

# 14 Calling for a Transformative Destination Development

## Narrative, Mindset and System

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### 1 Crises and Transformation: The Lack of Responsibility of the Tourism System

The current manifold crises in the world – the political, economic, migration and demographic crises in particular – along with the multi-layered discussions on climate change are driving forces for transformation in economy, society and politics. Accordingly, they also challenge the tourism system and it is necessary to specifically address conflicts surrounding sustainability in order to put the transformation on an ethical path by reflecting on the conflicts (Philipp & Pechlaner, 2023).

In times of political instability and fragile mobility chains, issues around income, societal value shifts, and an increasingly important corporate crisis management provoke several questions that we will address subsequently in relation to the future viability of the tourism system. In this context, the “system” refers to the ability of self-controlling and self-monitoring of the tourism sector and tourism policy. Tourism stakeholders act in accordance to their interests which are based on specific topics – a systemic context helps to reduce conflicts and fragmentation, and build commitment and coalitions (Pechlaner et al., 2024). Thus, the elaborations in this chapter follow a conceptual approach.

The global COVID-19 pandemic showed once again that tourism actors do not interact as a coherent system. Instead, the many separate tourism segments called for political support independent of each other. In such an uncoordinated crisis mode, political measures were implemented in an uncoordinated way, without the possibility of distributing subsidies fairly (Dupeyras et al., 2020). It became clear that in many countries and regions the tourism system failed to communicate both the interconnectedness and network-relatedness of the sector (with its small and medium-sized companies) to tourism politics, and the vulnerability of the network in the event of a global crisis. This led to questions such as: Were political actors aware of the importance, structure and vulnerability of tourism? And in relation to the tourism system: What efforts did tourism actors and associations make in recent years to strengthen the industry’s resilience in exchange with political actors?

Both resilience in times of crisis and a transformation towards sustainable tourism require a high degree of cooperation, which should be immanent in tourism (Meriläinen & Lemmetyinen, 2011). However, these recent events showed that thinking in systemic contexts is still lacking, which also reduces their power when

dealing with political actors. Destinations, tour operators, and accommodation and gastronomy businesses cooperate – if necessary – on the operational level (joint offers, networking), but they do not think in a macro and systemic context (strategic thinking, future prospects for the tourism value chain as a whole), which is in line with the cross-sectoral character of tourism and its societal relevance.

The tourism economy emphasises its role as an economic factor (Cárdenas-García & Pulido-Fernández, 2019), but merely as a societal phenomenon. The perception of tourism politics being social politics and not exclusively economic politics is only slowly gaining ground. Discussions on overtourism and the defensive, faltering dealing with it by the tourism system prove this. That climate change is still being underestimated, for example in the context of mega events in winter tourism, indicates business models and power that are still oriented at skimming off the demand as long as possible. Even after the COVID-19 pandemic, KPIs (key performance indicators) and reporting focus on pre-pandemic scales: many destinations and tour operators celebrate achieving their pre-COVID-19 levels. Thinking only in terms of arrivals or overnight stays prevents seeing the big picture around the social importance and responsibility of the global tourism industry. These socio-economic tensions could be summarised as follows:

Tourism helps wide social classes with distraction, but it also represses the responsibility for shaping societal transformations itself.

Against this background, critical questions about the tourism system emerge:

- How can tourism as a system work as an agent of change?
- Although it is a socio-political function, is it enough to focus on providing a societal distraction from everyday problems and crises? How can a comprehensive participation of citizens in tourism development be enabled?



*Figure 14.1* Structure of the chapter

Source: Own elaboration

- Is tourism primarily focusing on incremental adaptations to economic and societal changes, and is incremental adaptation sufficient for substantial innovation and transformation of the underlying system itself?
- Is it possible that tourism – as a key global economic sector – does not contribute substantially to the ubiquitous socio-ecological transformation and to central questions of the future, as implied by its economic relevance?

