A new way of designing places and experiences: Re-engineering DMOs considering tourism resilience – AIEST 2022 Consensus

Kirstin Hallmann [1]*, Harald Pechlaner [2], Elina Störmann [2], Julian Philipp [2], Kosuke Takata [3] and Madlen Schwing [2]

[1] German Sport University Cologne, Institute of Sport Economics and Sport Management, Cologne, Germany. Email: k.hallmann@dshs-koeln.de
[2] Catholic University of Eichstätt-Ingolstadt, Chair of Tourism / Center for Entrepreneurship, Eichstätt, Germany.
[3] German Sport University Cologne, Institute of Sport Economics and Sport Management, Cologne, Germany.

*Corresponding author

Abstract
The study aims to summarise the findings of the 71st conference of the Association Internationale D'Experts Scientifiques Du Tourisme ([AIEST] International Association of Scientific Experts in Tourism) 2022 Consensus held in Cologne, Germany. The experience-based interrelationships of sport, culture, and resilience in a destination ecosystem were assessed. Conference delegates evaluated new ways of designing places and experiences – intertwining sport, destination, and living spaces. Applying consensus discourse methodology, 27 research propositions at the crossroads of sport space, destination space, and living space were identified and summarised.

Keywords: experiencescape; tourism space; sport space; living space; ecosystem; sustainable management organisation

1. Introduction

Tourism faces challenges of developments with global impact, like digitalisation, climate change, demographic shifts, and demand-side trends for sustainability and climate-friendly travel. Destinations are under pressure for transformative development amid the ongoing COVID-19 pandemic and other environmental changes. Destination management organisations (DMOs) remain crucial in initiating and facilitating these changes. This era offers an opportunity to shape their future by defining new strategies that adapt to uncertain times and diverse tourism demands (Traskevich & Fontanari, 2021).

Amidst the COVID-19 pandemic, DMOs faced constraints, leading them to reconsider their strategies, offerings, and activities to comply with tourist demand and COVID-19 legislation. The interest in resilience is steadily growing due to global events and crises' rising uncertainty and complexity. Resilience has become vital to policies addressing uncertainty, risk, and change. Criticism has been directed at tourism-related studies for lacking a consistent approach to resilience. The question often arises: will tourism merely bounce back, or will tourism, destinations, and DMOs embrace "new" values and pathways (Thees et al., 2022)?

The DMO can create added value for the overall destination through its activities. However, this requires a range of destination-specific work. This includes, among other things, recognising the need for action and the associated processes and a systematic understanding of the destination's stakeholders (Laesser et al., 2023). DMOs and actors in the destination also emphasise place-making, respectively, designing places with a focus on tourism but with a certain leadership in expanding the view beyond tourism networks. Thereby, actors of the local and regional networks, with importance for the destination development, are involved, and they are motivated to take the responsibility to collaborate with tourism actors. Places are social constructions where individuals (e.g., residents and tourists) interact (Martin, 2003).

Thus, 'place' is the relationship between individuals and spatial settings (Jorgensen & Stedman, 2001). Individuals may encounter or live through experiences at places within a destination. Experiences in any spatial setting can facilitate emotions (Bale, 1992). Therefore, stronger links to the place might be evoked. DMOs and tourism actors utilised this strategy during the COVID-19 pandemic. For example, memories of stadium visits engendered nostalgia during the pandemic and increased sport fans' intention to revisit such places (Takata & Hallmann, 2022). Place management goes beyond the mere design of urban places, implying that tourism destinations are strategically and holistically managed.

A reflection and outlook on designing places and experiences by re-engineering DMOs – as enablers of place-based networks (Laesser et al., 2023) – in the context of tourism resilience took place at the 71st AIEST (Association Internationale d'Experts Scientifiques du Tourisme; International Association of Scientific Experts in Tourism) Conference in Cologne in 2022. Re-engineering destination organisations implies using transformational opportunities that arise against the background of numerous crises and the changing environment in which destination organisations operate. Re-engineering could include various measures: for example, strategic overhauls, technological and social innovations, new forms of governance and leadership of DMOs, but also stakeholder management with a more systemic understanding. In this sense, re-thinking relationships and cooperative agreements – embedding local tourism developments into global and regional contexts – is necessary. The topic of the consensus session was related to the core theme of the conference "Spaces, places, and sports: Designing sustainable experiencescapes in destinations". Thus, many conference presentations looked into various aspects related to the core theme.

The present paper summarises the main insights and results of these reflections. It applies the consensus discourse methodology (Reinhold et al., 2015). The conference concluded with a consensus

session. Three a-priori-identified topics were briefly presented in a Pecha-Kucha format and discussed with all conference delegates.

This manuscript provides an overview of the insights generated at the consensus session to highlight practitioners' and researchers' needs, doubts, and challenges. It proposes areas for future research. After the methodology is presented, a brief overview of the three presentations used as a stimulus at the consensus session will be provided. Various conclusions will be derived following the results of that session and their discussion.

