to clarify and communicate their business model in a clear and structured way (Osterwalder and Pigneur, 2010). The business model canvas is a visual tool that consists of nine building blocks that represent the key elements of a business model (Osterwalder and Pigneur, 2010). These building blocks include the value proposition, the customer segments, the channels, the customer relationships, the revenue streams, the key resources, the key partners, the key activities, and the cost structure (Osterwalder and Pigneur, 2010). By using the business model canvas to organize and represent these elements, companies can more effectively communicate their business model to stakeholders such as investors, partners, and employees (Osterwalder and Pigneur, 2010).

In addition to helping to communicate the business model, the business model canvas is also a useful tool for identifying potential problems or weaknesses in the model and for generating ideas

for innovation (Osterwalder and Pigneur, 2010). By systematically examining each of the building blocks, companies can identify areas where they may need to make changes or improvements in order to create a more effective and sustainable business model (Osterwalder and Pigneur, 2010).

Overall, the business model canvas is a valuable tool for companies in the tourism industry and other industries. By providing a structured and visual framework for representing and communicating the business model, it helps companies to better understand and improve their operations.

5.2. Limitations of the current approaches like the business model canvas of Osterwalder

Alexander Osterwalder's business model canvas is a widely recognized tool for planning and organizing the key elements of a business. However, some critics have argued that the canvas is lacking in its consideration of two important aspects: the future and sustainability (Joyce, 2015).

One limitation of the business model canvas is that it focuses on the present, rather than considering the long-term future of the business. While the canvas includes a section on key partners and resources, it does not explicitly address how these elements may evolve over time or how the business will adapt to future changes in the market. As a result, businesses using the canvas may struggle to anticipate and plan for future disruptions or opportunities.

Another limitation of the business model canvas is that it does not adequately address sustainability. While the canvas includes a section on key activities and resources, it does not explicitly consider the environmental or social impact of these elements. As a result, businesses using the canvas may not be able to fully understand the sustainability of their operations or identify opportunities for creating more sustainable business models.

To address these limitations, some researchers have suggested incorporating additional frameworks or tools into the business model canvas. For example, McKinsey & Company has developed a "dynamic capabilities canvas" that helps businesses consider how they will adapt and innovate over time (Teece, Pisano, & Shuen, 1997). Similarly, the "triple bottom line"

framework developed by John Elkington (1997) helps businesses consider the environmental, social, and financial aspects of sustainability.

In conclusion, while the business model canvas is a valuable tool for planning and organizing the key elements of a business, it is important to consider its limitations and how they can be addressed. By incorporating additional frameworks that focus on the future and sustainability, businesses can more fully understand and plan for the long-term success of their operations.

5.3. Importance of a sustainable and future oriented perspective for SMEs in tourism

Sustainability and a future perspective are increasingly important for small and medium-sized enterprises (SMEs) in the tourism industry.

The tourism industry has a significant impact on the environment and local communities, and as such, it is important for SMEs in the industry to consider the sustainability of their operations. This can include reducing their environmental footprint through the use of eco-friendly practices and products, supporting local communities through fair labor practices and community development initiatives, and promoting sustainable tourism practices to customers. Adopting sustainable practices can not only benefit the environment and local communities, but it can also be a source of competitive advantage for SMEs in the tourism industry.

In addition to sustainability, it is important for SMEs in the tourism industry to have a future perspective in order to anticipate and adapt to changes in the market. Tourism trends and consumer preferences are constantly evolving, and SMEs that are able to anticipate and adapt to these changes are more likely to be successful in the long term. This may involve developing new products or services, expanding into new markets, or adopting new technologies. By considering the long-term future of their business, SMEs in the tourism industry can better position themselves for success.

Summarized, sustainability and a future perspective are essential for SMEs in the tourism industry. By considering the environmental and social impact of their operations and looking ahead to anticipate and adapt to future changes, SMEs can create a more sustainable and successful business.

5.4. How should a sustainable and future oriented look like?

A future-oriented business model canvas should be designed to help businesses anticipate and plan for future changes and disruptions. To do this, the canvas could include additional elements that focus on the long-term future of the business, such as:

- Anticipation of future trends and market changes. This could include conducting market research to identify emerging trends and considering how they might impact the business in the long term.
- Flexibility and adaptability. The canvas could include a section on how the business plans to adapt to future changes in the market, such as through the development of new products or services, expansion into new markets, or adoption of new technologies.
- Innovation and continuous improvement. The canvas could include a section on the business's approach to innovation and continuous improvement, including any processes or systems in place for generating and testing new ideas.
- Strategic partnerships and collaborations. The canvas could include a section on the types of strategic partnerships and collaborations the business is considering in order to anticipate and adapt to future changes.

In total, a future-oriented business model canvas should be designed to help businesses understand and plan for the long-term future of their operations, including anticipating and adapting to changes in the market and innovating to stay competitive.

There are several benefits to adopting a future-oriented business model approach. These include:

- Improved competitiveness. By anticipating and adapting to changes in the market, businesses can stay ahead of the competition and better position themselves for success. This can be especially important in industries that are subject to rapid changes or disruptions.
- Increased sustainability. A future-oriented approach helps businesses consider the long-term impacts of their operations, including the environmental, social, and financial aspects

of sustainability. By taking a more holistic view of the business, businesses can create a more sustainable operation that is better equipped to withstand future challenges.

- Enhanced innovation. A future-oriented approach encourages businesses to continuously generate and test new ideas, which can lead to more innovative products and services. This can help businesses differentiate themselves in the market and create a competitive advantage.
- Stronger strategic partnerships. By considering the potential impacts of future trends and changes, businesses can identify opportunities for strategic partnerships and collaborations that can help them anticipate and adapt to disruptions. This can help businesses tap into new resources and expertise, and can lead to more successful and sustainable operations.

A future-oriented business model approach can provide significant benefits to businesses. By considering the long-term future of the business and developing strategies for adapting to change, businesses can create a more sustainable and successful operation that is well positioned for success in the long term.

5.5. Integrate: Development of Motion Model of Sustainable Business (MMSB)

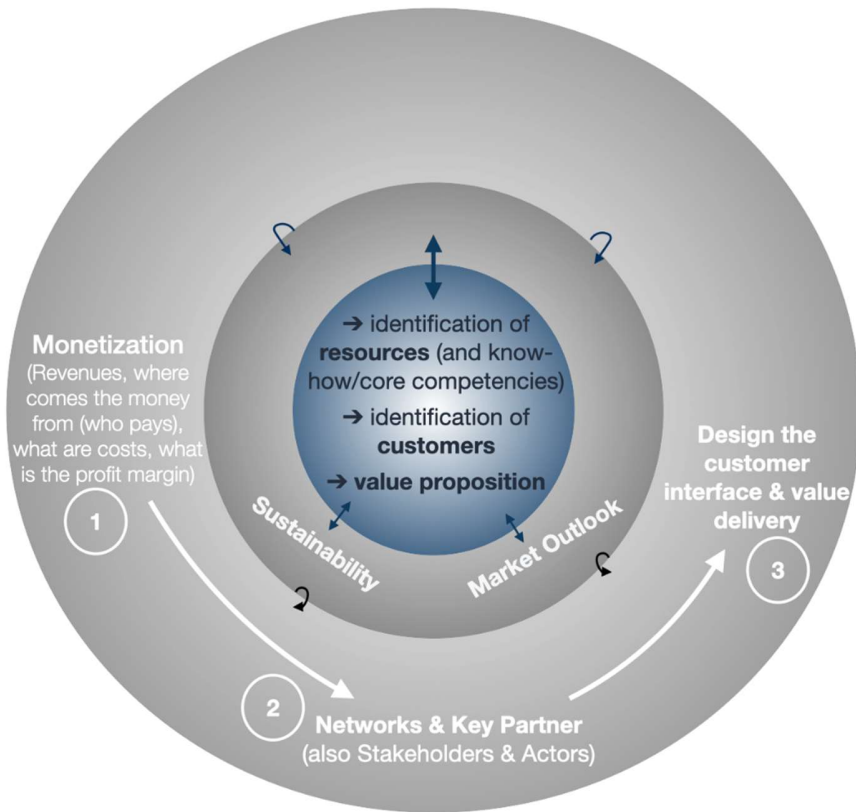
5.5.1. Description of the Motion Model of Sustainable Business (MMSB)

The MMSB is designed to make it easier for companies to plan reliably and sustainably for the future. For this purpose, it is necessary that the different components are thoroughly filled. The following is a description of the individual components/layers of the MMSB which are (see figure):

- Value proposition
- Identification of customers (target group(s))
- Resources needed
- Sustainability

- Market outlook
- Monetization
- Networks and key partners (stakeholders and actors included)
- Customer interface and value delivery

Figure 5.1. Suggested business model MMSB with different layers



Source: project MOTION

5.5.1.1. Value Proposition

Value proposition is a fundamental part of most business model frameworks, and it's important for businesses to understand what it is and how it fits into their overall business strategy and model.

At its core, a value proposition is the unique combination of benefits that a company offers to its customers. It's an important part of the business model because it helps the company differentiate itself from its competitors and explains why customers should choose the brand over others. It also helps the company develop an effective marketing strategy and messaging, and can help the brand stand out in a crowded marketplace.

For a business to be successful, its value proposition needs to be clear and concise. Companies need to be able to explain to potential customers what sets them apart from the competition and why they are worth considering. In addition, creating a value proposition involves researching the customer base and the market, creating an effective messaging platform, and optimizing the value proposition for maximum impact.

Having a value proposition as part of a business model canvas or framework is crucial for businesses to properly explain to customers why they should choose the company. Without this key element, businesses can run the risk of falling behind their competitors and failing to stand out in the marketplace. Therefore, it is essential for companies to understand the importance of a value proposition and how to create one that will be effective for their business model.

How should a value proposition be formulated? In general, a value proposition is a statement that outlines the unique benefits and value a company offers to its customers. It should be targeted to a specific customer segment and focus on how the product or service solves their problem in a unique way. In order to accurately formulate a value proposition, it is important to do extensive market research to understand the customer's needs and challenges, as well as the competitive landscape. Additionally, it should be easy to understand, accurate, and succinct. For example, a company selling a new type of cloud storage service might use the value proposition "Secure, reliable cloud storage for businesses". This quickly communicates the benefit of the product without getting too technical.

The following questions should be answered:

- What is the value proposition?
- How does it utilise resources and competencies?
- How does it meet customer wants and needs?
- What are the aims and values of the organisation?

5.5.1.2. Identification of customers (target group(s))

It is important for companies to identify customers or target groups for their business models because this will give them valuable insights into the customer's needs, preferences and motivations. By understanding their target customer, companies can create products and services that will satisfy their customer's needs and wants, resulting in increased sales and customer loyalty. Furthermore, by understanding the target group, businesses can tailor their marketing campaigns to effectively reach out to their desired customers and maximize their return on investment. Additionally, businesses can also use this knowledge to identify potential new segments and target them to expand their customer base.

Identifying the right customers is essential for any business to succeed. It is important to understand what your targeted customers look like and what they need. An SME can gain insight into this by researching the tourism industry, conducting surveys, and using data analytics tools.

When researching the tourism sector, competitors' activities can be checked and how their customer needs are being met in the market. It can be asked, who the competitors are targeting and what are they offering? What messages are resonating with customers?

Surveys can help to gain customer insights. Customers can be asked about their preferences, what they need from the company, and what would make them come back for more. Survey responses should provide valuable customer data that can help you identify and target the right customers.

Data analytics tools to analyze customer data can and should be used. These tools can help to identify patterns in customer behavior, such as shopping preferences and visiting habits etc. This

data can be used to create customer profile segments and focus the marketing efforts on the most promising segments.

By researching the industry, conducting surveys, and using data analytics tools, valuable insights into the customer base can be gained and the right customers for the business can be identified.

For this business model it is important to answer the following questions:

- Customer segments – importance and size / wants and needs
- Geographical and demographic aspects of customers
- Buying power / behaviour of segment
- Potential customers

5.5.1.3. Resources needed

In a business model, specifying the resources needed is important because it helps determine the feasibility of the business.

By identifying the resources required to start and operate the business, an entrepreneur can assess whether they have access to these resources or if they need to find alternative solutions. It also helps in creating a realistic budget and forecasting future expenses. Having a clear understanding of the resources needed helps in identifying potential risks and making contingency plans. Specifying the resources needed is a crucial step in creating a comprehensive and effective business plan.

In a business model, specifying the resources needed is important because it helps determine the feasibility of the business. By identifying the resources required to start and operate the business, an entrepreneur can assess whether they have access to these resources or if they need to find alternative solutions. It also helps in creating a realistic budget and forecasting future expenses. Additionally, having a clear understanding of the resources needed helps in identifying potential risks and making contingency plans. Overall, specifying the resources needed is a crucial step in creating a comprehensive and effective business plan.