Looking forward to a transformation where tourism is a proactive and responsible agent of change requires not only a new transformation mindset, but also a holistic and integrative development and management framework that focuses not only on economic goals, but also on societal values, environmental protection and future issues. This will be explored in the following sections that build upon each other (see Figure 14.1).

## **2 Building a Narrative: Responsibility for the Sustainability Transformation**

In relation to sustainability, some tourism practices, such as the current level of air travel, are becoming increasingly controversial in society. This may be just the beginning of questioning levels of tourism that have been taken for granted before (Goessling et al., 2020). There are no system-led answers to the big questions indicated above; instead, particularistic areas of interest dominate the public debate. It is increasingly becoming apparent that the Sustainable Development Goals of the United Nations cause a variety of conflicts, especially social conflicts, around the question of how economic and social inequalities – for instance in terms of income (SDGs 1 and 8) or food security (SDGs 2 and 6) – can be reconciled with climate protection (Wong & van der Heijden, 2019). In addition, the COVID-19 pandemic and the respective debates on social media have considerably challenged or even harmed social structures.

The tourism system takes care of people while traveling; it is about hospitality, which only occurs through encounters. The creation and development of spaces of encounters is a central aspect of social interaction. Tourism has always done this. That also makes it extremely important. Nevertheless, the tourism system is not a driver for the development of new forms of social interaction; it certainly follows trends, but is it future-oriented enough to support and promote lifestyles and living environments that contribute to future transformations?

It should be tourism – given that it perceives itself as a coherent system more strongly – that leads the debate on future lifestyles actively and responsibly and thus inspires young people in particular (who seek meaningfulness in their actions) to work in tourism (Robinson & Schänzel, 2019). Lifestyles, in this context, refer to blurring boundaries between work and leisure, and, as such, to “an individual’s personal and social behaviour, including consumption behaviour, leisure, work or civic activities” (Thees & Philipp, 2022, p. 68). The attractiveness of an industry for workers and jobseekers also relates to how it deals with change and whether it is possible to guarantee fairness in working relationships. If fairness is possible,

the social situation and upgrading of the many professions in tourism will also be achieved (cf. Santos, 2023). However, the most important question is whether the tourism system adopts a leadership in this transformation towards climate neutrality. Related to this is the question of what contribution tourism can make to the preservation of biodiversity, as the IPBES (2019) is stressing the critical situation with regard to pollution, climate change, invasive alien species, exploitation of organisms or changes in land and sea use.

Global environmental changes inevitably require a central responsibility of the tourism system. The dramatic reduction in biodiversity and the increasingly visible consequences of climate change make it clear that tourism has to change in order to be fit for the future. Changes in land use or intensive agriculture and consumption of wild animals accelerate the loss of biodiversity and climate change globally. In the climate context, this requires a comprehensive monitoring system for companies and destinations in order to be able to determine evidence-based decisions.

Against this background, tourism could build upon its societal relevance and follow a new narrative:

The tourism system has a decent culture of transformation and is a driver for change. It is also recognised as such, both inside and outside of the sector. Tourism stakeholders are aware of the broad cross-sectoral and transnational impacts and opportunities of their economy, which go far beyond economic aspects and encompass ecological, societal, and cultural aspects as well. Accordingly, tourism stakeholders understand their responsibility as societal actors and act as agents of change.

To ensure that their actions and goals are in line with the interests, goals and values in the destination as well as those of their employees and customers, a close exchange with their diverse stakeholders – customers, politics and the broader society – throughout the entire value chain takes place. Following such a responsible, sustainable and inclusive approach makes the upcoming and inevitable transformation the entire tourism economy's greatest strength.

### **3 Setting the Criteria: Piloting Transformative Destination Development**

Against the previously sketched narrative on transformation in tourism, destinations are in a central position as places of encounters between guests and locals, and places where numerous and diverse hospitality services and lifestyle offers are available. How can a destination react quickly to external disruptions and new internal needs? What roles do destination management organisations (DMOs), service providers and the public have? To achieve even the double transformation (sustainability and digital transformation) of the tourism industry, destinations and DMOs face *inter alia* a re-orientation of processes and actions, collaboration or technologies (Reinhold et al., 2023).

