

ISSN 2384-9398

GeoProgress Journal

Volume 8, Issue 2, 2021



**GEOPROGRESS EDITIONS
NOVARA**



Geoprogess Association

at University of Eastern Piedmont
Via Perrone 18 – 28100 Novara, Italy

For the earth's ecosystem and human communities progress

Geoprogess is not-for-profit organisation founded in 2011 by professors from several Italian universities and scientific institutions with the aim at fostering knowledge, empowering humanity, and improving the quality of human resources, territories and the Earth's ecosystem. Among the activities Geoprogess is carrying out according to its mission, (www.geoprogess.eu), there is the publication of journals, at national and international level, and other kinds of writings, all of which are open access.

President: Francesco Adamo,

Board of Directors: Francesco Adamo, Vittorio Amato (Vice-Presidente), Eugenio M. Braja (Treasurer), Alessandro Capocchi, Maria Giuseppina Lucia.

Board of Auditors: Patrizia Riva (President), Paola Vola, Chiara Morelli.

Donations to Geoprogess for supporting its editorial and solidarity activities

Consistent with the association's aims, this and other online publications of Geoprogess are open access but they obviously have a cost. The same is true for initiatives concerning the protection of natural environments, landscape, cultural heritage, mainly for development cooperation programs in poor countries.

For these reasons, we urge readers to make a donation to the Association and possibly join and make a personal contribution.

*You can send your **donations** through: Bank transfer to
Geoprogess (Novara, via Perrone 18) at INTESA SAN
PAOLO, Fil. 55000, Novara (Italy) BIC: BCITITMM
Code Iban: **IT75R0306909606100000016996***

ISSN 2384-9398

GeoProgress Journal

Volume 8, Issue 2, 2021



GEOPROGRESS EDITIONS

NOVARA

GeoProgress Journal (ISSN 2384-9398) is an open access e-journal submitted to a double-blind peer review (www.geoprogress-edition.eu) . It is edited by Geoprogress (non-profit association) in line with its strategic objective to increase and disseminate knowledge in order to contribute to the progress of humanity (www.geoprogress.eu)

The ***GeoProgress Journal*** is published by Geoprogress with the collaboration of the Università del Piemonte Orientale



and it is part of the free access online publication community of the University of Eastern Piedmont (UPO). The readers may download articles totally or partially but the source must be cited.

Copyright © Geoprogress Onlus

Via Perrone 18 - 28100 Novara.

E-mail: info@geoprogress.eu

Editorial Staff of the GeoProgress Journal

Editor in chief: Francesco Adamo, Emeritus Professor, Università degli studi del Piemonte Orientale (Italy)

Associate Editor: Daniela La Foresta, Professor, Università degli Studi di Napoli “Federico II”

Scientific Advisory Board: Bjorn Asheim (Norway and Sweden), Huseyn Bagci (Turkey), Vincente Bielza de Ory (Spain), Vladimir Kolossov (Russia), Sergio Conti (Italy), Elena Dell'Agnese (Italy), Labadi Fadwa (Palestine), Claudio Minca (Netherlands), Julian V. Minghi (USA), Maria Paradiso (Italy), Petros Petsimeris (France), Stephane Rosiere (France), Christian Vandermotten (Belgium), Peter Wiltshier (United Kingdom), Rawal Darshana (India).

Editorial Board: Vittorio Amato (Naples), Alessia Amighini (Novara), Margherita Azzari (Florence), Franco Farinelli (Bologna), Chiara Ferro (Naples), Marco Giardino (Turin), Giorgia Iovino (Naples), Luca Ruggiero (Catania), Piercarlo Rossi (Turin), Marcello Tadini (Novara), Angioletta Voghera (Turin)

Publishing Office: Stefania Albanese (Office Head), Davide Murmora (Webmaster), Edoardo Ardizzone (web editor), Francesco Scalera (Web editor).

Scientific Advisory Board for Special issues.

1) *Governance issues and rules, Political and Institutional Issues of Community Development, from local to global scale, International Co-operation:* Huseyn Bagci, Massimo Coccia, Elena Dell'Agnese, Labadi Fadwa, Gianfranco Lizza, Sergio Marchisio, Stephane Rosiere, Fabienne (Charlotte) Orazie Vallino, Maria Paradiso, Piercarlo Rossi

2) *Social and Cultural Development Issues, and Policies:* Claudio Cerreti, Piercarlo Grimaldi, Ciro Isidoro, Mirella Loda, Claudio Minca, Antonio Palmisano, Lida Viganoni

3) *Natural Environment Issues and Policies for an Ecologically Sustainable Development, at regional and global scales:* Francesco Dramis (Coord.), Paolo Billi, Egidio Dansero, Paola Fredi, Marco Giardino, Giorgio Malacarne, Fausto Manes, Antonio Rolando, Fabienne (Charlotte) Orazie Vallino, Aldo Viarengo

4) *Regional and Urban Development Issues, and Planning Methodology:* Tullio D'Aponte, Vittorio Amato, Grazia Brunetta, Cesare Emanuel, Fabio Pollice, Vittorio Ruggiero, Franco Salvatori, Christian Vandermotten, Angioletta Voghera.