So, specifying the resources needed for a business in a business model description is important for several reasons:

- **Resource Allocation.** By specifying the resources required for the business, management can allocate the necessary resources to support the business model. This includes physical assets such as facilities, equipment, and technology, as well as human resources such as employees, contractors, and suppliers.
- **Cost Estimation.** Identifying the resources needed for a business allows management to estimate the costs associated with the business model. This includes both the upfront costs of acquiring the necessary resources and the ongoing costs of maintaining them. Having a clear understanding of the costs involved is critical for developing a realistic budget and making informed decisions about the feasibility of the business model.
- **Resource Planning.** Specifying the resources needed for a business also helps with resource planning, ensuring that the necessary resources are available when they are needed. This includes planning for future resource needs as well as contingencies in case of resource disruptions.
- **Competitive Advantage.** Having the necessary resources in place can also provide a competitive advantage by enabling the business to respond quickly to opportunities and challenges. This can be especially important in industries where resource availability is a key factor in determining success.
- **Performance Monitoring.** Specifying the resources required for a business model also provides a basis for monitoring and evaluating the performance of the business. By comparing actual resource usage to the resources specified in the business model, management can identify areas where improvements can be made and adjust the business model as needed.

Having a clear understanding of the resources required for a business model can help management make informed decisions about the feasibility of the business and improve its chances for success.

To specify resources the following areas should be specified:

- Physical / natural assets
- Human resources / know how / competencies
- Financial resources / liabilities

5.5.1.4. Sustainability

Sustainability is an important component of any business model due to its potential to provide long-term economic, social, and environmental benefits. Businesses that focus on sustainability can gain a competitive edge in the market by reducing their costs and providing better products and services. Additionally, sustainable business models can help protect the environment by reducing greenhouse gas emissions, conserving resources, and protecting ecosystems.

Studies have shown that sustainability can be a major factor in determining a business's success. For example, a recent study conducted by the UN Global Compact and the Boston Consulting Group found that sustainable companies had higher gross profit margins than their non-sustainable counterparts. Furthermore, sustainable business models tend to result in increased customer loyalty and brand recognition, which can lead to greater brand recognition, increased customer loyalty, and higher sales.

The benefits of sustainability go beyond just the economic benefits. By reducing the environmental impact of their operations, businesses can ensure that future generations will have access to clean air, water, and land. Sustainable practices also create jobs, since businesses need to hire additional staff to implement sustainability measures. Finally, sustainability helps to build trust between businesses and their customers, as customers are more likely to purchase from businesses that are environmentally responsible.

Sustainability is an important factor for businesses to consider when developing their business models. Sustainable practices can help businesses reduce their costs, increase customer loyalty and brand recognition, and help protect the environment. As businesses continue to recognize the importance of sustainability, it will remain an essential component of any business model.

There are several tools and techniques that a company can use to assess sustainability in its business, including environmental impact assessments, life cycle assessments, materiality assessments, sustainability reporting, and sustainability metrics and indicators. By using these tools and techniques, a company can gain a better understanding of its sustainability performance and prioritize its sustainability efforts for maximum impact.

For small and medium-sized enterprises (SMEs) in the tourism industry, assessing sustainability can be a challenge, as these businesses often have limited resources and expertise. However, there are several simple and practical approaches that SMEs can use to assess their sustainability:

- **Self-Assessment Tools.** Self-assessment tools, such as sustainability checklists or questionnaires, can provide a quick and easy way for SMEs to assess their sustainability performance. These tools typically cover a range of sustainability topics, such as energy and resource efficiency, waste management, and community engagement, and provide a score or rating that reflects the business's sustainability performance.
- **Stakeholder Engagement.** Engaging with stakeholders, such as customers, employees, suppliers, and local communities, can provide valuable insights into the sustainability impact of a business. SMEs can use stakeholder engagement to identify sustainability challenges, prioritize sustainability initiatives, and gain support for their sustainability efforts.
- **Data Collection and Analysis.** Collecting and analyzing data related to sustainability performance can provide valuable insights into the environmental and social impacts of a business. SMEs can use tools such as energy and resource use tracking, waste tracking, and customer feedback surveys to collect and analyze sustainability-related data.

By using these approaches, SMEs can gain a better understanding of their sustainability performance and take practical steps to improve it. This can help SMEs identify and prioritize sustainability issues, establish sustainability goals and targets, and implement sustainability initiatives to improve their performance.

Regarding the three dimensions of sustainability the following questions should be answered:

Social sustainability

- Treatment of internal stakeholders – staff and supply chain (including - equality, equity, and accessibility)
- Health and safety practices
- Community engagement
- Ethical stance / public advocacy
- Cultural integrity

Ecological sustainability

- Resource consumption – material and energy
- Waste minimisation / management
- Pollution prevention
- Environmental protection

Economic sustainability

- Economic resilience
- Impact of the growth of the business
- Green investment that generates cost savings
- Use of by-products / waste to generate value – circular economy

5.5.1.5. Market outlook

Integrating a market outlook into a business model approach is important because it helps a company understand the current and future state of the market in which it operates, as well as the opportunities and threats that are present. By incorporating a market outlook into its business model, a company can:

- Identify growth opportunities. A market outlook can help a company identify new and emerging market segments, as well as the trends and patterns that are shaping the market. This information can be used to inform product and service innovation and position the company for growth.
- Anticipate market changes. A market outlook can help a company anticipate changes in the market, such as shifts in consumer preferences, changes in technology, and economic fluctuations. By anticipating these changes, a company can proactively respond to market conditions and maintain its competitive position.
- Inform resource allocation. A market outlook can inform a company's decisions about where to allocate its resources, such as marketing, research and development, and capital investments. By understanding the growth opportunities and challenges in the market, a company can make more informed decisions about how to allocate its resources to maximize impact.
- Avoid market risks. A market outlook can help a company understand the risks and threats that are present in the market, such as declining demand, increased competition, and regulatory changes. By incorporating these risks into its business model, a company can take steps to mitigate them and maintain its competitiveness.

Integrating a market outlook into a business model approach is important because it provides a company with the information it needs to identify growth opportunities, anticipate market changes, inform resource allocation, and avoid market risks. By incorporating a market outlook into its business model, a company can make more informed decisions and maximize its chances of success.

Based on industry analysis, market analysis, competition analysis etc. there are the following questions to be answered for this layer:

- How large is the market / is it growing?
- How is it segmented and where does the business fit?
- Who are the key players in the marketplace (competitors / retailers / suppliers etc)?
- What are the pull factors / main attractions?
- What is the brand and image of the destination?
- Competitor analysis
- Is there a gap in supply in the microenvironment?

5.5.1.6. Monetization

A company plans to generate revenue and make a profit. By putting a focus on monetization in a business model description, a company can:

- Ensure viability. Monetization is the foundation of a sustainable and successful business. By putting a focus on monetization, a company can ensure that its business model is economically viable and that it will generate enough revenue to cover its costs and make a profit.
- Determine pricing strategies. Monetization is closely tied to pricing strategies, as the pricing of a product or service affects the revenue that a company generates. By focusing on monetization, a company can determine the optimal pricing for its products or services, taking into account its target market, production costs, and the competition.
- Evaluate market opportunities. Monetization helps a company evaluate the potential of different market opportunities. By focusing on monetization, a company can identify the most promising market segments, assess the potential revenue that these segments could generate, and prioritize its efforts accordingly.

- Allocate resources. Monetization informs a company's decisions about where to allocate its resources, such as marketing, research and development, and capital investments. By understanding the revenue potential of different market segments, a company can make more informed decisions about how to allocate its resources to maximize impact.

Putting a focus on monetization in a business model description is important because it helps a company ensure viability, determine pricing strategies, evaluate market opportunities, and allocate resources effectively. By focusing on monetization, a company can make more informed decisions and maximize its chances of success.

The following questions can help to uncover the main aspects of monetization:

- What are the main revenue streams?
- What are the main costs?
- What is the pricing strategy?
- How are profits and losses generated?

5.5.1.7. Networks and key partners (stakeholders and actors included)

Network and key partners are important aspects in a business model because they play a critical role in enabling a company to create and deliver value to its customers. By incorporating these elements into its business model, a company can:

- Access new markets and customers. Network and key partners can help a company access new markets and customer segments that it might not otherwise be able to reach on its own. By partnering with other companies or organizations, a company can expand its reach and grow its customer base.
- Enhance product and service offerings. Network and key partners can bring new capabilities, technology, and expertise to a company, enabling it to enhance its product and service offerings. By partnering with other companies or organizations, a company can create more compelling products and services that better meet the needs of its customers.

- Reduce costs and improve efficiency. Network and key partners can help a company reduce costs and improve efficiency by sharing resources, such as manufacturing facilities, distribution networks, and technology. By partnering with other companies or organizations, a company can lower its operating costs and improve its operational efficiency.
- Foster innovation. Network and key partners can foster innovation by bringing together diverse perspectives, ideas, and expertise. By partnering with other companies or organizations, a company can tap into new sources of innovation and create more valuable products and services for its customers.

Network and key partners are important aspects in a business model because they enable a company to access new markets and customers, enhance its product and service offerings, reduce costs and improve efficiency, and foster innovation. By incorporating these elements into its business model, a company can create more value for its customers and increase its chances of success.

With the following questions the network and key partner layer can be assessed:

- Who are the key partners needed to deliver the value proposition?
- Who are the key operational partners?
- Who are the main actors, including nongovernmental and destination marketing organisations?

5.5.1.8. Customer interface and value delivery

In a digital and hybrid world, business operations and activities are merging together. Separation of sales, marketing and customer relations, in digital interface, is not easy nor recommended. In a modern business, sales, marketing and customer management go hand in hand. Combining them creates added value for the customer and the business. Value creation and the customer interface are important aspects to consider when describing a business model because they determine how a company creates value for its customers and how it interacts with its customers to deliver that value.

By considering these elements, a company can:

- Understand customer needs. By thinking about value creation and the customer interface, a company can gain a deeper understanding of the needs and preferences of its customers. This information can inform product development, pricing strategies, and marketing efforts, helping a company create products and services that better meet the needs of its customers.
- Improve customer experience. By focusing on value creation and the customer interface, a company can design its business processes and customer interactions to improve the customer experience. By delivering high-quality products and services and providing excellent customer service, a company can differentiate itself from its competitors and build stronger relationships with its customers.
- Increase customer loyalty. By thinking about value creation and the customer interface, a company can create a more compelling value proposition for its customers, which can increase customer loyalty. By providing value that exceeds customer expectations, a company can increase customer satisfaction and reduce customer churn, which can help it grow its business over time.
- Drive revenue growth. By considering value creation and the customer interface, a company can design its business model to generate more revenue. By creating high-quality products and services that meet the needs of its customers and providing excellent customer service, a company can increase customer satisfaction, which can drive repeat business and referrals, helping it grow its revenue over time.

Thinking about value creation and the customer interface when describing a business model is important because it helps a company understand customer needs, improve the customer experience, increase customer loyalty, and drive revenue growth. By considering these elements, a company can create more value for its customers and increase its chances of success.

The key question for the companies is, how to design a customer interface so that the operations supports each other and the customer benefits from it.

The core capabilities should be utilized as well as possible. In the first section is described the key resources of the company and the value proposition. In value delivery, the company should ensure that the value proposition is met or exceeded at the customer interface. Ensure that the promises are kept and the value chain from the core competences through value proposition-monetization-networks and partners to customer interface & value delivery is unbroken.

Describing value delivery could include:

- Value perceived by the customers
- Values set by a company
- Values when a customer uses a product or service
- Values in the relationship between benefit and price relationship

The client interface refers to the functions that are used to communicate and deliver value with/to the customer:

- How / where do stakeholders interact with the organisation?
- What kind of interactions are they?
- What are the main the sales channels – are sales direct or indirect?
- What type of marketing is used – own media, paid media, earned media?
- Can the customer interface create or deepen the relationship with customers?
- Does the customer interface match the value proposition?