2. Methodology

The logic of the 71st AIEST Conference consensus session was adopted from Reinhold et al. (2015). This methodology was previously applied during similar conference formats (e.g., Laesser et al., 2021; Reinhold et al., 2018). At the heart of the consensus discourse methodology is the actively moderated discourse with conference delegates and the documentation of their insights. Thereby, *collective sense-making* is applied (Reinhold et al., 2015). The consensus approach consists of five steps. The first step was modified and included an invitation to record thoughts and propositions on different topics based on the conference streams throughout the conference (Reinhold et al., 2015). Table 1 provides an overview of the original consensus discourse methodology, and its application is outlined in the following. The consensus session lasted 90 minutes. Thirty-nine conference delegates (of 51) were involved in the consensus.

Table 1. Overview of the consensus discourse methodology applied in this study; adopted and modified from Reinhold et al. (2018, p. 427)

Step	Action	Purpose
1*	Three lightning talks	- Provide information on the topics to be discussed in a condensed and lively way - Summarise core findings on the themes and present related theories - Include (and/or refer to) findings from conference presentations
2	Participative workstations	- Support delegates' recall following the think, pair, and share approach - Collect critical thoughts, propositions, assumptions - Record sense-making - Avoid over-emphasising contents
3	Interpretive content analysis	- Identify core themes evaluated - Stimulate vivid and critical discussion on the state-of-the-art of experience and destination management research
4	Consensus discussion with real-time commented transcript	- Discuss and substantiate themes through collective interpretation - Identify relationships between themes - Express approval or dissent on the written formulation - Identify future research areas
5	Ex-post consultation on written consensus draft	- Collect additional evaluations, afterthoughts, recommendations, and references - Elaborate and assess the first written consensus draft to collect expertise and approval of delegates
6	Vote on final written consensus	- Support and express solidarity in sentiment with the consensus and conclusions

* Note. This step was added to the original consensus discourse methodology.

First step. This step included three presentations following the Pecha-Kucha format. An overview of the thematic input of the three presentations, enriched with additional literature, is presented in the next chapter. The presentations provided a good foundation and got all conference delegates on the same page. Issues discussed during the previous conference days (e.g., definitions of place and space) were included. They served the purpose of a 'lightning talk' to offer various insights quickly (e.g., Lew, 2011). The themes were as follows: 1) Sport experiences, spaces, places and authenticity; 2) Resilience in tourism destination development; and 3) Rethinking DMOs: from destination to place management.

Second step. After the lightning talks, the delegates were divided into three groups and discussed lead questions at three *workstations*. All critical thoughts, propositions, and assumptions were recorded during this step. A moderator (i.e., the presenter of the respective lighting talk) and a second academic facilitated the discussion and wrote down the comments. The delegates also added notes. This ensured that all contributions were recorded. After 15 minutes, the delegates rotated to the next workstation. Each moderator provided a brief overview of the previous questions and discussions to avoid redundancy in rounds 2 and 3.

Third step. The third step included an interpretive content analysis. Thus, the workstation staff and the moderators of the consensus session applied the content analysis as the session evolved and continued. Common themes were identified and assessed.

Fourth step. The identified themes were substantiated and evaluated using collective interpretation (Reinhold et al., 2015). The workstation staff summarised the core findings based on the content analysis and presented them to all delegates. There was an opportunity to express approval or disapproval of evaluations and to comment on their discussion. Thereby, data quality was ensured.

Fifth step. This step was conducted in the aftermath of the conference. The session and workstation moderators wrote down the consensus. A consensus draft was sent to all participating delegates to collect afterthoughts, additional evaluations, recommendations, and references.

Sixth step. Finally, a vote on the final consensus was initiated among all participating delegates. This written manuscript presents the agreed-upon consensus by all delegates named in the acknowledgement section.

3. Overview of the brief thematic input

Research on destinations should acknowledge not only the destination space but also the living space of residents (i.e., place management). Thus, this paper explored the destination space, including the residents and their space. Pechlaner (2019) has conceptualised the interrelationship between these spaces. Pechlaner et al. (2009) and Pechlaner et al. (2012) highlighted the existence of mobility, activity, and experience spaces within destinations. The mobility space functions as an enabler for tourists' movements in a destination, facilitating their activities, which can contribute to their unique experiences. The living space complements these dynamics and steers municipal processes as an enabler, such as facilitating the existing capital in terms of the resilience of the destination. Infrastructure and materials provide the base for mobility, activities (i.e., attractions), and experiences (i.e., service delivery) (Pechlaner, 2019). Besides, an individual's identity is important in the living space where residents and tourists coexist (Pechlaner, 2019). Hallmann and Zehrer (2022) expanded the living and destination spaces to the sports space (see Figure 1). Referring to the work of Lefèbvre (1991), they highlighted that sport occupies a physical place where spatial practices, such as sport activities occur. This place carries social meaning and includes a social space. In this case, emotions play an important role in sports practices. Hence, an emotional space is also within this framework (Hallmann & Zehrer, 2022). Thus, the living space, with its infrastructure, service offerings, and identity, is intertwined with