5) *Issues of Business Development, Strategy, and Regional Economy:* Bjorn Asheim, Elio Borgonovi, Maura Campra, Vincenzo Capizzi, Stefano Caselli, Maurizio Comoli, Sergio Conti, Francesco Favotto, Giovanni Fraquelli, Gianfranco Rèbora, Mario Valletta, Peter Wiltshier

6) *Methodological and Technical Issues of Geographic Information and Spatial Analysis:* Margherita Azzari, Maurizio Gibin, Andrea Favretto, Gianfranco Spinelli.

7) *Energy Issues:* Federico Testa (ENEA), Riccardo Basosi (Siena), Sue Roaf (Edinburgh), George Gross (Urbana, Illinois), Marco C. Masoero (Torino), Patrizia Lombardi (Torino) and Emanuela Colombo (Milan).

Board of Referees

Professors, Researchers and Experts in the fields and specific topics of the manuscripts submitted for publication.

Headquarter of the Publishers: Geoprogress & DISEI-UPO, Via Perrone 18 – 28100 Novara; E-mail: 1) DISEI-UPO, stefania.albanese@uniupo.it ; 2) Geoprogress, info@geoprogress.eu

Table of contents

Editorial Note.....9

ARTICLES

1. Populism does not die, it becomes more radical
Andrei Țăranu11
2. Scenarios and future trends of digital tourism
Luisa Carboni, Tony Urbani21
3. Worldviews developed for devolution and capacity to innovate – the east
midlands example
Peter Wiltshier.....29

Editorial Note

The GeoProgress Journal is becoming fully international. This second issue of volume 8 (2021), published during another pandemic year, includes three articles, two of which written by non-Italian researchers: the first, on populism, by Andrei Țăranu, a Romanian researcher; the second, on Digital Tourism, by Luisa Carbone and Tony Urbani, Italians; the third, on tourism management issues, by Peter Wiltshier, from the University of Derby, who brings the experience of the important New Zealand school of tourism.

Andrei Țăranu argues that, in the course of the destabilizing events that are currently changing society and the economy, populism does not lose ground, but, on the contrary, finds fertile ground and becomes more radical. He illustrates this idea by analyzing the electoral performance of various European populist and nationalist parties, while also studying their discourse, political agenda and ideology. This contribution is a good starting point for those who want to develop a comparative analysis of the different populisms and their geography.

Luisa Carbone and Tony Urbani, discussing scenarios and future trends of digital tourism, argue that two fundamental factors, which redesigned the tertiary sector - the industrial revolution 4.0 and the spread of the COVID pandemic - have transformed the traveler into an “adprosumer” of experiences: no longer the detached tourist or passive user of the attractions of a territory, but a producer and consumer of tourism, attentive to lifestyles and sustainability, able to establish an authentic and deep relationship with the "liquid" places. The change, forcing the supply to adapt to demand, gives rise to unexpected social and cultural digital practices.

Peter Wiltshier considers the destination development of the first and most visited National Park in the United Kingdom, the Peak District National Park, exploring and evaluating the participation by academic teams of Derby University, from both staff and student’s perspectives.

The actor-network theory used in this destination development study is coupled with a reflexive practitioner’s perspective and worldview. What is being explored in this approach is the capacity for the destination to use actor-network theory as a construct for identifying design aspects, which are indeed special and to some extent inimitable for future development. In this development, destination design elements are selected as central to the understanding of community. This contribution is important not only for tourist destination development but, more generally, for the systemic and participatory planning that Geoprogress strives to promote everywhere.

Francesco Adamo

POPULISM DOES NOT DIE; IT BECOMES MORE RADICAL

Andrei Țăranu*

Abstract

The new Coronavirus pandemic which affected the world, along with the ongoing economic crisis, the war in Ukraine and other destabilizing events are generating social and political changes. The aim of this paper is to argue that populism does not lose ground, but on the contrary, strengthens and becomes more radical. I develop this idea by analyzing the electoral performance of various European populist and nationalist parties, while also defragmenting and understanding their discourse, political agenda and ideology.