5.6. Future-proof the business model

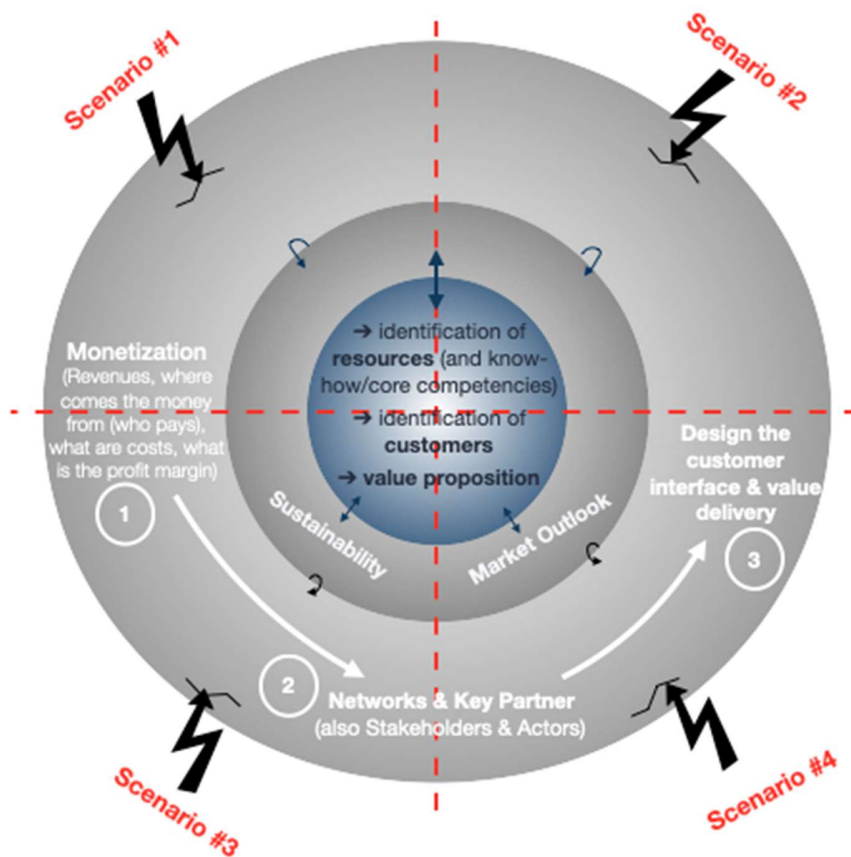
Future-proofing a business model is important because it helps a company prepare for and adapt to changes in its environment, such as shifts in market conditions, technological advancements, and regulatory changes. By future-proofing its business model, a company can:

- Increase resilience. By anticipating and preparing for future changes, a company can increase its resilience and reduce its vulnerability to disruptive events. By future-proofing its business model, a company can better withstand economic downturns, changes in market conditions, and other challenges, helping it maintain its competitiveness and stability over time.
- Foster innovation. By preparing for future changes, a company can foster innovation and stay ahead of the curve. By anticipating shifts in market conditions, technological advancements, and regulatory changes, a company can identify new opportunities for growth and innovation, and develop new products and services that better meet the needs of its customers.
- Improve competitiveness. By future-proofing its business model, a company can improve its competitiveness by staying ahead of its competitors. By anticipating changes in market conditions, technological advancements, and regulatory changes, a company can identify new opportunities for growth and gain a competitive advantage over its competitors.
- Minimize risk. By preparing for future changes, a company can minimize its risk by reducing its exposure to potential threats. By anticipating and preparing for future challenges, such as changes in market conditions, technological advancements, and regulatory changes, a company can reduce its risk of disruption and improve its chances of success.

Future-proofing a business model is important because it helps a company increase its resilience, foster innovation, improve competitiveness, and minimize risk. By preparing for future changes, a company can ensure its continued success and stability over time.

We suggest to add a grid of scenarios to the MMSB (see figure). **Scenario developing is described in chapter 3.**

Figure 5.2. Scenarios working on the business model



Source: project MOTION

Each scenario will work on the business model. Some scenarios won't affect the business model at all. Others will scratch the business model superficially whereas some can disrupt the model completely when they reach the core, e.g. the value proposition.

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TRANSFER OF KNOWLEDGE ABOUT SUSTAINABLE TOURISM

Chapter 6.

Online community to a futures learning space

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6.1. Introduction to the Online Community

As the world is drowning with information continuously multiplying online, and AI is the latest novelty when writing this chapter, workplaces develop in an ever-changing pace with new jobs appearing and old jobs disappearing, and continuous learning is here to stay. One needs to keep up with the developing world of work, and a suitable way is to study new knowledge and skills to meet the latest demands at work. In response to this, MOTION created an Online Community and an open access online learning course with material to fulfill the principles of the European Union on lifelong learning and learning digital skills. Digital education plays a pivotal role in increasing equality and inclusiveness while offering alternatives to traditional classroom teaching (European Commission 2020a).

Furthermore, skillfully deployed digital technology can fully support the agenda of high-quality inclusive education for all learners informed by needs of our current and future society.

Digital Education Plan calls for education in Europe to support sustainable and digital progression (European Commission 2020a). Open access enables digital skills in lifelong learning and continuous learning (OECD 2020).

The MOTION Online Community consists of two main elements. The learning space on the website (www.tourismotion.eu) provides open access to a course and learning material for students, businesses, tourism developers, educational institutions, and other stakeholders in the tourism industry. The second main element is the MOTION LinkedIn site (<https://www.linkedin.com/company/promotingsustainabletourismotion/>) that offers a platform for communication, sharing ideas, information, and best practices among interest groups to promote sustainable tourism and businesses, as well as to join actors working for sustainable tourism. Naturally, since MOTION is a European Union funded project, the prerequisites dictate that outcomes of the project are freely accessible for everyone. Therefore, automatically it is clear that the online community is open access to anyone interested in it.

The core of online learning is based on online pedagogy. Simply, this indicates that what works in the physical world does not necessarily fit the online context. Online pedagogy requires its own approach, which starts from the online perspective of understanding people's behavior, motivation, and habits when learning online. The other important aspect of online learning is open access. Free platforms and free training allow learning that is not dependent on time or place. It

provides possibilities to improve personal competencies despite the context and situation, which makes lifelong or continuous learning possible for anyone.

In an online community, supporting and enhancing collaborative actions in a sustainable way are vital. Collaboration that occurs online is usually orchestrated infrequently. For this reason, the organizing of collaboration and coordination might become an essential feature. As part of implementing online learning, coordination and administration integrate individual and collective activities (Hemetsberger & Reinhardt, 2009:989). Therefore, a thorough planning of all activities together with a sound pedagogical approach enables a learning environment that is openly offered online to anyone.

This chapter in this handbook discusses the online community as a futures learning space. First, it explains the purpose of sharing learning with different actors, such as small and medium-sized enterprises and universities. Further, it presents how the process of creating the online community went in MOTION. Thus, it also provides an explanation of the development process for other actors aiming for the same outcome. The implementation of the online community demonstrates the realization of the learning course and interaction opportunities. This chapter also discusses how testing is essential to developing a learning space and how it was conducted in this case. Finally, this chapter concludes the future envisioning of learning spaces for lifelong or continuous learning.

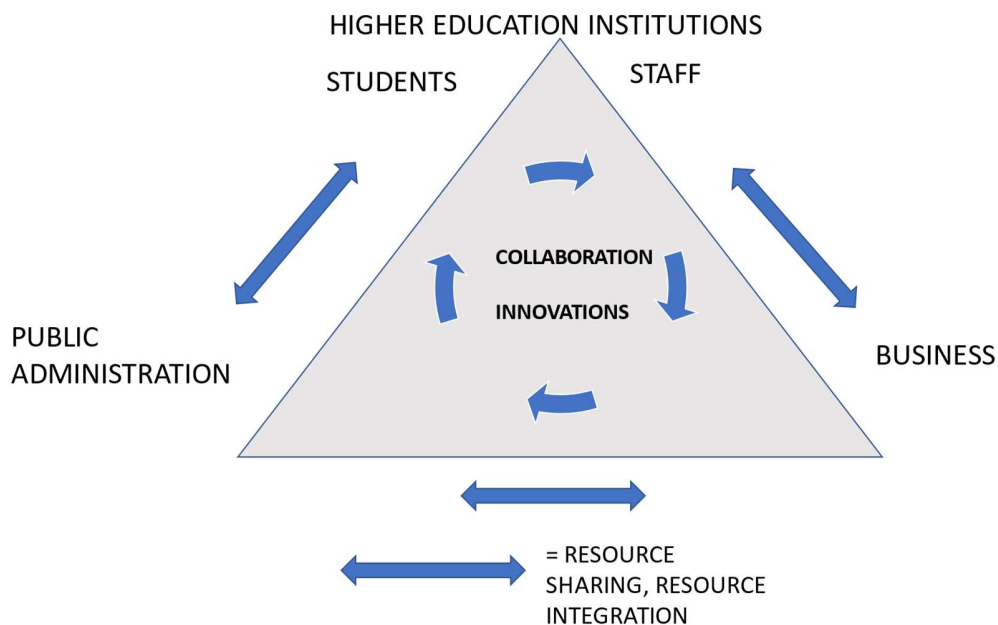
6.2. Sharing a Space with SMEs, University Staff and Students

Online learning supports the collaboration of diverse actors. Since material and interaction are open for all stakeholders, information sharing and co-creation are made possible. Low-threshold material and communication support the inclusiveness of all the actors. There is no need for advanced digital skills or long-term commitment. In turn, one can enjoy the fruits of online material as much as one wishes.

Innovations are vital for enabling organizations to keep or gain their competitive advantages in the tourism industry. Innovations are rarely created in isolation. There is a need for multidisciplinary collaboration, which brings diverse perspectives together. Multi-stakeholder collaboration also ensures that a combination of different kinds of skills is utilized. Companies need to collaborate with other companies, which is a basis for the networking approach and

broadens profitable business opportunities. In addition, it has been proved to be highly valuable that companies are in close co-operation with training organizations. The collaboration between companies, administration, and higher education institutions is mainly beneficial. The concept of triple Helix defines the co-operation between HEIs, businesses, and public administration (Figure 6.1.). It aims at the innovation process where students and their innovativeness have an essential role (Brem & Radziwon, 2017:130; Pugh, 2017:3). This is closely related to the idea of an entrepreneurial university (Cai & Amaral, 2021:218). The triple helix model underlines the supporting role of HEIs as facilitators and enablers in the transition to an innovation society (Cai & Etzkowitz, 2020:189; McAdam & Debackere, 2018:6). Therefore, the collaboration between HEIs and their regional stakeholders is significant when creating a thriving local business ecosystem (Brem & Radziwon 2017:130).

Figure 6.1. Triple helix: collaboration between HEIs, public administration and business.



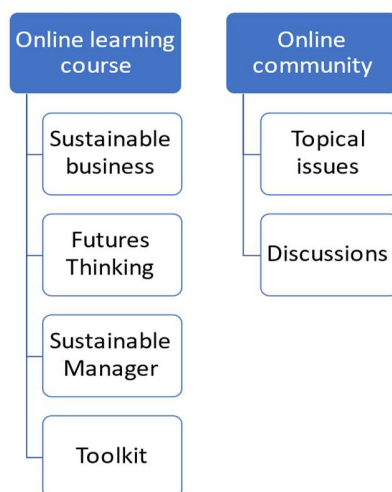
Source: Own illustration, adapted from Brem & Radziwon (2017:130); Pugh (2017:3).

Figure 6.1. provides an illustration of the roles and interaction of different actors in the Triple Helix context. Representatives or institutions of higher education, public administration, or business sector share and integrate their resources in co-creation process. This resource exchange enables leading to innovations in collaboration.

Collaboration occurs mainly in practice and real-world contexts. However, learning spaces may provide possibilities for a broader and even surprising interaction. In MOTION learning space for Futures tourism services, there are opportunities for communication and sharing ideas, experiences, and visions with people in the tourism sector around Europe. Online-supported collaboration increases the innovation performance of a business (Ryzhkova, 2015:327).

Even though the learning space should be easily accessible and not too complicated, when creating the online platform, there is a need for digital competencies, in accordance with the European Digital Strategy and the European Skills Agenda, providing the opportunities for individuals to learn and thus strengthen sustainable competitiveness at work (European Commission 2020b). When a learning space is created and monitored, teachers and others who generate learning material, content, and the structure for the online course must understand the online learning principles. Furthermore, they should be aware of the diverse opportunities that digital learning and training provide. On the other hand, good digital skills ensure the best learning results and support the learning process. In the project MOTION, the online learning space consists of two main elements, which are briefly illustrated in Figure 6.2., and further discussed later in this chapter.

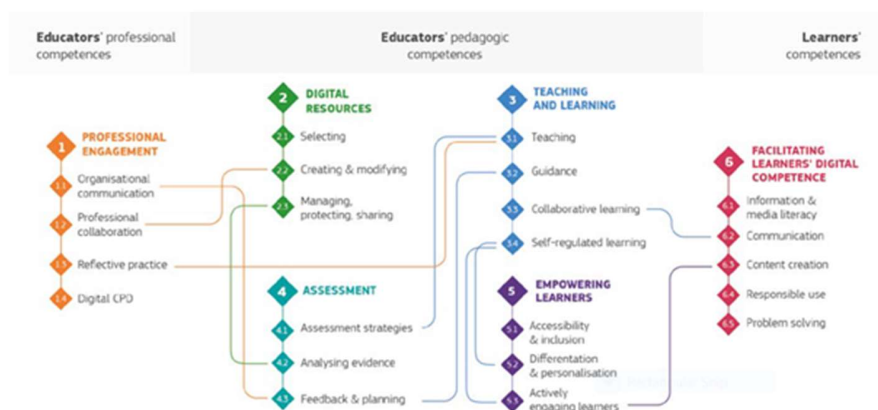
Figure 6.2. The structure of the learning environment.



Source: project MOTION

Digital competences support successful online learning from the point of view of learners as well as providers of the learning material and process. The European Framework for Digital Competencies is presented in Figure 6.3. Professional engagement refers to a broader professional context, i.e., how educators utilize digital technologies while interplaying with other professionals, learners, and stakeholders. The purpose of interaction may be either individual or organizational. Digital resources are related to essential resources when enhancing learning effectively and responsibly. Teaching and learning are directed at how digital technologies are managed and choreographed. The assessment focuses on how digital technologies may enhance evaluation. Using digital possibilities enables inclusion, and, thus, empowers learners supporting learner-centered training. The facilitating of learners' digital competences is directed to particular pedagogic competencies needed when the aim is to support learners' digital skills and capabilities (Redecker, 2017:9).