the destination space. The concept of sports contributes to integrating spatial practice, social, and emotional spaces (see Figure 1).
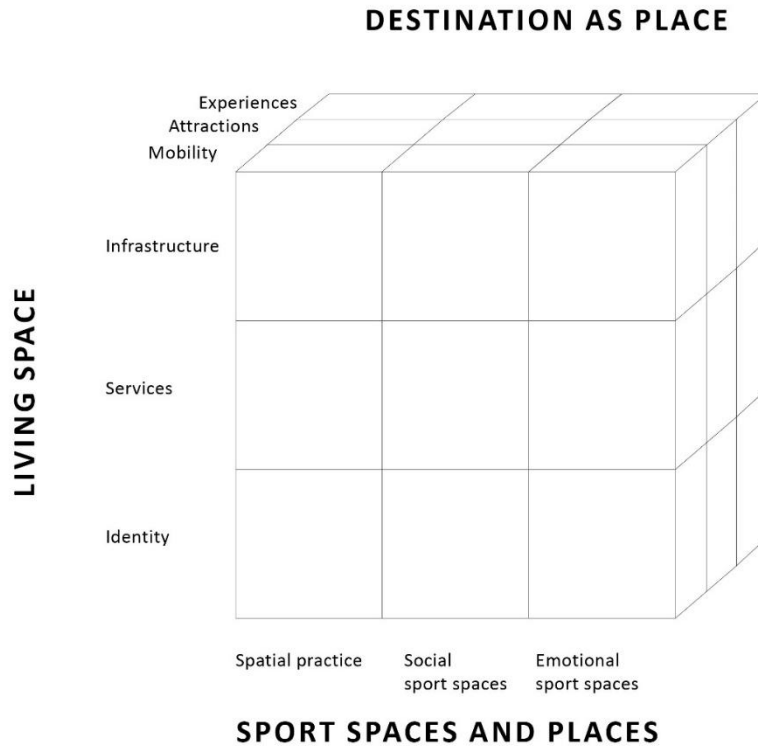
DESTINATION AS PLACE

Figure 1. *Living, destination, and sports space cube (Hallmann & Zehrer, 2022, p. 46).*

3.1 Sport experiences, spaces, places and authenticity

As the first topic, the *experiencescape* was introduced in the context of space, place, and authenticity. In general, experiencespace indicates a physical space of market production and consumption for experience (Hall, 2008). Thus, through the simultaneous production and consumption, co-creation occurs. According to Duerden et al.'s (2015) idea of structured experience, an *experience* encompasses "the objective and interactive encounters between participants and providers [and] the resulting subjective (participants) outcomes of experiences" (p.603). The former indicates what a consumer lives through when the experience occurs (i.e., *Erlebnis,* such as skiing in the Alps). Conversely, the latter refers to what a consumer gains from an experience (i.e., *Erfahrung* such as feeling happy with the quality of snow).

Following the notion of the experience economy (Pine & Gilmore, 1999), tourists are sensitive to authenticity in their experience consumption. Therefore, a tourist searches for authenticity in the destination (Cohen, 1988), with the provision of authenticity functioning as strategic branding (Chhabra, 2019). However, staged authentic experiences might differ from the original traditions, habits, and festivals (i.e., staged authenticity; MacCannell, 1973). The situation is called the *authenticity dilemma* (Getz, 1998).

Authenticity is associated with places and spaces, especially in sport tourism (Hinch & Higham, 2005; Takata & Hallmann, 2021). Many rugby fans, for instance, visit Twickenham in the United Kingdom to experience the mecca of rugby first-hand. The place's authentic flavour and space encourage sports fans to travel to these sports destinations. Authentic experiences occur in a place and space, but their definitions are distinct. The place is socially constructed, including interactions between people and groups (Martin, 2003). For example, a place acquires meaning in each person through experiences with friends, relatives, and other tourists. It supports the argument that tourists perform as co-creators in a destination.

Meanwhile, space is understood as a physical and social landscape to which an individual can assign meaning in everyday place-bound social practices (Lefèbvre, 1991). Lefèbvre's (1991) *production of space* suggests a triad of three aspects: perceived, conceived, and lived space. Perceived space goes beyond the physical elements, including activities and routines performed within the physical space (Lefèbvre, 1991). In the sport context, a street and a park would match this dimension (McCann, 1999). Conceived space contains the production of space and a notion of social systems, such as specific signs and unique symbols (Lefèbvre, 1991). Although this aspect is abstract (Simonsen, 2005), a sign and a code in a mountain guidebook produce a conceived space concerning climbing routes. It suggests that only skilled climbers are appropriate for a route (Rickly, 2017). The lived space is associated with a space that uses complex symbols without verbal and textual signs (Lefèbvre, 1991). Simultaneous production and consumption in a lived sports experience would fit into the dimension. This space is full of emotions (Tuan, 1974).