In this regard, transformative destination development, on the one hand, means inspiring people about questions of the future and making appropriate

suggestions for lifestyles in the destination that do not hide the conflicts, but actually address them. On the other hand, it means that guests need to contribute to sustainable and responsible development as well. This can be facilitated by companies going beyond the necessary, for example, by actively addressing human rights issues (and the difficulties of the global tourism system in dealing with them) instead of just communicating them. Doing so requires a certain knowledge of action, and an implementation strategy where responsibility is shared with guests.

Transformative action in tourism is aimed at connecting innovation in the economic system with social innovation, understanding civic engagement as an enrichment for the successful combination of holiday and living environments, and creating living environments that enable encounters but also allow for more social accommodation and innovations avoiding overcrowding (see Chapter 5). Corporate appreciation is one thing, social appreciation is another. Instead of “Corporate Social Responsibility”, the term should rather be “Corporate towards Social Responsibility”. It is about developing transformative skills in the destination system that foster future-shaping learning processes of guests and providers, with particular consideration of local society.

A detailed analysis of current crises and their possible effects is, at best, a necessary starting point to enable transformative learning. Realigning meaning structures also refers to the ability to access the appropriate mindset that enables an examination of one’s own value and meaning foundations (Graupe & Bäuerle, 2022). The combination of mindset and current crises leads to new narratives.

Transformation is always associated with a paradigm shift. It can only work if humans are recognized not only as part of the economy and society, but participants instead (Razavi, 2022). The resulting ideas about possible future scenarios also create initial transition paths that need to be experimented with and piloted. Transformative destination management is necessary for “pilot destinations” that make experimentation with new lifestyles their mission.

Destination management is not only an enabler of transformative forces, i.e. those forces that want transformation, but also and above all should be understood as a way of shaping the future in a rapidly changing world. Dealing professionally with distraction and alleged “impossibilities” is just as important as enduring failed experiments; both must enable learning, ideally accessible to the entire destination network. Transformation competence means developing a high level of reflection on the tourism system, taking into account the potential of contributions to social transformation, and in particular developing specific action steps for the destination. Accordingly, destination management organizations must become sustainable tourism organizations (Philipp & Pechlaner, 2023).

In sum, the criteria for a transformative destination development are (among others):

- Observing, accompanying, anticipating and integrating trends (cf. Álvarez Jaramillo et al., 2018)
- Thinking and strategising holistically at the interface of resilience, sustainability, values and learning (cf. Thees et al., 2022)

- Strengthening regional responsibility and civic participation (cf. Philipp & Pechlaner, 2023)
- Understanding processes of transformation and the role of learning, experimenting and failing (cf. Zacher et al., 2021)
- Reflecting and discussing fundamental elements of values and meaning (cf. Seeler et al., 2021)
- Extending the boundaries of the tourism system (cf. Pechlaner et al., 2022a)

#### 4 **Shaping the Mindset: Towards a Culture of Transformation**

The culture of transformation is central to the evolution of transformative destination development, with questions such as: What skills are needed to support transformation in an organisation or region? Is there a mindset for transformation and if so, what does it look like? Against the background of the issues of the tourism system in crisis situations described above, the culture of transformation emerges as a critical factor in enabling organisations and networks to navigate change successfully. Therefore, this section explores essential criteria for its development from literature and other branches.

Searching for the roots of a culture of transformation leads to a diverse set of organisational theories under the umbrella of the similar-sounding “cultural transformation”. Related terms and theories are learning organisations (including fostering open communication, reflection and experimentation), agility (including iterative work processes, self-organisation and rapid feedback), change management (including planning, execution and control of processes), innovation culture (including creativity or new perspectives) and Positive Organizational Scholarship (focusing on strengths and engagement). These theories have different emphases that mainly refer to the transformation of culture, which is an *enabler* for the culture of transformation, but not the *same* as the culture of transformation. The same logic applies to organisational transformation (e.g. Levy & Merry, 1986) that aims to develop an organisation itself rather than shaping its socio-economic transformation.