Figure 6.3. The Digicompedu framework



Source: Redecker (2017:9).

In online studies, the group is vital for motivation. According to the study of Järvelä et al. (2008:132), at the beginning of the training, the orientation of online learners is higher compared to physical studies. However, when studies proceeded, the commitment of face-to-face learners increased. Furthermore, learners of online and physical studies emphasized the significance of the group, especially from the point of view of motivation. It should be taken into consideration how to keep the motivation up. Even though learners may choose just the most exciting parts of the material, it would be most beneficial if they would study the whole study offering available

throughout. With the help of the online course material, it is possible to analyze future challenges and help the organization to adjust and act accordingly. Sharing knowledge is a diverse and complex procedure (Ghadirian et al., 2014:42) and requires a well-planned structure, interesting content, and motivating interplay.

6.3. Designing the Online Community

This subchapter presents how the designing of the learning space and creating of the content occurred in project MOTION. It gives an overview of the planning procedure to encourage other actors in other territories in similar situations when providing online learning possibilities. The subchapter offers an example for creating an online learning space that gathers different actors from businesses, administration, students, and staff at higher educational institutions and other interested stakeholders.

The planning procedure of the learning space started in collaboration with the project team. When planning the structure and content of online learning material, the project team followed the process of choosing the platform, testing the platform, and finally planning content creation for the community (Henriksson, Mantere & Mänty, 2021a:310-312). The structure, form, and content were ideated together in an online co-creation workshop (25.1.2021). The results of the workshop are presented in Figure 6.4.

Figure 6.4. Results of collaboration workshop of the online community



Source: project MOTION

As Figure 6.4. illustrates, some main findings can be presented in relation to the implementation of online courses. There was a demand for a low-threshold solution. A learning space may be designed by using various channels and tools, but the need is to have an accessible language and, on the other hand, accessible usability. When choosing a platform or channel for the online

community, it is essential to consider the sustainability of one's choice. What will happen with the digital solution, how vulnerable is the channel, and how probably will this platform be updated and supported after a few years? Since there is no guarantee that any digital solution will last, it is crucial to find as sustainable and permanent a solution as possible. However, to overcome possible challenges, it is good to think about how the material, tools, communication, and other elements are transferable and customizable to any new environments.

From the perspective of the content (as presented in Figure 6.4.), sustainability issues and future orientation were naturally strongly emphasized. In addition, the material should enhance the innovation process and culture in the tourism business, either from the point of view of companies and other business actors, local stakeholders, such as destination marketing organizations, people in the tourism education sector, students, teachers, and developers. Futures orientation can be Futures work tools that help to vision and impact on futures. On the other hand, as one of the focal points of the MOTION project, companies and regional organizations can benefit from learning how to use scenarios as a tool to prepare for possible futures. Entrepreneurial skills are also an essential aspect of the online community.

Communication integrates the implementation of the content. Communication and interaction need to be supported so that a learner learns and collaborates with local stakeholders more broadly. It means that good, functioning, easy, and quick tools or channels provide possibilities for collaboration and interplay. People may also need support and inspiration to share their thoughts and enable them to open up about their challenges with other people and dilemmas in one's business environment. This support can be provided by a moderator who continuously seeks collaboration possibilities and offers topics to be discussed or finds people to be connected with. However, this kind of support requires many financial and other resources, such as competencies and skills. To provide a sustainable solution for collaboration, there should be a system or community that naturally and inherently contacts each other, finds topics to be discussed, and controls the discussion and interplay.

The first version of the online community was created using the Canvas learning environment. Laurea UAS uses Canvas for its studies. In addition, it has been used as an online community for other purposes or related projects. For these reasons, it was decided that the first version of the online community would be conducted using the Canvas environment. The course in Futures Studies for Innovating Sustainable Tourism Services was the pilot course to be tested during the

five Intensive Study Programs (ISPs). In planning the first version, the ABC method was utilized to create the pedagogical manuscript (ABC; Marstio, 2020). It is a team-based method that considers diverse learning methods and how digital solutions support this.

Based on the testing results, searching for more easily accessible solutions for a learning space was necessary. Selecting the platform (Henriksson, Mantere & Mänty, 2021b:41) is a crucial task for creating a feasible solution for the learners, and it should not be done carelessly.

6.4. Testing the Online Community

This subchapter presents the testing procedure in a detailed way. It is naturally interrelated with the planning process. However, it is provided as its own section due to the significance of testing and prototyping activities and outcomes when creating an online learning space.

Testing has two main approaches: testing the feasibility from the users' point of view and evaluating the learning space from a technical perspective. Testing and prototyping are a pair, and there is no use for prototyping without testing the manifestation (Blomqvist & Segelström, 2014:336). On the other hand, testing is impossible if there are not enough concrete elements to be tested.

Prototyping is actions to identify essential features. It helps to assess which version could be implemented. Shared understanding supports the interaction and participation of the stakeholders (Stickdorn, 2018:209). Implementing an iterative Service Design approach supports testing and experimentation already at an early stage of the design process. Thus, mistakes and expensive unsatisfactory solutions are avoided (Teixeira et al., 2019b:7).

Testing may pursue exploration to create new or future versions. On the other hand, testing may aim to evaluate people's experiences. Furthermore, testing with prototypes enhances communication and should reduce the possibility of misunderstanding (Stickdorn, 2018:212).

In testing, one needs to decide suitable questions to evaluate the layout and feel, feasibility, and integration of the wholeness (Stickdorn, 2018:213). To manage testing successfully, it is important to define the testing goal. Then it is time to make decisions for testers. For example, if there is a need for specific material, program, or application, it is essential to ensure that one has the knowledge and competencies needed to carry out the testing. The process leads to the

preparation of instruments and testing procedure, which requires that the first versions be tested (Stickdorn et al., 2018:203-204). In project MOTION, testing aimed at gaining information on users' experiences of both the content and the usability. The first circle for testing was mainly conducted during the ISPs since they provided a reasonable testbed with a group of students, teachers, and businesses involved. Based on the first testing results, it was decided that the platform should be more easily accessible.

The idea of testing is to note problems or bugs in the service. As an iterative process, feedback will lead to improved versions. Testing requires systematically documented reflection identifying challenges and opportunities (Stickdorn et al., 2018:206). Systematically reflected findings will result in understanding the users' needs. In this project, testing had impact on the chosen platform, as well as on the content and structure of the learning course. It was vital to gain an understanding of people's experiences during the design process, in order to avoid too complicated an infrastructure of the digital solution and material.

The second round for testing was conducted after the learning material was launched. Testing was planned based on the experiences of previous testing and prototyping. Topics of the testing are presented in Table 6.1. Testing aimed to ensure that published learning space serves the users in the best possible way.

Table 6.1. Topics of testing

How much time did you spend on studying the course?
What kind of new things did you learn during the course?
Was there a theme that you felt was especially useful for your current life or state of work? Why?
Course content: Did you find the texts easy to understand? Did you find the videos helpful?
Did you take notes during the course? If yes, on what topics?
Are you going to use any of the tools from the toolkit or the sections in the future? How?
Do you have any recommendations for possible themes that could be added to future implementations of the course?

Source: project MOTION

Based on this testing, all the participants reportedly learned at least something new during the course. The most frequently cited concept was netscouting, whereas futures thinking and

scenario building were other topics frequently mentioned. The majority of participants found the course texts easy to understand and the videos helpful to understand the content.

Most of the participants plan to use the tools or sections in the future, for a variety of reasons related to furthering their Bachelor's or Master's studies, or to bring more solidity to practical projects.

The participants reported some recommendations related with add new topics (eg. ecology, social and governance principles, more examples, economics point of view, legal section) and clarify the use of the tools.

6.5. Implementing the Online Community

This subchapter demonstrates the final implementation of the online community, which consists of an online learning course on the MOTION webpage and LinkedIn page for collaboration and communication. The online learning course was published in February 2023 during the project, which enabled still to improve and make modifications based on first user experiences. In addition, it was primary to establish an online learning community during the project, to ensure that it will be well integrated with local stakeholders, for example, in multiplier events or scenario workshops.

Based on profound planning and evaluation of the content, the modules of the online course were decided to be as follows:

- Sustainable Business
- Futures Thinking
- Sustainable Manager
- Extra Material
- Toolkit

During the project, it was realized that even minor technical tasks could be experienced as obstacles. Especially the lives of entrepreneurs are hectic, and any complicated system might prevent them from participating. For that reason, it was decided that there is a need to search for a low-threshold solution that requires less technical competencies and pre-tasks, such as signing in, logging in, downloading applications, etc.

After collaborative planning, it was decided that the MOTION Online Course would consist of three main topics: Sustainable Business, Futures Thinking, and Sustainable Manager. In addition, there will be extra material and tools for improving the sustainability and resilience of the business. All these sections need to be user-friendly and designed to benefit anyone using the material or tool. However, each module has main target groups who are primary users. This decision influences the content, logic, and approach of each module.

The online course includes audiovisual material and a short written text for each part. In addition, there is more detailed information available for further investigation. Especially in the module on Sustainable manager, the online course provides material for companies, other developers, and professionals interested in taking sustainable actions in practice and as guidelines for their business development.

A sustainable business model helps companies evaluate their business's current sustainability situation. It will also provide insight into improving the situation's resilience. The Sustainable Business module consists of the following perspectives:

- Introduction to MOTION Model for Sustainable Business (MMSB)
- Tools for understanding customers and competitors
- Understanding the business environment - PESTE
- Understanding the competition and the market, netscouting
- Customer research interviewing

Futures Thinking is beneficial for anyone with a role in the tourism business. However, especially destination management professionals must be aware of future possibilities and challenges. Futures orientation is a key competence for tourism organizations since it provides chances to be proactive with recruitment, training, investments, and other long-term decisions.

The Futures Orientation module presents the following perspectives:

- Designing for the Future?
- What does the future mean to you?
- Finding the key drivers for the future - Megatrends
- Finding the key drivers for the future - practice
- Wild cards - preparing to meet unexpected futures

- Scenario building basics
- What's in a name - describing scenarios
- Future opportunities and challenges.
- Tools for discovering new ideas
- Imagining your businesses future - visionary concepts
- Visualising your future business
- Stepping into the future

The Sustainable Manager module provides tools and perspectives for people working in the tourism sector and management positions as entrepreneurs, managers, developers, or specialists. This module gives practical and strategic information on sustainability when developing a tourism business. The module consists of the following topics:

- Sustainability for Tourism Businesses
- Responsible Tourism
- Communication and marketing in sustainable business
- Planning, technology, and design for sustainability
- Collaboration and partnership
- Rewiring business approach (towards sustainability)
- Sustainability as a long-term success, challenges and benefits
- Sustainable solutions in production and consumption
- Sustainability as a form of leadership for action

The Extra Material module provides practical material. It offers templates to be uploaded and further utilized in designing more sustainable business. These templates and materials have been presented in the learning modules as a part of Futures and Design Thinking process.

To completely take advantages of the learning course, one could study the entire course and utilize provided extra material and templates implemented in real-world cases. Naturally, it is also an option to pick only one or a couple of topics to be investigated for a specific current demand. For example, if there is a need to learn how to engage oneself with the point of view of the customers, the interview section would be beneficial. On the other hand, studying netscouting as a rapid tool for collecting data of the market situation might be useful and sufficient.

The toolkit consists of a dashboard to analyse and simulate the sustainability of destinations and the Motion Model for Sustainable Business (MMSB). These tools help to practice the contents learned and can be used in strategic destination and business planning. They are described in chapters two and five, respectively.

This online learning course has diverse audiences with their needs. Anyone interested in developing a sustainable future tourism business may take advantage of the material and information. However, Table 6.2. summarizes the main target groups of the learning modules and illustrates their objectives.

Table 6.2. Objectives and target group of the learning course.

	Users/ target groups	Objective of the usage
Sustainable Business	Business Students	Assess the current situation Enables to improve sustainability Enhance resilience
Futures orientation	Destination marketing management Students	Envision the futures Make concrete suggestions how to reach the desirable future
Sustainable manager	Entrepreneurs Managers	Presenting sustainable actions in an organization Finding sustainability as competitive advantage
Extra material	All users	Provide more in-depth and broad material to be further utilized Material for training and teaching
Toolkit	Entrepreneurs Managers Destination marketing management Students Staff in tourism education	Utilization of the material and toolkits in practice

Source: project MOTION

As illustrated in Table 6.2., modules target various audiences. On the other hand, all the materials are created so that any person interested in sustainable Futures tourism services should be able to gain advantage to benefit their own purposes.

6.6. Futures Aspect on Platforms and Online Collaboration

As a part of generating a future-proof online learning course with an online community, project MOTION arranged a futures scenario workshop, which was held with the help of an ICT specialist. The workshop followed the scenario work procedure. In the workshop, scenario work was supported by scenario work templates created by Tarja Meristö and Jukka Laitinen for project MOTION (Meristö & Laitinen, 2021).