3.2 Resilience in tourism destination development

In an interconnected world, tourism is subject to various influences and impacts, which can negatively affect its functionality (Aliperti et al., 2019). From a global perspective, tourism development is exposed to various challenges. It is often affected by natural disasters or man-made crises (Harrington, 2021). Thus, tourism systems are affected by rapid exogenous shocks (e.g., terrorism, pandemics) and slower evolutionary or sociotechnical system changes (e.g., climate change, globalisation; Hall et al., 2023). This can influence the quality of mobility, and activites, among others, and thus the quality of experiences within a destination. As destinations heavily rely on functioning elements like these, it raises the need for tourism resilience. The resilience approach has been applied to tourism research for some years (Traskevich & Fontanari, 2021), which is unsurprising as tourism is a complex system with various agents forming a unique destination environment (Iandolo et al., 2019). Political, environmental, economic, and health crises are a concern for visitors, businesses, and destinations as they impact the visitors' visibility and experiences (Bethune et al., 2022). From this perspective, tourism resilience refers to robustness and resistance to crises. However, when talking about resilience, it is also essential to formulate and develop new narratives of the future (Pechlaner et al., 2022).

The resilience approach distinguishes between constancy (bounce back) and change related to bounce forward (Cowell, 2013). From its ecological foundation, resilience measures system persistence and its "ability to absorb change and disturbance and still maintain the same relationships between populations or state variables" (Holling, 1973, p. 14). Thus, resilience is the notion of bouncing back and the capacity to return to a previous state or condition (Pimm, 1984) after an external stressor, disruption, or shock (Amir & Kant, 2018). Returning to the pre-disturbance equilibrium is the focus of this examination. Its core objective is maintaining or restoring system performance and structures (Boschma, 2015).

Resilience from the ecological and evolutionary perspective expands the understanding of resilience by focusing on the bounce forward ability, the continuous further development of the system, and the unfolding of new development paths (Pike et al., 2010). Adaptive and transformative capacities shift

more into the focus of discussion and encompass continuous learning and adaptation processes to changing conditions (Hu & Hassink, 2020; Shaw et al., 2016). It is often necessary to balance the different characteristics to overcome a crisis. The short-term perspective assumes the ability to bounce back. However, from a mid-and long-term perspective, adaptation and transformation processes in terms of bounce forward are crucial (Thees et al., 2022).

Furthermore, resilience in destination development relates to various levels: the individual, organisational, and societal levels (Hall et al., 2023). Various dynamics shape resilience thinking (Folke et al., 2010) and highlight that a multi-dimensional conceptualisation is necessary to understand the interplay between the levels (Gunderson & Holling, 2002). Finally, building overall resilience at the destination level depends on the external conditions of the destination as well as on the people (Zacher & Pechlaner, 2021). Developing destination resilience can build bridges if diverse actors are involved in a collaborative action: from politics to business and science, up to the involvement of residents (Zacher & Gavriljuk, 2021). In line with the residents, the potential for the destination and living spaces can be identified and shaped even better. Holistic approaches such as place management can serve as an example. Such holistic perspectives seek to understand what is happening within the whole system and foster resilience (Philipp et al., 2022).

3.3 Rethinking DMOs: from destination management to place management
The triple bottom line of economic, social, and ecological sustainability is recommended for all tourism- and destination-related activities to foster a transformation of the tourism industry and destination management in particular (Pechlaner et al., 2023, in press; Schmied et al., 2008).

In contemporary destination management, the destination system consists of interrelated destination and tourism stakeholders embedded in a larger tourism system. This system influences and is influenced by the economic, socio-cultural, technological, political, and ecological environment (Gržinić & Saftić, 2012). Based on the St. Gallen Destination Management Model by Beritelli et al. (2015), destination management is built around visitor flows and the resulting maps and networks. Hence, typical tasks and responsibilities of DMOs include planning and research, product development, marketing and promotion, partnerships, community relations, and leadership and coordination (Malik, 2020).

However, destination management must be approached more interdisciplinary and holistically to enable DMOs and other key destinations actors to achieve the triple bottom line in tourism (Philipp & Pechlaner, 2023). Fundamental assumptions about growth or success need to be redefined, the cross-sectoral nature of tourism needs to be reflected in a new tourism culture, the quality of life of all people and stakeholders involved needs to be put at centre stage, and dialogue, exchange and collaboration need to be integrated into the decision-making processes and innovation cultures (Pechlaner et al., 2023, in press). Residents and local stakeholders are often involved in providing the kind of experiences and hospitality visitors are looking for – setting the needs of locals as a basis can be the starting point for civic engagement in the context of living space commitment, sustainability-oriented economic development and tourism development.