As an enabler, culture has many facets: it promotes learning on an individual level, explains the behaviour of whole organisations, or even represents societies (McCalman, 2015, p. 4). Culture Change Theories are central to understanding a change in society. Those theories can be adopted for the transformation of the tourism sector towards more sustainable development. However, such transformation requires “A fundamental change in the meanings that cultural members attribute to their values and assumptions, which leads to a shift in the nature of cultural themes in use and the expressive content of the cultural paradigm” (McCalman, 2015, p. 4). Sketching the pathway towards cultural change includes several steps (see Figure 14.2): After *cultural reproduction* (repetition of established and known processes) and *cultural adaptation* (changing form or tools, but not the meaning and goals of processes), *cultural transformation* is the most advanced type of cultural change, and aims to identify elements of organisational culture that are deemed redundant, thereby changing organisational form and the overall meaning and attitudes (McCalman, 2015).

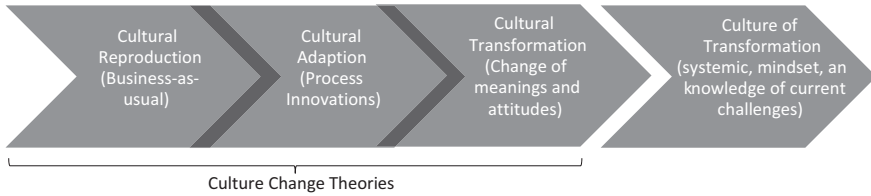


Figure 14.2 The emergence of cultural change theories

Source: Own elaboration

However, a more advanced *culture of transformation* is seldom discussed in the literature (cf. Lugtu, 2022). Which mindsets do we need to achieve the transformation of culture towards a culture of transformation? A first **definition** could be:

The culture of transformation refers to a collective and holistic mindset, shared values, and behaviours within a group (organisation, region) or individual that foster adaptability, innovation and resilience in the light of multiple crises and a required transformation. This culture provides the foundation for embracing change, enabling organisations to seize opportunities and respond effectively to disruptions.

Reflection as a competence might be a central component for the sustainability transformation on an individual level (Seeler et al., 2021) but also in reference to the system. The stronger the ability to reflect, the better the system is prepared to take responsibility for the transformation. Such a transformation of culture exceeds the first-order change with established thinking and cultural sense-making towards a second-order change that impacts the cultural DNA and the paradigms of an organisation. Therefore, it is multidimensional, qualitative, discontinuous and radical (Levy & Merry, 1986).

Research has shown that a strong culture of transformation contributes to improved organisational performance, enhanced employee engagement, and a sustained competitive advantage (Quinn & Cameron, 2019). Although culture was long underrated in sustainability concepts, today, it gains importance in implementing a sustainability mindset. So far, culture in sustainability is isolated to issues of local implementation and regional differences, art and elites, education for sustainable development, lifestyles and sustainable consumption (Parodi, 2015). Parodi (2015) identified four deficits that include a lack of sensitivity for other cultures, handling sustainability primarily as a collective interest, formulating sustainability as an ethical rather than an aesthetic and practice-oriented approach, and neglecting non-material aspects of sustainability. However, other voices increasingly stress creativity and transformation: “Sustainability is only attainable if we regard it as a culture-transforming, creative project for the entire society” (Packalén, 2010, p. 118). This quote also highlights the close relationship between sustainability and transformation. Moreover, “Culture provides the necessary transformative dimension that ensures the sustainability of development processes”, as UNESCO (2023) expressed it.