The participants in the workshop were interested in the value of learning in organizations and among young people in general after the pandemic. Morgan and Liker (2019:215-216) argue that organizations have several obstacles that prevent learning: for example, it is not always natural to share information openly, organizations might support talking and discussion instead of actions and activities, and finally, if learning is not authentically integrated to real-world examples, it is not considered valuable.

The workshop aimed at building a Futures-oriented understanding of online learning environments and platforms and free-of-charge training. One method is to assess the current situation and then evaluate it through diverse lenses, such as technical, social, political, economic, and environmental, to understand uncertainties in the future (Shamiyeh 2010:190). In this workshop, participants evaluated changes utilizing the PESTE process. Findings are summarized in Figure 6.5. From the point of view of the political aspect, the international political situation, including the war in Ukraine, was the most important factor. From the economic point of view, interdependency is a primary element. The social point of view is very significant for training and education in many ways. Heterogenic learners, with varying language skills, different schedules, rhythm, and learning capabilities challenge the online learning context. The technological aspect has been widely discussed, and not least because of AI. Finally, the meaning of the ecological point of view is increasing, and, for example, understanding the impact of internet usage is a significant topic.

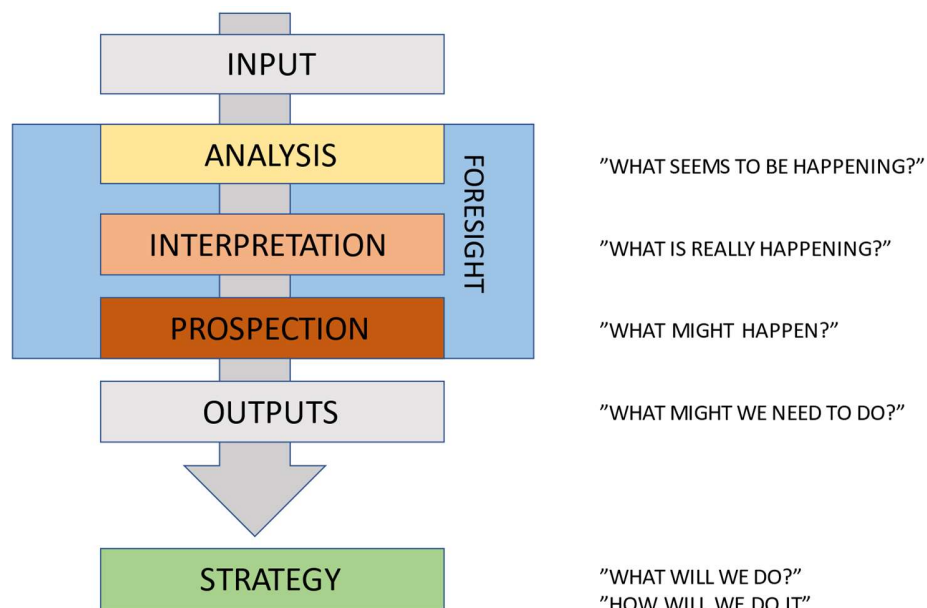
- Different points of views: user - provider
- To develop own online community

These topics above were used as lenses to evaluate the current situation and environment, as well as future opportunities. Interactivity is a key element when developing future online learning environment. As there will be even growing competition of the interest of learners, the role and forms of interactivity need to be well considered. When creating future online possibilities, tools are fundamental in the development. However, focus should not be in technology-driven development since tools and devices are only mediators and distribution channels for learning elements and processes. In addition, continuous transformation is ongoing, and from the learning material and process perspectives it is not the most crucial topic to be tackled. These technical aspects can be partly outsourced to technical assistance.

It seems evident that there are a growing interest and demand for shorter and more flexible learning units, different kinds of micro learning and micro credentials. HEIs need to respond to this demand to enable lifelong and continuous learning to avoid being old fashion, and not interesting in the eyes of the future learners. Together with this change, targeted training focusing on the needs of certain organizations or actors will be co-created. One aspect of Futures Thinking is naturally to be alert and aware of diverse possible futures. It enables a better prediction to meet the risks and challenges.

It was also necessary to discuss the perspective of Futures work. The main perspective for the workshop was the service provider's point of view. However, the perspective of a user and especially changes in user behavior, actions, and expectations are closely integrated to HEIs' point of view. The discussion targeted decision-making concerning the MOTION online learning environment to remain desirable and functional even in the future.

Figure 6.6. The foresight framework in detail.



Source: Voros (2003:8)

Futures work followed the scenario work process, which is presented in Figure 6.6. In the beginning one needs to decide the targeted timeframe. After that a PESTE analysis ensures that the environment has been scanned thoroughly. Based on the PESTE analysis, the next task was to estimate the probability and importance of the factors recognized in the previous analysis (interpretation). This phase leads to the fourfold table that presents trends and wild cards. In addition, there are factors which have less importance, but still might happen.

The scenario process continues with scenario building, starting from selecting the key drivers, which formulate the y- and x-axis of scenarios. Defining extreme end values is a basis for four scenarios for each quarter. Naming scenarios make them more visible and illustrative (prospection).

To make scenario work results more concrete, each scenario was further studied. Based on the discussion, the biggest challenges for each scenario were named and on the other hand, they responded with solutions, called visionary concepts (outputs).

The workshop resulted in very interesting probable futures. The only thing that is certain is that digital skills are needed for learning at all levels of learning. Robots will be able to complete diverse activities, for example, performing education services (Norman, 2007:160). Findings of the workshop were utilized when finalizing the online course and online community. The future will then prove the sustainability and continuity of the online learning possibilities generated in the project MOTION.

6.7. Conclusions

The world is not finished with learning new things. The European Union funds international projects that enable free studies and their development. Project MOTION has developed tailored online studies that meet present needs for people working or aiming to work in the field of tourism. Furthermore, the project has supported the development of sustainable tourism and, therefore, also continues to contribute to the sustainable development of tourism in the future. In addition, MOTION offers an online community where people can share their thoughts and ideas on how to develop tourism in a more sustainable way.

6.8. References

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Chapter 7.

Assessment of sustainability in cooperation ecosystems: alternative approaches

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7.1. Presumptions of collaborative ecosystem cooperation

A collaborative ecosystem refers to a community or network of individuals, organizations, and entities that work together in a collaborative and coordinated way to achieve a common goal. The members of a collaborative ecosystem share knowledge, resources, and expertise to create value and promote innovation. In a collaborative ecosystem, the focus is on building mutually beneficial relationships, where each member contributes something unique and valuable to the group. This approach fosters innovation and helps to accelerate the pace of progress, as members are able to leverage each other's strengths and knowledge. Collaborative ecosystems can take many forms, including industry consortia, research collaborations, open-source communities, and more. The key to success in any collaborative ecosystem is a shared vision and a commitment to work together towards a common goal. By working collaboratively, members are able to achieve outcomes that would be difficult or impossible to achieve on their own, creating a win-win situation for all involved.

There are several benefits of a collaborative ecosystem, including increased innovation, when people with diverse backgrounds and skill sets work together, they can generate more ideas and develop more innovative solutions than they could on their own. Collaborating on projects and sharing resources can help organizations to streamline their operations and reduce duplication of effort. Collaborative ecosystems can bring together experts from different fields, providing access to specialized knowledge and expertise that may not be available in-house. By participating in a collaborative ecosystem, organizations can gain exposure to a wider audience and enhance their reputation as a thought leader in their industry. Collaborating with others can help organizations to spread risk and share responsibility, making it easier to navigate challenges and overcome obstacles. By sharing resources and infrastructure, members of a collaborative ecosystem can reduce their costs and increase their return on investment. Overall, a collaborative ecosystem can provide organizations with a range of benefits that can help them to achieve their goals more efficiently and effectively.

Collaborative ecosystem is described as one of the most advanced activity organization systems of this era. Cruz (2021) describes a collaborative ecosystem as “a community of collaboration, made up of organizations and individual professionals who share common interests and goals to create shared value for themselves, their clients, and their communities” (<https://www.linkedin.com/pulse/collaborative-ecosystem-new-model-business-growth-fredric->

ecosystem. Regularly measuring and evaluating the performance of the ecosystem can help to identify areas for improvement and ensure that the ecosystem is delivering value to its members.

Keough and Blahna (2006) identified eight factors that are important for integrative, collaborative ecosystem management:

1. integrated and balanced goals Do managers attempt to identify and meet social, economic, and ecological goals simultaneously, such that all three categories benefit and the benefit is maintained over time;
2. inclusive public involvement Does the process include all potential stakeholders, regardless of their relative size or influence;
3. stakeholder Influence Is stakeholder input actually used and does it have real impact on final decisions, such that stakeholders are empowered through meaningful participation;
4. consensus group approach: Do stakeholders meet as a group and use a consensus-based process for providing input
5. collaborative stewardship: Do stakeholders develop a sense of ownership for and become personally invested in the plan or decision
6. monitoring and adaptive management: Do stakeholders agree to include monitoring in plan implementation and support future remedial actions needed to meet environmental and social goals
7. multidisciplinary data: Are ecological, social, and economic variables included during data collection, analysis, and monitoring?
8. economic incentives: Do economic incentives exist for stakeholders, local communities, and agency partners to implement plans or decisions?

In conclusion, it is appropriate to note that the agreement of the participants on the essential principles of cooperation, value orientations and performance of activities on the managerial principle has a significant impact on the functioning of the collaborative ecosystem. These aspects also determine the choice of sustainability assessment model.

7.2. Definition and role of sustainability assessment in cooperation ecosystems

Orientation towards sustainability is becoming more and more entrenched in various levels of social and economic activity, and the issue of sustainability assessment is becoming more and more topical. Raphael (2012) defines collaborative sustainability assessment:

- as the platform for joint and concurrent collaborative, deliberative and sustainability assessment process and practice;
- as a form of assessment that aims to seriously ensure sustainability and effective deliberation drives the development of a policy, plan, strategy, project or concept;
- as a tool to compare issues, concerns or opportunities against alternative means through the application of sustainability criteria.

Justifying the importance of sustainability assessment in cooperation ecosystems, Raphael (2012) indicates the advantages of this assessment:

- collaborative sustainability assessment reduces the likelihood of deliberation and sustainability assessment becoming sites of conflict by drawing them in together;
- collaborative sustainability assessment should productively nurture conflict while searching for outcomes that attract genuine consensus or at least genuine agreement;
- collaborative sustainability assessment supports higher order values and principles, but allows for differing interpretations and levels of agreement;
- collaborative sustainability assessment focuses on capacity building by encouraging learning and knowledge brokerage amongst those involved;
- collaborative sustainability assessment gives sustainability meaning and intent at the level of the undertaking, it becomes the communicative process or instrument to deal with sustainability issues at the level of a proposed undertaking;
- collaborative sustainability assessment should challenge the decisions made and how they are made;
- collaborative sustainability assessment should integrate other forms of procedures for choice such as the use of intuition or tradition and belief as part of the decision-making process.

Raphael (2012) notes that this approach fulfils Sheppard's (2005) call for "new methods that combine attributes of good public processes and collaborative learning with comprehensive multicriteria decision-support systems".

Assessment of sustainability in cooperation ecosystems is a creative process in which the flexibility of design and method selection is combined with agreed principles. Sala, Ciuffo and Nijkamp (2015) have formulated a set of sustainability assessment principles:

1. guiding vision - progress towards sustainable development should be guided by the goal of delivering well-being within the carrying capacity of the biosphere and ensuring it for future generations;
2. essential considerations - underlying social, economic and environmental components of the system as a whole should be taken into account as well as the interactions thereof;
3. adequate scope - the assessment of progress towards sustainable development should adopt an appropriate time horizon, to address both short- and long-term effects;
4. framework and indicators - a conceptual framework as basis for identifying core indicators and related reliable data, projections and models;
5. transparency - transparency of data and data sources, models, indicators and results is crucial, as well as public accessibility to the results;
6. effective communications - clear and plain language to ensure effective communication and to attract the broadest possible audience as well as minimise the risk of misuse;
7. continuity and capacity - complemented by a continuous monitoring phase;
8. broad participation - appropriate ways to strengthen legitimacy and relevance, engaging early on with users of the assessment, reflecting the views of the public while providing active leadership.

Sala, Ciuffo and Nijkamp (2015) composed the core of the sustainability assessment framework representing different phases:

- identification of the most suitable assessment methodologies (and related methods, models, tools, and indicators);
- sensitivity and uncertainty analysis of the assessment framework;
- definition of monitoring strategies to track progress towards sustainability.