To achieve a sustainable and holistic living space development, a "new" place management needs to be created using the ecosystem approach, turning civic and stakeholder engagement into a culture that enables further development of the network approach. Culture needs to become a basis for and enabler of sustainable development. Achieving a new tourism culture can help to perceive the living space holistically and foster sustainability, which allows for a transformation from crisis consistency to future

consistency. A consistent and stable future can be facilitated through broad and integrative tourism and location development processes, an understanding of and commitment to sustainable development, and an interplay of rural and urban spaces. Stakeholders can develop a common sense of responsibility and action for their living space (Philipp & Pechlaner, 2023).

Following two decades of academic discourse, the recently discussed *Ecosystem of Hospitality* (EoH) focuses on hospitality as a value-based network and establishes a link between local and regional perspectives and the global "big picture" (Pechlaner, 2022; Philipp et al., 2022). Such a holistic approach may help to redefine the role and responsibilities of DMOs. They increasingly need to focus on the diverse relationships between residents and guests, politics and economics, private and public actors, and the tourism and non-tourism sector to achieve the destination's resilience, sustainability, and transformation (Pechlaner et al., 2023, in press).

4 Results
4.1 Workstation: Sport experiences, spaces, places and authenticity
4.1.1 Determinants of an ideal experiencescape in a destination
Conference attendees agreed with the importance of co-creation in tourism-related experiencescapes. Key factors in designing memorable and personalised tourism experiences included interacting with others, forging a connection to the destination, and encountering authenticity. Yet, from a constructivist perspective, some attendees highlighted a limitation in defining ideal destination experiences. They argued that individuals' evaluations might differ even if they experienced the same event at the same destination. Tourism marketing and management cannot fully define the determinants of an ideal experiencescape in a destination.

Tourists' core expectations
Attendees in the session initially shared that tourists' expectations are either met, not met, or excelled – excelled expectations would be the ideal outcome for destinations. Tourists' expectations in a destination involve on-site quality, service, fun moments, destination image, and safety infrastructure. Additionally, storytelling and risk-taking play critical roles in shaping these expectations. For example, a conversation with residents may enable tourists to look behind the scenes of the destination. Adventures off the beaten track may show them a stunning landscape. Conversations with residents allow tourists to discover hidden aspects of the destination, while off-the-beaten-track adventures reveal stunning landscapes. These informal spaces and places in the tourism experiencescape are underdeveloped areas of research that can help understand tourists' expectations better.

4.1.2 Touchpoints of sports experiences and place design
Participants categorised sport experience touchpoints into tangible and intangible aspects, exemplifying the architecture of a traditional stadium as a tangible feature. Iconic and visible attributes of the venue create a psychological connection with tourists. In contrast, the service quality an intangible attribute provided 'inside' the sporting place.

One conference attendee suggested that the experiences should include on-site and off-site experiences, particularly after a sport-related activity. Accordingly, touchpoints of sports experiences and place design could also be produced after the event. Moreover, this argument applies to other tourism activities as well, such as music events, exhibitions, or heritage sites.

4.2 Workstation: Resilience in tourism destination development
4.2.1 Facilitators and constraints for developing resilience in tourism destination development
The destination as a system provides many points of reference for questions of resilience. The conference participants considered particular visions and goals as crucial to fostering resilience – on a

meso and macro level. Resilience thinking calls for future tourism strategies with a stronger transformative character, emphasising long-term perspectives and visions. This necessitates heightened tourism consciousness and a reevaluation of DMOs as enablers of place-based networks (Laesser et al., 2023). A shared understanding of the future, driven by values, visions, and trust among stakeholders, is crucial. Collaboration within networks enhances resilience and fosters a culture of trust.

Participants stressed the importance of network management and involving diverse stakeholders. Building resilience also requires effective change management, considering both facilitators and constraints like financial issues. Bureaucracy can hinder resilience in many places, but communication, transparency, and participation formats can foster a broad understanding and financial commitment. Effective governance structures, streamlined funding, and reduced bureaucracy for investments are essential to enhance resilience.

Furthermore, destination attractiveness becomes increasingly important, including the authenticity of touristic offers, the awareness, and the image of the destination on the market or the carrying capacity. In addition, leadership was another focal point of discussion. Sustaining resilience could be particularly dependent on a transformational leadership style. To make tourism competitive, leadership qualities are required, which encourage the further development of established structures. In summary, the discussion clarified that destinations are not automatically resilient. The personal competencies and skills of the people, the businesses and the community are crucial for ensuring resilient development.

4.2.2 DMO's preparation for the future
Involving various stakeholders is seen as an opportunity to better prepare for the future. Guests and residents are important co-producers in developing and expanding (existing) products and diverse offers. As a participatory process, establishing an exchange platform can help identify crisis-relevant topics, discuss potential action and relevant trends and develop solutions simultaneously.