The culture of transformation is relevant to different groups of actors:

- **Organisations** often discuss the culture of sustainability across all functions, from management processes to the role of employees and accountability (Galpin et al., 2015). For example, Google is renowned for its culture of transformation, which encourages employees to experiment, take risks and challenge the status quo.
- **Individuals** often report positive, transformative changes in response to adversity. Cognitive transformation involves a turning point in a person's life characterised by (1) the recognition that coping with adversity can result in new opportunities and (2) the re-evaluation of the experience from one that was primarily traumatic or threatening to one that is growth-promoting. Research findings strongly supported the hypothesis that transformation predicts resilience (Tebes et al., 2004).
- **Regions** are seldom discussed while building a culture of transformation. Of course, there are similarities to community development (Mann et al., 2017), regional resilience (Thees et al., 2022) and urban transformation (Pechlaner et al., 2022a). However, tourism destinations are familiar with local networks, cooperation and interdependencies, and provide research on change and disruption, as seen especially during the COVID-19 pandemic.

Assuming that the culture of transformation requires the cooperation and integration of the mentioned actors, several obstacles emerge in practice:

- A lack of knowledge and experience in system change and turning away from growth thinking
- Conflicting goals and priorities
- Inadequate supporting data for evidence-based decision-making
- A lack of motivation and incentives
- Insufficient time and money to engage in transformation and make appropriate investments
- Failure to involve the community and relevant stakeholders
- Misunderstanding and mismanaging the cultural dimensions of change (Álvarez Jaramillo et al., 2018; Komatsu et al., 2019; McCalman, 2015; Stewart et al., 2016)

These obstacles can also be found in theory, e.g. discussing the Culture of Change or Resistance to Change. It is difficult to sketch a fast way to implement such a culture of transformation. McCalman (2015) is even calling for an overnight change of the company culture towards a more social capitalism. Besides such disruption, there are five critical elements for implementing the Culture of Transformation:

1. Leadership Commitment
2. Learning Orientation
3. Transparent Communication

4. Agile Structures and Processes
5. Collaboration and Empowerment

The implementation of the culture of transformation is a process of multiple stages that is characterised by transdisciplinarity, including *inter alia* behavioural science, organisational theories and human–nature interaction. In practice, there might be supportive guidelines or values, such as the Agile Manifesto, which defines, for example, socio-ecological restoration over economic justification or transformative system change over small steps to keep business as usual (Beck et al., 2001). However, in order for such transdisciplinary approaches to be implemented successfully and allow for transformative thinking, traditional theories and practices must be rethought and further developed. They need to become more agile, flexible and holistic in order to consider the interests of various actors and stakeholder groups, and thereby meet the demands of an ever more complex and diverse global society.

## 5 Conceptualising the Transformative Destination: The Ecosystem Approach

Against the background of the current transformation in destinations, the calls for thinking in systemic contexts, and possible paths through the culture of transformation, the tourism system lacks a conceptual framework that addresses those issues, as described in Section 1. What are the necessary factors for establishing such a framework and facilitating the tourism system to take up its cross-sectoral and interdisciplinary responsibility? With respect to the aforementioned changing framework conditions in the context of socio-ecological values, public sustainability debates, and new, blended forms of work, life and leisure, respective spatial and tourism frameworks need to be increasingly flexible (Bieger & Klumbies, 2022; Pechlaner, 2022). In spatial or societal contexts, **flexibility** allows for the ability to adapt to changing circumstances and adjust processes, strategies or initiatives where needed. A high flexibility also helps individuals, organisations and networks to both prepare for and react to crisis situations and, thus, increase their resilience (Pechlaner et al., 2022b). Accordingly, flexibility can be seen as a fundamental prerequisite for fostering and strengthening experimentation and innovation, which, in turn, facilitate the development of new paths and directions (Brouder, 2020). An **openness to innovation** not only helps solve problems or tackle challenges, but also allows for the creation of new ideas, technologies and processes. This may ultimately lead to a set of products and services that are different from those of competitors and, thus, result in a competitive advantage (Eckert & Pechlaner, 2019; Tessarin & Azzoni, 2022). Keeping in mind the increasing integrated consideration of destination and living spaces and the respective synergies and overlaps of destination development and living space development, **cooperation** of all stakeholders is a basis for transformational processes (Zacher et al., 2021). This allows for the exchange of knowledge and resources and, thereby, reduces risks and conflicts and enhances synergies (Nielsen, 2005).