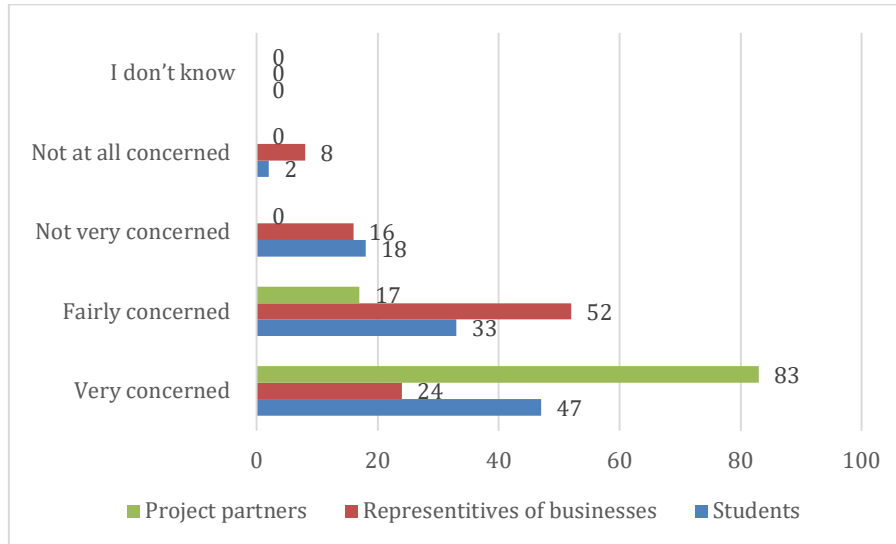
The authors note that the goal of assessing sustainability should not encourage to define an 'ideal' SA methodology, it is important to define key steps as minimum requirements that underpin a comprehensive SA, in which the ontological, epistemological and methodological foundations of sustainability science are recognized, it is important that optional tools would cover the main values, transdisciplinarity, co-production of knowledge with stakeholders (Sala et al, 2015).

7.3. Sustainability assessment of the project MOTION ecosystem

One of the project MOTION ecosystem sustainability assessment stages of a study of the opinion of the project ISP participants. The purpose of the survey was to determine how the ISP has changed the attitude of the main groups of project participants - students, business representatives and project partners - towards sustainability. Students who participated in the ISPs in Toruń (Poland), Granada (Spain), Rovaniemi (Finland), Klaipėda (Lithuania), Kiel (Germany), representatives of business companies and representatives of project partners have filled out the same form of the questionnaire. A total of 137 questionnaires were filled out: 100 students, 25 representatives of business companies and 12 representatives of partner institutions participated in the study.

The first question helped to assess how concerned, if at all, were the respondents about climate change before the ISP.

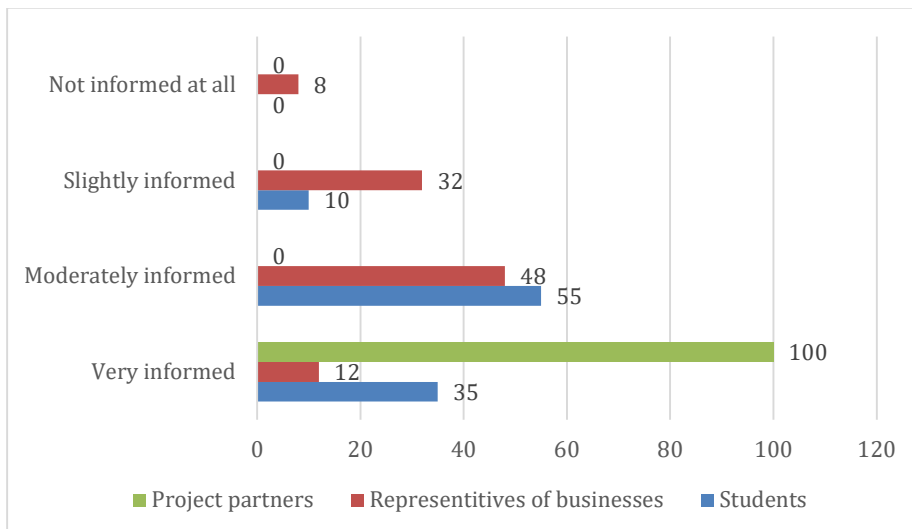
Figure 7.1 Distribution of the respondents' opinions to the question "Before the ISP how concerned, if at all, were you about climate change?" (in %)



Source: project MOTION

Summarizing the survey data, we can note that the absolute majority of respondents representing groups of project partners, students, and business representatives said that they were very or fairly concerned about climate change even before the start of the ISPs.

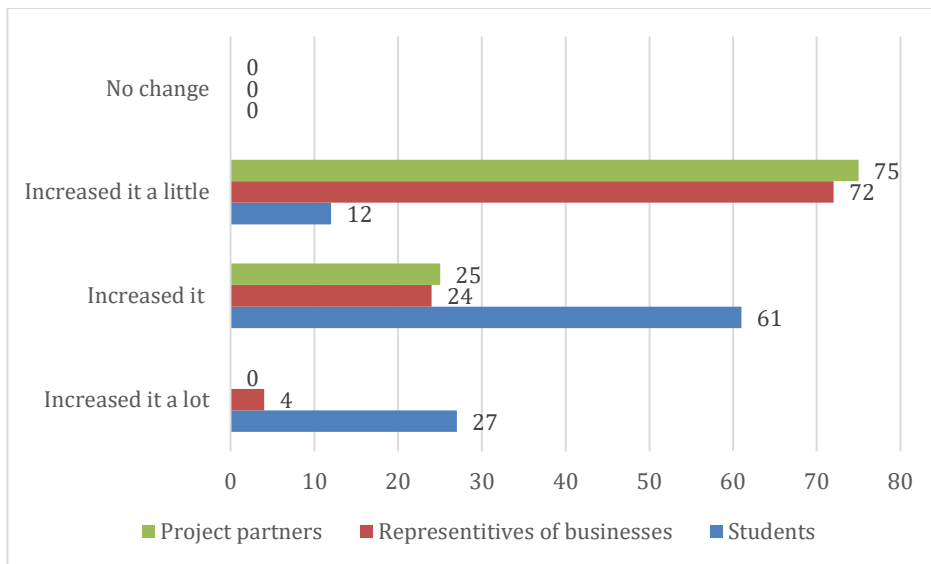
Figure 7.2. Distribution of opinions to the question "Before the ISP how informed did you consider yourself to be on environmental issues and sustainability?"



Source: project MOTION

Respondents also spoke about how the ISP affected their knowledge of sustainability (see Fig. 7.3).

Figure 7.3. Distribution of opinions to the question “How has your participation in the ISP affected your knowledge of sustainability?” (in %)

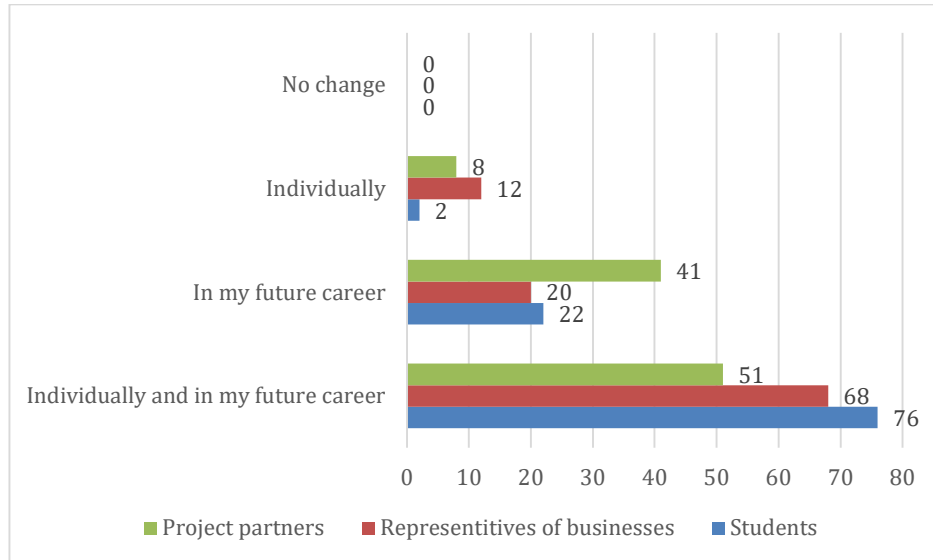


Source: project MOTION

According to the research data, there were no ISP participants who claimed that ISP did not change their knowledge of sustainability. 88 percent of students said that ISP increased their knowledge of sustainability or increased it a lot. Evaluating the experience of project partners and business representatives, it is understood that no significant increase of knowledge was observed in their groups.

All project participants responded positively to the influence of ISP to feel more able to make positive impact on sustainability (see Fig. 7.4).

Figure 7.4. Distribution of opinions to the question “As a result of the ISP I feel more able to make positive impact on sustainability?” (in %)



Source: project MOTION

Even 76% students, 68% business representatives and 51% project partners noted that ISP contributed to their ability to make positive impact on sustainability individually and in their future career.

Table 7.1. Distribution of opinions to the question “Following the ISP I will commit to taking the following steps to becoming a more sustainable traveller” (in %)

	Students	Representitives of businesses	Project partners
Take fewer flights – try to travel locally or regionally, reduce the number of trips and/or seek out lower carbon alternatives	37	24	42
Walk, bike, or take public transport and/or carpool at my destination	63	72	75
Select accommodation and services that are sustainable – certified as sustainable or demonstrate sustainable practices and ethos	49	24	66
Ensure that most of my spending is retained locally by selecting locally owned services – avoid large chains / multinationals and select local services and products where possible	57	48	42
Avoid any companies which are not ethical in their treatment of staff, suppliers, or the local culture and environment	61	28	58
Respect the historic heritage, authentic culture, traditions and distinctiveness of the host communities I visit	59	32	58
Do my part to maintain and enhance the quality of landscapes, both urban and rural, and avoid the physical and visual degradation of the environment	63	60	50
Support the conservation of natural areas, habitats and wildlife, and minimize damage to them – ensuring I follow local rules and leave nothing behind but footprints	78	40	66
Minimize the use of scarce and non-renewable resources in my travels / save energy	61	64	83
Eat more plant-based foods and less meat and dairy / choose local and seasonal foods	55	48	58
Throw away less food and compost any leftovers / recycle	84	76	83

Source: project MOTION

The statement "Take fewer flights - try to travel locally or regionally, reduce the number of trips and/or seek out lower carbon alternatives" received the least support from the respondents. There were no statements supported by less than a third of students and project partners. Less than a third of business representatives supported the statements "Select accommodation and services that are sustainable – certified as sustainable or demonstrate sustainable practices and ethos", "Avoid any companies which are not ethical in their treatment of staff, suppliers, or the local culture

and environment" and "Respect the historic heritage, authentic culture, traditions and distinctiveness of the host communities I visit". The statement "Throw away less food and compost any leftovers / recycle" received the most support from all groups of respondents.

Summarizing the statements of the MOTION project participants and target audiences about the contribution of the project activities to the perception of sustainability and the adjustment of behavior, focusing on the principles of sustainability, it is possible to notice the positive effect of the collaborative ecosystem: the project participants agree that participation in the ISP increased the knowledge of sustainability, the project participants plan to apply the principles of harmony individually and in the future career. The absolute majority of MOTION project participants and representatives of target audiences name their future aspirations in their personal profile: "Throw away less food and compost any leftovers / recycle", "Walk, bike, or take public transport and/or carpool at my destination", "Minimize the use of scarce and non-renewable resources in my travels / save energy".

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Chapter 8.

Policy recommendations developed on the experiences of MOTION project

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8.1. Introduction

In MOTION Project the guidelines and recommendations for public institutions in tourism sector regarding the management of the overtourism problem and sustainability improvement were delivered for each territorial unit that were researched in the project.

The general presentation of local guidelines and policy recommendation common for all MOTION Project regions is a goal of this chapter. But it would be incomplete without identification what local stakeholders have the power and possibilities to implement guidelines and recommendations elaborated for each region by MOTION Project Team members. That is why it is important to identify the addressees of exhortations.

As traditionally local and regional authorities are associated with managing tasks connected with the communities they govern, the most important entity studied in this chapter is the self-government. Therefore, the general concept of this local actor and the specific organization of territorial self-government in all the countries of research in MOTION Project (Finland, Germany, Lithuania Poland and Spain) were presented.

The methods used in this text are based on desk research where adequate literature on the relevant issues was reflected with the general description of actions and approaches undertaken by the MOTION Team. Having in mind the limits of this publication and its rather practical character the analysis is not based on systematic or extensive review of scientific resources but it contains rather selective literature study that is targeted at identification of potential actors among sustainable tourism stakeholders able to implement local guidelines and policy recommendations in each area of action.

8.2. Local authorities as the stakeholders for sustainable development of tourism

The concept that local and/or regional authorities should be responsible for assuring sustainable development, also in tourism, is not new. Since the topic of sustainable tourism has emerged as a result of discussions from the report called Our Common Future, published in 1987 (Butler, 1999) the question who should be the stakeholders for sustainable tourism development emerged (Byrd, 2007). Since then, there have been numerous researches on the roles of local governments in sustainable development in tourism usually based on evidence from different

regions. Based on examples from Australia, Ruhanen (2013) proved that governments at all levels have assumed greater responsibility for, and involvement in, tourism destination planning and development, as well as strong influence of the local governments in local governance structures are one of the main inhibitors to sustainable tourism development. Similar evidence was provided from countries of almost all continents; however, the results of investigations are not always, especially when describing developing countries. Sometimes the conclusions do not seem optimistic as Nsizwazikhona & Nokwanda say that very often “The local government is aware of sustainable tourism principles, but they find hard to accommodate them in practice” (2015: 30). Recently, the picture looks better as, for example, Bulilan conducting research in Philippines showed that to achieve the traditional goals connected with the role of tourism in local economy aimed at “uplift the socioeconomic condition of poor local communities through employment, sharing of income, and a growth of local entrepreneurship while at the same time conserving the province’s natural resources (...) it is crucial for the local government to build institutions and craft legislation” but “Local governments have evolved from being passive to more active actors in the industry. From merely providing laws and building infrastructure, governments now manage their own tourism-related businesses” (2021: 280 and 289).