It was discussed that challenges and crises are not entirely predictable. Therefore, the diagnosis of the situation must be intensified and proactive solution approaches must be systematically developed. However, anticipating all unexpected events is unrealistic. Therefore, a high degree of flexibility is required to react quickly to unexpected challenges that cannot be influenced. From this perspective, resilience involves demonstrating flexibility, recognising early crisis-triggering changes, and employing strategic foresight.

4.2.3 DMO's potential for innovation, adaption and transformation
Conference delegates discussed that tourism development should take place on an expanded stakeholder basis. Participation in the destination development process needs a balanced information basis, transparent communication, and a high level of persuasion. Adopting a multi-stakeholder perspective offers opportunities to embrace innovation consciously and break free from old patterns. DMOs, in particular, should pay more attention to innovation, possibly seeking inspiration from best-practice examples from other destinations. Innovation potential is recognised in supporting co-creation and the knowledge of adequate designing processes. Furthermore, aspects of entrepreneurship or intrapreneurship could also be considered.

Recognising the potential of innovation, co-creation, and designing processes, participants also suggested considering aspects of entrepreneurship or intrapreneurship. They emphasised the need for DMOs to develop specific competencies for monitoring and evaluating performance. This could help secure support from funding authorities and political decision-makers for innovative plans and future

projects. Additionally, preparing employees for change processes like digitalisation and sustainability is essential through further training and methodological competencies. Ultimately, approaches like place management were seen as promising avenues to shape destinations more innovatively and resiliently.

4.3 Workstation: Re-thinking DMOs – from destination management to place management
4.3.1 Place management for designing places and experiences
Most comments of conference delegates focused on the integration and consideration of all stakeholders. For example, the visions, futures and ideas of and for the places on the way to becoming destinations or the destinations becoming attractive local spaces for the population developing life quality have to be communicated carefully to the different stakeholder groups. Rather than a directive, which cannot be given under normal conditions by the DMO management, this is a proposition of futures as a basis for imaginaries and imaginations. Thus, more potential interest groups must be considered, and experiences must be designed based on customer values.

4.3.2 Challenges for experiences in integrating destination and living space
Conference delegates highlighted challenges centred around power distribution. The concept and scope of place management were also highlighted. Power issues may arise due to multiple stakeholders' involvement, particularly regarding decision-making and change management. Differing power perceptions on various topics can accelerate this problem, potentially leading to conflicts between residents and tourists.

To address these challenges, adopting a circular relationship concept could be beneficial. Communication was another key topic of discussion. While the need for clear directions was agreed upon, opinions varied on involving all stakeholders in detailed plans or place strategies. It was crucial to communicate clear definitions, as diverse perceptions and expectations exist regarding terms like *experience* or *place*. The scope of place management should be clearly defined for all involved parties, stressing that it encompasses tourist destinations and the broader living space. Determining the extent of place management's reach is essential.

Apart from this, some general interrelations between functions related to the development of destinations and local and regional networks were discussed. For example, what comes first – does place management result in designing places, or does designing places result in place management? To what extent can this be done by DMOs? The relevance of place management was answered in two opposing directions. The relevance of place management was questioned, but it was also emphasised that places have become more precious and volatile, necessitating place management. A final critical remark stated that (geographical, urban) space could exist without a place.

4.3.3 Requirements and conditions for place management
This discussion round focused on the governance of places and place boundaries. In governance, public and regional policies must follow such an approach. The conference delegates agreed that the local municipality plays a crucial role. It is disadvantageous that the community often does not make development plans, limiting its interaction and involvement.

For a successful implementation and governance of place management, shared responsibility, shared competencies, and integrated power were seen as vital. The term *destination social responsibility* has been brought up in this context. To ensure the goals of place management, regular monitoring and evaluation are essential, at least every five years. This includes analysing and implementing the needs and desires of stakeholders. Another requirement is the definition of the scope of place management. It is crucial to define the scope of place management, establishing clear structures and boundaries that

allow fair involvement and participation of various players and stakeholders – the boundaries of public players were given as an example.

5. Discussion and Conclusion
The conference discussions at the three workstations were all related to place management, representing the common theme. However, different aspects related to place management have been studied. DMOs manage places holistically (i.e., including city development) as they are experienced by tourists and residents alike. Based on the multi-dimensional conceptualisation of space (Lefèbvre, 1991), perceived, conceived, and lived spaces are differentiated. Perceived space relates to spatial practice, which refers to the physical place where sport-related activities can occur. However, passive sport or cultural consumption can also occur at these places. The conceived space relates to one's knowledge (Lefèbvre, 1991) and how one decodes a space through signage. This has been related to social interactions when practising sports in a specific space (Hallmann & Zehrer, 2022). Hallmann and Zehrer (2022) suggested focusing on the lived space as the space used by residents and tourists alike (see Figure 1). Besides, the lived space has been linked to affective consumer responses (Hallmann & Zehrer, 2022; Pierce & Martin, 2015) of residents and tourists.