Those criteria mentioned are represented by the sum of different approaches that shape current destination management. A more flexible and holistic approach is the Ecosystem of Hospitality (EoH; see Figure 14.3), representing a spatial adoption of the ecosystem approach. In recent years, the ecosystem term has been increasingly adopted by a variety of disciplines and contexts, particularly by the business and economics environment. Stam and Spigel (2017, p. 1), for example, describe an entrepreneurial ecosystem as a “set of independent actors and factors coordinated in such a way that they enable productive entrepreneurship within a particular territory”. It has both spatial and organisational dimensions and consists of formal, physical, market, cultural and systemic elements. Accordingly, an entrepreneurial ecosystem with its focus on actors, interactions and relationships has the potential to foster local and regional development (Bachinger et al., 2020). Adopted to the spatial development context, the ecosystem approach can help to connect the different and diverse spatial, social and economic networks and integrate them into a larger spatial ecosystem.

The EoH mentioned above aims to integrate various geographical layers such as the business location, the tourist destination, and the living and leisure space of locals and residents (Pechlaner et al., 2022a; Philipp et al., 2022). It allows for not only a rethinking of traditional and well-established structures within destinations as well as the entire tourism system, but also for a particular focus on sustaining and expanding stakeholder networks. Following the earlier elaborations on culture as an enabler for change and transformation, the EoH can be an approach to further develop tourism to a more sustainable tourism culture. To better understand the transformative potential of the EoH, it will subsequently be illustrated by focusing on four key characteristics:

1. **Actors and competencies:** The focus of the EoH is not on organisations, but rather on “the individual and the opportunity for encounters between individuals [as well as] on issues surrounding quality of life, resilience, culture, mobility and connectivity” (Pechlaner et al., 2022a, p. 12). The holistic approach of the EoH, both in terms of spatial settings and target groups, allows not only for a consideration of different opinions and discussions, but also for an integration of the various local and regional stakeholder groups – politicians, residents, visitors, businesses, institutions or entrepreneurs alike – and their quite diverse lifestyles, experiences and visions, which were often influenced by the COVID-19 pandemic (Philipp et al., 2023). Transformative actors can actively integrate their competencies, responsibilities and self-efficacy, making spatial development a shared responsibility.
2. **Organisational models, participation and leadership:** Customer and demand-side needs are in a constant state of change (cf. Thorns, 2002) and, thus, require urban and rural spaces to adapt accordingly and focus on public interest and sustainable, long-term spatial development rather than short-term interests or economically driven business models (Ferguson, 2019). The participation and involvement of all stakeholders through bottom-up approaches (cf. Thees et al., 2020) is crucial to ensure that all needs are met and that meaning structures can be adapted. New organisational models beyond growth- and success-oriented

- models need to be developed. Clear leadership that defines the rights, roles, relationships and responsibilities of actors and stakeholders is essential for integrated approaches to work (cf. Aitken & Campelo, 2011).
3. **Processes:** Key processes that help achieve a transformative destination are manifold. Of particular importance is strategic planning, as it helps to develop a clear and understandable vision and plan long-term. Community engagement, including regular feedback and consultations, is vital to ensure that the transformation reflects the actual needs. This may include changing guest structures. A collaborative governance, encompassing public–private partnerships or stakeholder committees, can help with this (cf. Pechlaner & Philipp, 2024). These processes, among others, can be supported by policy development, integrating innovation, inclusivity and sustainability and adjusting regulations, where needed. However, this requires a certain openness to the deconstruction of paradigms, experimentation with new paths of transition, and the integration of customers along the entire process, built on visions and strategies.
  4. **Tasks and fields of action:** The tasks and fields of action illustrated in the EoH are diverse and linked to many ideas and terms mentioned above. Fostering the start-up scene is important to attract talent and businesses, including their innovative ideas and networks, to the respective place. Engagement and involvement of various stakeholders needs to happen at the earliest possible stage (cf. Philipp et al., 2023). The boundaries between urban and rural spaces need to be overcome through investments in digitalisation, mobility and others (Pechlaner, 2022). The well-being of stakeholders and modern leisure options need to be integrated. Culture and creativity play an increasingly important role, allowing for individual and authentic experiences and, thereby, enhancing the quality of life of individuals. Furthermore, culture constitutes identity and strengthens the coordination and collaboration of individuals, making it an essential component of integrated approaches.