In the countries that were investigated in MOTION Project the approach to the role of self-government in sustainable tourism presented above is also present. Anszperger describing situation in Poland, and especially city of Toruń, concludes that “certain incoherence and lack of consistency in the activities of the local governments can be observed” as “Although in verbal and general declarations, in majority of cases, the opportunities linked with tourism re observed and appreciated, on practical grounds, the budgets and staff show significant lacks in this respect” (2017: 563-564). Studies supporting the grounds whether development of tourism for communities were also conducted in the regions of research, i.e., in Andalusia. As Parrilla-González (2021: 19) proved that there is a relationship between tourism development and socioeconomic development, it is a clear sign for the authorities responsible for ensuring local or regional development that tourism should be supported, and as today as to stay in line with the EU policy guidelines, development has to be sustainable, smart and inclusive, also supporting tourism development should be done according to rules connected with sustainability.

The task of local authorities to ensure sustainable development in any area, also in tourism, is often done in the form of written plans and strategies that include the vision for such development,

and the principles, guidelines and standards for all other actors engaged. They are usually called stakeholders as they are not necessarily the shareholders so the entities involved in any projects from tourism area. Numerous authors derive this term from, Freeman's stakeholder theory (1984), i.e., any group or individual who can affect or is affected by the achievement of the objectives, so in tourism to the stakeholders one can include any individuals or groups who have a stake, i.e., have at least an interest, but maybe also involvement in decisions being made (in such case, especially when there is some financial involvement, they may be called shareholders). This concept can be understood in a very wide perspective as all that are affected (positively or negatively) by decisions or actions resulting from them can be included. That is why to the stakeholders we can include local residents, as well as members of other groups such as: members of the local self-government/municipality and other levels of government represented in territorial unit concerned, the representatives of tourism industry (tour operators, hotels, restaurants, etc.), local NGO, including biodiversity conservation organizations and community development organizations, etc. In case of tourism to the important stakeholders usually destination management organizations (DMOs) are included. Taking into account the goal of this chapter, the role of stakeholder in tourism development must be considered, usually in this sense in the literature traditionally the classical four groups identified by Goeldner and Ritchie (2005) are considered, i.e., tourists, businesses that provide goods and services to them, (local) governments of the communities involved and the residents/members of these communities (Hieu & Rašovská, 2018; Amoako, G.K., Obuobisa-Darko, T. and Ohene Marfo, S., 2022).

As the guidelines and recommendations are usually targeted to policy makers, it is important to check what are the real possibilities of territorial (local and regional) authorities for actions connected with the implementation of these exhortations. The roles played by self-governments may differ, also in the literature there can be different approaches. For example, the already mentioned above Anszperger (2017: 564) argues that local and administrative authorities of municipalities should even become leading DMOs for their territory.

8.3. The concept of self-government and the organization of self-government in the counties of research in MOTION project

The concept of self-government, i.e., the participation or involvement of citizens in the public affairs is well established in many fields of study. Therefore, in the works of philosophers (such

as J. S. Mill) it is perceived as a guarantee of democracy as the representative governance is counterbalancing the over-powerful states. Economists are looking for the most effective system to perform public tasks, etc.

To get better understanding what self-government really means today, the general concept of local self-government should be introduced. To do so, a landmark treaty for safeguarding the rights of local and regional authorities, should be described. Since September, 1988 when The European Charter of Local Self-Government became effective, we do have an international treaty stating basic rules guaranteeing the political, administrative and financial independence of local authorities, as well as the decentralization of power. This act was adopted under the auspices of the Congress of the Council of Europe and was opened for signature by the member states of Council of Europe on 15 October 1985 (COE 2013). Its Preamble lists number of arguments and reasons why we should protect and strengthen the local autonomy in Europe, the main include

- the local authorities are one of the main foundations of any democratic regime;
- the right of citizens to participate in the conduct of public affairs is one of the democratic principles that are shared by all member States of the Council of Europe;
- at local level that this right can be most directly exercised;
- the existence of local authorities with real responsibilities can provide an administration which is both effective and close to the citizen.

In eighteen articles The Chapter sets standards for the regulations on self-governments being in force in the member states of Council of Europe, such as the rights: to elect their local bodies, to exercise their own powers, to have administrative structures and financial resources, to take court action in the event of interference by other tiers of government, etc. In article 2 – one can find a rule that there should be a constitutional and legal foundation for local self-government in each member state, in fact the specific organization of local and regional self-government in each country depends on national law and is connected with today's territorial division. The roots derive from the history and the type of each state.

In tab.8.1. the basic elements influencing the organization and possibility to act for local authorities in all MOTION Partner countries (Finland, Germany, Lithuania, Poland, Spain) are included.

Table 8.1. General organization of self-government in MOTION Project Partner countries

Organization of local bodies at local and regional level and basic info on territorial division of the country	General Competences of the self-government on each territorial level
FINLAND	
<p>Finland is a unitary state composed of municipalities (kunta) and regions (maakunnan liitto).</p> <p>The municipal council (kunnanvaltuusto) is composed of members elected via a proportional representation system for a period of four years. This deliberative body appoints the executive board and elects the mayor.</p> <p>The executive board (kunnanhallitus) is composed of members appointed by the municipal council. It is responsible for running the municipal administration and its finances. The executive board is assisted in its work by sector-based committees.</p> <p>The mayor (kunnanjohtaja) is elected by the municipal council for a fixed or indefinite term of office, as decided upon by the municipal council and as the head of the municipality's administration prepares the decisions to be adopted by the executive board</p>	<p>Competences at local level: health care (primary, secondary, and dental services), social services (child day care, services for the aged and the disabled), education (pre-school, primary, secondary, vocational training, adult education and libraries), culture and leisure, sports, territorial planning, building and maintenance of technical infrastructure and environment (roads, energy, water and sewage, waste, harbours and public transport), business and employment, independent taxation rights and finances, etc.</p>
<p>Germany is a federal state composed of the federal and the regional level. Municipalities (Gemeinden), cities (Städte) and counties (Kreise) are a constitutional part of the regions (Länder).</p> <p>There are two types of local structures in Germany, depending on the region's legal status: the magistrate system (Magistratsverfassung) and the council system</p>	<p>Competences of municipalities and cities: urban planning, municipal taxation, public security and order, municipal roads, public transport, water supply and waste water management, flood control and</p>

<p>(Süddeutsche Ratsverfassung). According to the council system, the local council is elected by direct universal suffrage for five years. The mayor (Bürgermeister) is also elected by direct universal suffrage for a mandate that can vary from four to nine years, which also applies to Hessen. The mayor chairs the local council and heads the municipal administration. The local council (Gemeinderat) is the municipality's central body. It is elected by direct universal suffrage for a mandate that can vary from four to six years. The local council is the legislative organ and makes most of the decisions,</p> <p>The county assembly (Kreistag) is composed of members elected by direct universal suffrage for a mandate that can vary from four to six years depending on the region. It is the county's legislative body. The county president (Landrat) is elected either by the county assembly or by direct universal suffrage, depending on the region and as a civil servant is elected for a period that varies from five to eight years and chairs the county assembly. The county office (Landratsamt) is the county's executive body and is composed of civil servants recruited by the county or by the region.</p> <p>The parliament (Landtag) is the region's legislative body. It consists of members elected by direct universal suffrage for a four-year mandate. It elects the minister-president of the region. The government (Landesregierung) is the executive body of the region. It is elected by the parliament for a four-year mandate. It elects the minister-president. The minister-president (Ministerpräsident) chairs the government. He/she has the exclusive power to designate and dismiss the</p>	<p>management, fire-fighting, social aid and youth, child care, housing, school building and maintenance, cemeteries, etc.</p> <p>Note that the aforementioned competences are examples of the mandatory competences of local authorities in Germany. There also exist a number of optional competences, notably in the fields of energy, economic development, infrastructures, culture, sports, migration and integration.</p> <p>Competences of counties: construction and maintenance of intermediary roads, social services and youth, collecting and managing household refuse, health care, food safety, protection of nature and environment, foreign affairs, disaster management, public transport, etc.</p> <p>Note that aforementioned competences are examples of the mandatory competences of county authorities. There also exist a number of optional competences, notably in the fields of culture, the promotion</p>
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<p>ministers of the region. ministrations and implements local council decisions.</p>	<p>of economy and tourism, building and managing libraries.</p> <p>Regional competences: legislation, public administration, police, homeland security, taxation, justice, culture, university education, education, environment, legal supervision of local self-government, etc.</p> <p>Note that they are shared with the central government in the fields of justice, social policy, civil law, criminal law and labour law.</p>
<p>Lithuania is a unitary state composed of municipalities (savivaldybė).</p> <p>The local council (savivaldybės taryba) is the municipality's legislative and decision-making body and is made up of members elected by direct universal suffrage for four years. It adopts the budget, enacts local legislation, and has the power to establish smaller territorial units (seniūnija). The local council also elects the mayor and deputy-mayors. The director of administration (administracijos direktorius) is in charge of all executive tasks. He/she is nominated by the local council for up to four years. The director is directly and personally responsible for the implementation of national and local legislation in the municipality. He/she can be dismissed by local council decision on the proposal of</p>	<p>Competences: budget, pre-school, primary and secondary education, civil protection, culture, environment, sanitation, housing, transport, labour market measures and promotion of entrepreneurship, primary health care, public services and municipal property management, spatial planning, local development, sports, tourism, etc.</p>

<p>the mayor and resigns when the new council meets for the first time. The mayor (meras) is elected by and from within the local council for four years. He/she is the head of the municipality and local civil service, and chairs local council meetings. The mayor can be dismissed by council decision and resigns when the new council meets for the first time.</p> <p>Note: By local council decision, each municipality can be administratively divided into smaller territorial units called seniunija. These units are generally responsible for the provision of daily local services to citizens in a given municipal area. The territorial unit is headed by a civil servant (senūnas) appointed by the municipal council. An advisory council composed of citizens can be established within these smaller territorial units, so as to provide their respective local administrations with advice on how to better provide municipal services or on how to draft and implement local policies.</p>	
<p>Poland is a unitary state composed of communes (gminy), counties (powiaty) and regions (voivodships-województwo).</p> <p>The municipal council (rada gminy) is composed of members elected by direct universal suffrage for a four-year term. In addition to its legislative powers, the council votes the municipal budget and determines local taxes.</p> <p>The mayor (wójt in rural municipalities, burmistrz in urban ones and prezydent miasta in cities of more than 100 000 inhabitants) is the local authority's single executive body that is elected by direct universal suffrage for a four-year term and officially represents the municipality.</p>	<p>Competences of communes: public transport, social services, housing, environment, culture, pre-school and primary education, etc.</p> <p>Competences of counties: road building and maintenance, secondary education, civil protection, environment, employment, health, etc.</p>

<p>Note: In Poland, 65 urban municipalities have a special status (see below) whereby they are responsible for competences usually exercised by counties (also city of Toruń). The capital city of Warsaw, also has this special status and thus exercises the competences of both a municipality and a county.</p> <p>The county council (rada powiatu) is composed of members elected by direct universal suffrage for a four-year term. This deliberative assembly appoints members of the executive committee as well as the head of the county. The executive board (zarząd powiatu) is composed of the head of the county and deputies elected by and from within the county council for a period of four years. This body is in charge of implementing council decisions. The head of the county (starosta) is elected for a four-year term by the county council. He/she officially represents the county and is assisted by his/her deputies.</p> <p>The regional parliament (sejmik województwa) is composed of members elected by direct universal suffrage for a four-year term. The executive board (zarząd województwa with its head – marshal of vovodeship, marszałek) is composed of the head of the county and his/her deputies elected by and from within the county council for a period of four years. This body is in charge of implementing council decisions.</p>	<p>Competences of regions: economic development and management of the EU regional funds, higher education, environment, social policy, regional road management, etc,</p>
<p>Spain is a unitary state composed of municipalities (municipios), county councils (diputaciones), Canary Island county councils (cabildos), Balearic Island county councils (consejos insulares), autonomous cities (ciudades autónomas) and</p>	<p>Competences: In every local authority: water supply, street lighting, urban traffic, food security, road maintenance, sewage and waste management.</p>

<p>autonomous communities (comunidades autónomas).</p> <p>The local council (pleno) is the local authority's deliberative body and is composed of councillors elected by direct universal suffrage for a four-year term. This assembly approves the local budget, urban planning, by-laws and municipal rules. The local government council (junta de gobierno local) is the local authority's executive body. It is composed of local council councillors appointed by the mayor to assist him in his work and to exercise a number of executive functions. The mayor (alcalde) is the head of the executive body. He/she is appointed by and from within the local council and is assisted by a number of councillors which he/she nominates and can dismiss. The mayor also chairs the local council.</p> <p>The regional assembly (asamblea regional) is the deliberative body. Its members are elected by direct universal suffrage for a four-year term. It exercises devolved legislative power. The regional government council (consejo de gobierno) is the executive body and is headed by the president who appoints its members. It also regulates and initiates legislation. The president is elected by the regional assembly for a four-year mandate. The president manages and coordinates the work of the council and represents the autonomous community or city vis-à-vis the national government.</p>	<p>In local authorities of over 5 000 inhabitants (in addition to the aforementioned): public libraries, green areas, local police</p> <p>In local authorities of over 20 000 inhabitants (in addition to the aforementioned): social services, fire prevention, sporting facilities.</p> <p>In local authorities of over 50 000 inhabitants (in addition to the aforementioned): public transport, protection of the environment</p> <p>Competence of autonomous communities and cities: territorial development, civil engineering, economy, agriculture, culture, social policies, environmental management, development of economic activities, health, education, etc.</p>
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Source: CEMR (no year of publication: 16-17, 22-23, 30-31, 36-37, 44).