Besides, the destination includes a living and a destination space (Pechlaner, 2019; Pechlaner et al., 2019). The living space encompasses infrastructure, relevant services for inhabitants, and identity-building initiatives, whereas mobility, attractions, and experiences are core elements of the destination space (Pechlaner, 2019; Pechlaner et al., 2009; Pechlaner et al., 2012). These are all interrelated. When discussing experiences, a distinction between lived experiences and the outcomes of lived experiences must be made: Duerden et al. (2015) describe the lived experience as "the objective, interactive encounter" (p.603) between a tourist/resident and place/tourism supplier. The outcomes of lived experiences are considered subjective perceptions of the encounter and could include all emotions (Duerden et al., 2015). Interestingly, they refer to the German language when developing their definition of structured experience as the lived experiences is connoted by the German term *Erlebnis* and the outcomes of lived experiences can be related to the German noun *Erfahrung*.

It is crucial to establish multi-stakeholder dialogues with efficient communication (Pechlaner, 2019). It allows a shift from *Erlebnis* to *Erfahrung*. It fosters the perception of destinations and living spaces as integrated, holistic places or ecosystems (Philipp et al., 2022). Considering that stakeholders may have different opinions and perceptions of different topics is an important first step. However, proactive solutions and a high degree of flexibility are required to overcome crises and transform from mere crisis consistency towards a broad future consistency that nurtures long-term development and adaptation processes (Thees et al., 2022). It is important in this context to understand that despite different actors having different business models and goals, they may still follow a shared vision or direction.

This contributes to the resilience discussion. Resilience can only be achieved through the resilience of its constituents and their community resilience. Transferred to sports, this represents a contribution to a functioning society (see Figure 1). The question arises whether active sport participation helps strengthen an individual's health and resilience. In addition, passive sport participation offers a platform for establishing a meaningful sports culture. All this creates experiences (both *Erlebnis* and *Erfahrung* following Duerden et al., 2015) and has an identity-creating effect if it succeeds in creating authentic spaces for interaction. Ultimately, a healthy society is also a resilient society. The shaping of narratives is the focal point of the ecosystem. It forms a basic understanding from which commitment emerges to a new tourism culture.
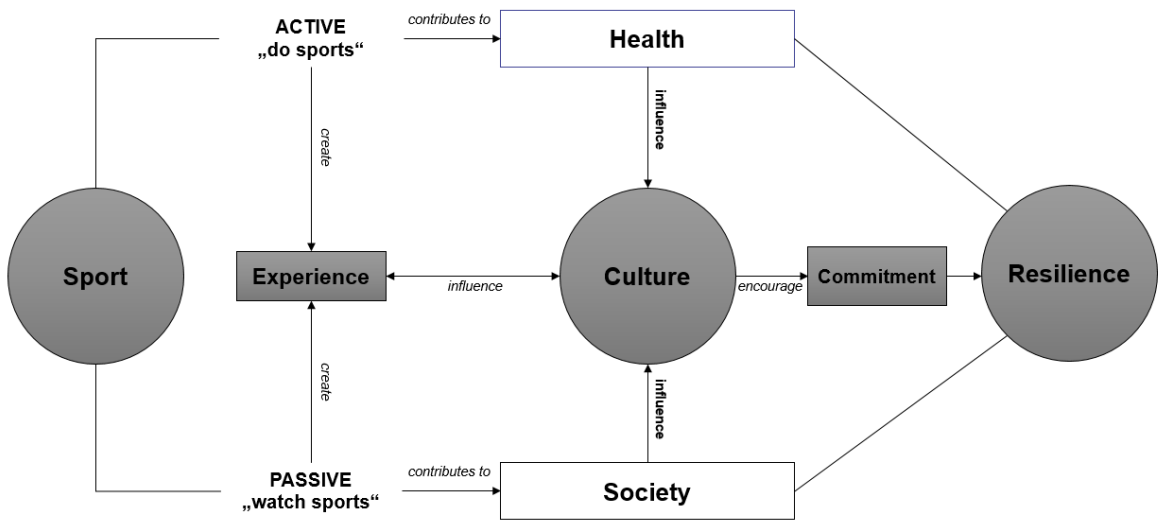
Figure 2. *The experience-based sport, culture, and resilience interrelationships in a destination ecosystem.*

Committing to the living space and utilising the interplay between the urban and rural space can help follow network approaches such as the *Ecosystem of Hospitality* (Pechlaner et al., 2022) and contribute to establishing a new tourism culture that is based on values, commitments, innovation and sustainability. Hereby, the management and marketing of the meaning of places and spaces may be adjusted and refined.