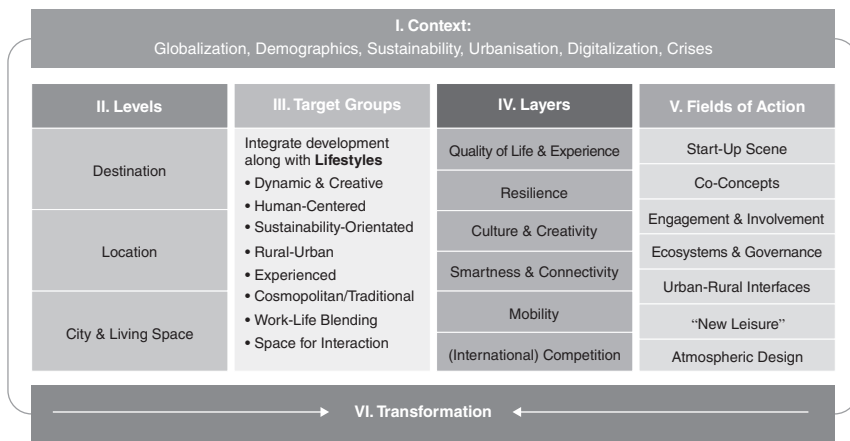


Figure 14.3 The Ecosystem of Hospitality

Source: Pechlaner et al., 2022a

As shown in Figure 14.3, the EoH and its holistic integration of the location, destination and living space facilitates the creation, development and implementation of new concepts and respective fields of action that meet the requirements for a spatial transformation. This fosters the development of a transformative destination by focusing on more individualistic and target-group-oriented discussions.

## 6 Summarising the Call for Transformative Destinations

Numerous crises, challenges and trends affect the ability of the tourism system to act as an enabler of change and transformation. At the same time, tourism with its cross-sectoral nature has the potential to actively contribute to discussions on future lifestyles and questions of economic, ecological and social sustainability and transformation. Guest flows enable the activation of supply or offer systems, each with their own dynamics. This complexity must be taken into account in order to recognise the right balance between transformation and sustainability (St. Gallen Model for Destination Management; Reinhold et al., 2023).

From our conceptual perspective, transformative destination development goes beyond the mere management of tourism destinations – it is a result of different criteria, measures and actions that actively shape the future through observation, adaptation, experimentation and learning. Such a new understanding of tourism builds on the Culture of Transformation in a systemic view. The stronger this system is able to reflect on itself, the better it can take over responsibility. The EoH is a holistic and integrated tool that can support achieving this vision by empowering transformative actors with their competencies and responsibilities through adjustable and participative organisational models and processes. To support this transformation and take over a leadership responsibility, DMOs should become SDMOs (sustainable destination management organizations) or SMOs (sustainability management organizations). This re-branding might be an example of a change which then requires new structures, tasks and narratives. The tourism industry should be courageous to implement and test new models as such piloting supports the gathering of stakeholders behind new narratives.

Opening up such holistic questions in this chapter calls for new research as well. Therefore, we propose to discuss the role of tourism for transformation at first on an abstract level. Afterwards, transdisciplinary research should take place that integrates stakeholders, travellers and the society to design a transformative destination. At this stage, it is also important to include best practices that already piloted a transformation in their destination or organization.

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