8.4. Capability of self-government to implement elaborated in MOTION Project local guidelines and policy recommendations for sustainable development

The MOTION Team of investigators identified specific issues that should be implemented in the strategy and policy of each region for the tourism sector in order to reduce the problems associated with overtourism and improve the sustainability in tourism.

These guidelines and recommendations derived from the different steps of the project. They were based on the study of local strategic documents, stakeholders' experiences, opinions and consultations gained during workshops (mostly from businesses and also representatives of local authorities) and intensive study programs (mostly from students), analysis of media coverage, etc. Case studies were also analysed and the specific locations for these investigations were as follows in MOTION Project:

- Pohjois-ja Itä-Suomi (Finland): Rovaniemi (Lapland);
- Schleswig-Holstein (Germany): city of Kiel and Fehmarn Islands;
- Vidurio ir vakarų Lietuvos regionas (Lithuania): Curonian Spit;
- Kujawsko-Pomorskie (Poland): city of Toruń;
- for Andalucía (Spain): the city of Granada.

Having in mind the common goal of the project, it must be said that some (probably most) of the problems and projected solutions are common for the five partners. That is why based on the guidelines and recommendations elaborated for each partner, the common set was also elaborated. It was divided into categories connected with the targeted sphere of action. The common guidelines and recommendations compiled for all MOTION Project regions are included in the tab. 8.2. It includes also remarks concerning capability of the local self-governments to achieve the goals set in proposals for actions.

Table 8.2. General checkboard of capabilities of self-government to implement MOTION Project local guidelines and policy recommendations for sustainable development, according to target actions

I. TARGET ACTION: Sustainable Infrastructure Development

GUIDELINE/POLICY RECOMMENDATIONS:

1: Local and regional authorities should establish guidelines and regulations that mandate sustainable infrastructure development in the tourism sector. This can include requirements for energy-efficient design, the use of locally sourced and sustainable materials, and climate-resilient construction practices. Financial incentives, grants, and subsidies should be provided to encourage tourism stakeholders to adopt sustainable infrastructure practices.

2: Policy sustainable infrastructure standards. Establish a certification system that recognizes and rewards actions that meet or exceed sustainability criteria. This will not only encourage adoption but also enhance the reputation of sustainable tourism destinations in our region.

REMARKS ON CAPABILITY TO PERFORM ACTIONS BY SELF-GOVERNMENT:

As local authorities have the power to regulate some local spheres of investment, establishing guidelines concerning infrastructure may be possible in most areas but the extend of such regulation depends on national legislation, but primarily it should concern also all communal/public infrastructure that supports tourism sector (for example lighting system in the city). When applicable consultations with local residents may be needed (rather often)

II. TARGET ACTION: Responsible Resource Management

GUIDELINE/POLICY RECOMMENDATIONS:

3: Implement effective resource management strategies by setting targets and regulations for water and energy efficiency in the tourism sector. Encourage the use of renewable energy sources, such as solar and wind power, in tourism establishments. Provide financial incentives for businesses that adopt energy-efficient technologies and practices. Promote water conservation measures, such as rainwater harvesting and greywater recycling.

4: Develop waste management policies that prioritize waste reduction, recycling, and proper disposal. Establish recycling facilities in popular tourist areas and promote waste segregation and recycling education campaigns among tourists and residents. Encourage businesses to adopt eco-friendly packaging and reduce single-use plastics through regulations and awareness programs.

REMARKS ON CAPABILITY TO PERFORM ACTIONS BY SELF-GOVERNMENT:

As local authorities usually perform the tasks connected with communal waste management, the proposed actions are fully within the scope of actions of self-governments. Usually, they have also the power to regulate local issues in that area and influence other local stakeholder as communal waste management companies may be the key operators in some areas. When applicable consultations with local residents may be needed (rather often)

III. TARGET ACTION: Eco-Friendly Transportation

GUIDELINE/POLICY RECOMMENDATIONS:

5: Invest in the development and expansion of an integrated multimodal transport system that prioritizes electric public transport, cycling infrastructure, and pedestrian-friendly routes. Provide financial support and incentives to tourism stakeholders for the adoption and promotion of eco-friendly transportation options, such as bike-sharing and e-scooter services. Develop comprehensive urban planning strategies that enhance the accessibility and safety of pedestrian and cycling routes.

6: Implement congestion pricing or other measures to discourage private vehicle use in congested tourist areas and promote the use of public transport. Establish partnerships with transport providers to offer discounted fares for tourists using sustainable modes of transport. Improve connectivity between tourist destinations through efficient and sustainable transportation networks.

REMARKS ON CAPABILITY TO PERFORM ACTIONS BY SELF-GOVERNMENT:

As local authorities usually perform the tasks connected with communal transport, the proposed actions are fully within the scope of actions of self-governments. The eco-friendliness rule should be primarily applied to all communal/public transport infrastructure and investment that supports tourism sector (parking, roads and paths, etc.). When applicable consultations with local residents may be needed (rather often)

IV. TARGET ACTION: Encourage Off-Peak Tourism

GUIDELINE/POLICY RECOMMENDATIONS:

7: Develop marketing campaigns and incentives to promote off-peak tourism. Collaborate with tourism stakeholders, including accommodation providers, tour operators, and local businesses, to create attractive off-peak travel packages and experiences. Highlight the unique charm and attractions of each location during less crowded seasons to distribute tourist visits more evenly throughout the year.

8: Establish a reservation and booking system that encourages tourists to visit during off-peak periods by offering discounts or additional benefits. Engage with travel agencies and online platforms to promote off-peak travel opportunities and educate travelers about the advantages of visiting outside the high season.

REMARKS ON CAPABILITY TO PERFORM ACTIONS BY SELF-GOVERNMENT:

As highlighted in recommendation 7, local authorities should collaborate in this sphere with other local stakeholders. To some extent they can influence the situation by for example organizing the city events during off-peak periods. When applicable consultations with local providers may be needed.

V. TARGET ACTION: Sustainable Accommodation

GUIDELINE/POLICY RECOMMENDATIONS:

9: Develop and enforce sustainability standards for accommodation providers, including hotels, guest houses, and vacation rentals. Establish a certification system that recognizes environmentally responsible practices in the hospitality sector. Provide training and financial support to help accommodation providers implement energy-saving measures, waste reduction strategies, and local sourcing of food and supplies.

10: Encourage the adoption of eco-friendly cleaning products, toiletries, and amenities in accommodation establishments. Promote responsible guest behavior through education and awareness campaigns. Provide information to guests about sustainable practices, local regulations, and cultural etiquette to foster a sense of responsibility and respect for the environment and local communities.

REMARKS ON CAPABILITY TO PERFORM ACTIONS BY SELF-GOVERNMENT:

As local authorities have the power to regulate some local spheres of action connected with environment protection, establishing guidelines concerning accommodation may be possible in some areas but the extent of such regulation depends on national legislation, but primarily it should concern also all communal/public infrastructure that supports tourism sector (for example communal campsites and other establishments). It needs also cooperation with sectoral institutions and NGOs (for example involved in certification in hospitality sector). When applicable consultations with local businesses may be needed.

VI. TARGET ACTION: Promote Eco-Tourism and Cultural Experiences

GUIDELINE/POLICY RECOMMENDATIONS:

11: Invest in the preservation and promotion of natural and cultural attractions in our region. Develop and promote eco-tourism experiences, such as guided nature walks, birdwatching tours, and cycling routes that showcase the region's biodiversity and natural heritage. Collaborate with local communities to create authentic cultural experiences that highlight traditions, crafts, and local cuisine.

12: Establish partnerships with tour operators, travel agencies, and online platforms to promote sustainable and culturally immersive experiences. Encourage the inclusion of sustainability and responsible tourism practices in tour itineraries and marketing materials. Support local communities in developing sustainable tourism initiatives that enhance their livelihoods and preserve their cultural heritage.

REMARKS ON CAPABILITY TO PERFORM ACTIONS BY SELF-GOVERNMENT:

As highlighted in recommendation 11, local authorities should collaborate in this sphere with other local stakeholders. To some extent they can influence the situation by for example own actions in the area (like creation of touristic paths), alone or together with authorities on national level (for example establishing protected areas). Intensive collaboration between all local stakeholders, especially in promotion is needed. When applicable consultations with local residents may be needed

VII. TARGET ACTION: Education and Awareness

GUIDELINE/POLICY RECOMMENDATIONS:

13: Implement educational programs on sustainable tourism in schools, universities, and vocational training institutions. Integrate sustainability principles into the curriculum to educate future tourism professionals about responsible practices. Develop awareness campaigns targeting tourists, local communities, and businesses to promote responsible tourism behavior, including waste management, cultural sensitivity, and the protection of natural resources.

14: Provide accessible and comprehensive information to tourists about local regulations, protected areas, wildlife, and cultural etiquette through visitor centers, online platforms, and mobile applications. Collaborate with tourism stakeholders to develop interpretive signage

and audio guides that educate visitors about the importance of sustainable tourism and the unique attributes of each location natural and cultural heritage.

REMARKS ON CAPABILITY TO PERFORM ACTIONS BY SELF-GOVERNMENT:

As highlighted in recommendation 13, local authorities should collaborate in this sphere with other local stakeholders. To some extent they can influence the situation by own actions but it is rather limited (may be performed in institutions managed or supported by local self-governments, like for example schools)

VIII. TARGET ACTION: Digitalization and Technology

GUIDELINE/POLICY RECOMMENDATIONS:

15: Invest in digital platforms and technologies that enhance the efficiency and sustainability of tourism operations. Develop virtual reality (VR) and augmented reality (AR) experiences that allow potential visitors to explore destinations virtually, reducing the need for physical travel and mitigating over tourism. Implement AI-based resource management systems to optimize energy and water consumption in tourist establishments.

16: Promote the use of digital platforms for booking, ticketing, and visitor management to reduce paper waste and enhance the overall visitor experience. Collaborate with technology companies to develop innovative solutions that promote sustainable tourism practices, such as carbon footprint calculators, sustainable travel apps, and online platforms that connect tourists with local sustainable businesses.

REMARKS ON CAPABILITY TO PERFORM ACTIONS BY SELF-GOVERNMENT:

The actions may concern own public infrastructure (for example museum establishment managed by the city) but successful execution of above recommendations will mostly depend on actions taken by other stakeholders, often business. The factor helping to introduce such technologies is a technical progress and rising demand from tourists for such services

Source: own elaborations based on the local guidelines and policy recommendations proposed by MOTION Project Team members for each region of research.

As it can be seen from remarks included in the tab. 8.2, not all guidelines and recommendation are targeted exclusively to local self-governments. In some cases the success of actions will depend on intensive collaboration with other stakeholders. But in each case, authorities operating

on different territorial levels have the power to influence the sphere of action to some extent, sometimes even by setting the regulating landscape, but far more it or more often by own actions concerning managed public infrastructure (investments, etc.).

8.5. Conclusions

As the proposed actions included in recommendations and guidelines are common for all regions and they belong to the same categories of activities that can be taken by local tourism stakeholders in each region, it is usually more effective to find an entity that should be responsible for undertaking and coordinating such actions.

It is clearly visible that local (regional when it addresses actions that should have impact on the bigger territorial units) authorities, are capable of achieving the goals set by the guidelines and recommendations regarding the management of the overtourism problem and sustainability improvement, sometimes by performing own actions (setting regulation, own investments), more often through collaboration with other local stakeholders in tourism.

Even such general analysis of the self-government organization prepared for all regions of research can be a base or a platform for a simple feasibility study, i.e., proving that the local guidelines and recommendations elaborated in MOTION Project are operable by or under supervision/coordination of the local authorities. It is needed for considering what other stakeholders should be included in order to achieve the designed goals connected with sustainability and counteracting the negative results of overtourism which is a core element and ambition for MOTION Project.

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