To assess destination resilience, one must clarify how the destination is conceptualised and whose resilience is being addressed. Responsibility is crucial, requiring intelligent collaboration of stakeholders (Pechlaner et al., 2022). The DMO's role is crucial, prompting the question of how they can develop further against the backdrop into Sustainable Management Organisations ([SMO] Pechlaner, 2023) amid discussions on future orientation. DMOs must progress by integrating sustainability and resilience into their business models (Philipp & Pechlaner, 2023). Thus, resilience involves withstanding a crisis, embracing change, and driving progress. Re-engineering DMOs includes thinking outside the box, becoming more experimental, and acting as an agent for sustainability, innovation, and the common good. The living, destination, and sports space cube developed by Hallmann and Zehrer (2022) will be utilised to assess the workstations' results and highlight important research directions for place management.

Based on this framework, 27 research propositions have been derived (see Table 2). They indicate how current knowledge could be adapted based on the consensus discourse. For example, on the interface of attractions within the destination space, the identity as part of the living space and the spatial practice within the sports space, the potentials of spatial practice at experiencescape touchpoints that facilitate social identity construction still need to be fully understood. Another example at the interface of destination experiences, living space infrastructure and emotional sport spaces would be a study on the importance of authenticity of touchpoints in the context of the frequency and intensity of spatial practice.

Table 2. Research propositions based on the consensus session.

Destination space	Living space	Sport space*	Research proposition
Mobility	Infrastructure	Spatial practice	Evaluation of the accessibility of touchpoints (spaces within a destination) for sport practice and their contribution to a resilient place development
		Social sport spaces	Assessment of knowledge management of social interaction opportunities and information thereof of touchpoints
		Emotional sport spaces	Study on the design of places to facilitate emotions when being physically active
	Services	Spatial practice	Identification of demand patterns for services in the sports sphere (built and non-built spaces for physical activity) and resident/tourist behaviour
		Social sport spaces	Accumulation of knowledge on how community resilience can be facilitated through social interactions during spatial practice
		Emotional sport spaces	Assessment of the effect of communication and participatory governance on community pride, health and resilience when hosting mega sports events
	Identity	Spatial practice	Evaluation of the extent to which spatial practice as daily routine in a destination can become part of individual and social identities
		Social sport spaces	Research on the meaning of identity within place governance and its effect on resilience
		Emotional sport spaces	Study on the role of the emotional attachment of residents and tourists in participatory (place) governance
Attractions	Infrastructure	Spatial practice	Evaluation of the importance of design and functionality of sportscapes (touchpoints)
		Social sport spaces	Exploration of the meaning of a place for building social relations in communities
		Emotional sport spaces	Understanding of the atmosphere and design of experiencescapes as a contribution to community well-being
	Services	Spatial practice	Study of the interrelationships of service quality of supply at attractions offering opportunities for physical activity
		Social sport spaces	Assessment of the contribution of sport to community resilience
		Emotional sport spaces	Exploration of the importance of authentic touchpoints (experiencescapes) for healthy living/community resilience
	Identity	Spatial practice	Understanding of the potential of touchpoints (experiencescapes) where spatial practice takes place to facilitate social identity in communities
		Social sport spaces	Exploration of the legacies of community events for community identity
		Emotional sport spaces	Evaluation of the role of communication in the construction of identity through authenticity and emotions
Experiences	Infrastructure	Spatial practice	Research on touchpoints (sportscapes) and their interrelationship with place development
		Social sport spaces	Exploration of the meaning of touchpoints (sportscapes) for different stakeholders (e.g., different groups of residents and tourists)
		Emotional sport spaces	Study on the importance and authenticity of touchpoints and their relationship with frequency and intensity of spatial practice
	Services	Spatial practice	Evaluation of the interrelationship between experience design and service delivery at touchpoints
		Social sport spaces	Understanding the extent that authentic services at touchpoints contribute to social capital accruement
		Emotional sport spaces	Analysis of the importance of touchpoints, what is delivered and their authenticity for place competitiveness
	Identity	Spatial practice	Exploration of the contribution of identity and spatial attachment to the creation of destination social responsibility
		Social sport spaces	Assessment of the management of shared spaces of residents and tourists to ensure safe space for residents
		Emotional sport spaces	Understanding how potential conflicts between residents and tourists impact the use of touchpoints for identity

Considering the discussions at the three workstations and the 27 research propositions, sports – day-to-day sport activities by residents and sport tourism – can facilitate contemporary demand side trends such as authentic experiences, individual health, or personal encounters. Focusing on these aspects in managing destinations and their development into places and ecosystems can strengthen social capital, identity, and participation within communities, resulting in community resilience and laying the foundations for sustainable and transformative place management. However, this requires new structures and responsibilities for DMOs and new network and commitment approaches for destination and living space stakeholders. DMOs should function as enablers of place-based networks (Laesser et

al., 2023). Practitioners should embrace this idea when they want to be innovative and face the current challenges.

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