On January 6th 2021, during the violent demonstrations in Washington DC, a bizarre character drew the attention of the world media, a personage which had this upper body covered in furs, his face painted in blue/red/white and bison horns on his head, holding the US flag in one hand. It was, without a doubt, the symbol of what the American press calls “the insurrection” provoked by Donald Trump in order to preserve his mandate as president of the USA, even if the numbers showed that he had not won the elections. This character introduced us Europeans to one of the strangest contemporary American conspiracies - QAnon, a conspiracy that, in its absurdity, unravels the most complicated springs of collective beliefs and behaviors, questioning humanity’s millennia of rational thinking and its civilization process. I will not reiterate the speculations underlying this conspiracy theory that seems to turn into a kind of quasi-religious belief, for the horned character in the Capitol considers himself a shaman of Q. I will only say that, as in any mythology, the QAnon cult is based on a strict Manichaeism: we are witnessing a phase of the eternal struggle of “the Good” (somewhat represented by Donald Trump, but not only) with “the Evil” (its best-known representative - Hillary Clinton) and as a result “the World” (the American society) will renew itself and will enter a new cycle.

Anthropology (Tylor, 2016) explains the phenomenon of the primitive man trying to frame itself into the world (or the environment) “Magical Thinking”. This implies a relationship at the suprarational level between nature’s phenomena and original elements, and the one executing the connection is usually a shaman or a priest, a person considered

* Andrei Țăranu, Faculty of Political Science, National University of Political Studies and Public Administration, Bucharest, Romania, E-mail address: ataranu@gmail.com.

to possess special abilities in ritualizing the reality. Magical thinking does not need scientific explanations and is based exclusively on faith, which makes its theoretical model - non-scientific - exclusively based on the cohesion in faith of its members. The return to Magical Thinking, which can be observed worldwide, validates the concept of Post-Truth (McIntyre 2018), i.e. the introduction of subjectivity and emotionality in experimental knowledge. Post-Truth emerged as a reality in the United States, where various religious groups demanded and obtained - rather implicitly - the right to a two-sided truth, in the name of freedom of faith and expression. That is, "I do not deny that one can believe in the theory of evolution, but I choose to believe in the creationist theory" (McIntyre 2018): or more precisely science and faith can have the same value of truth, which is absurd in a logical sense, according to the identity principle. And this nonsense, imposed by the media and politically by the American conservative forces of the 90s of the twentieth century, received the current name of Post-Truth in 2015 (when it became the word of the year).

In Europe, Post-Truth has been viewed with caution and has even been ridiculed in the media and academia, but has not been explained, theorized or politically dismantled. Ridiculous or not, for the general public it seemed to be a way out from the "Totalitarianism of Scientific Thinking", the latter being defined as a form of Neo-Marxism. And this phenomenon was due to the fact that classical Marxism and socialist movements were the last bastions of critical thinking, logical analysis of reality, and the only ones that did not semantically equate scientific truths to emotional (or religious) truths. On the contrary, the right-wing parties and especially right-wing populist parties have supported this ambiguity, hoping they could take advantage (and they did) of the votes of those social groups who felt abandoned by the left's intellectual and scientific elite. Michel Wieworka points out that a great proportion of French trade union workers moved from parties which follow the socialist tradition (especially the voters of the Communist Party) towards National Front, more than ten years since American workers abandoned the Democratic Party (especially those in Rusty Belt) to vote for Donald Trump in 2016.

In a paper that has already become a classic, Cas Mudde (2015) defines populism as a movement that opposes "the pure people to the corrupt elite". It is debatable whether this definition is still entirely correct nowadays and whether it is outdated. But what is rather important is that the "people" voted more conservative and traditional as a reaction to the elite, including the intellectual, artistic or scientific elite (Draghici, 2018). It is not mandatory to explain the reasons why the lefties lost its ground or whether it abandoned its mission. What is necessary to observe is that in most polls organized in recent years, either in Europe or United States, the vote preference for the right-wing populist parties continued to be massive, even if they have not always won the government. And a particularity many authors highlight is that right-wing populist parties have used conspiracy theories - the Islamist conspiracy, the migration conspiracy, the Brussels bureaucracy conspiracy for multiculturalism, and so on. - as an engine for attracting adherents.

Conspiracy theories are not easy to define, because these theories defy the reality accepted by most. Conspiracy theories state that a historical fact, with results now known, arises not only from legitimate or at least obvious reasons, but also from - or exclusively - the action of the occult, illegitimate forces. The underlying element of any conspiracy

theory is the complicity of at least two persons acting in secret and with malicious intent. (Castillon, 2007).

As Jayson Harsin (2018) of the American University of Paris, one of the leading theorists of the Post-Truth, points out, it seems that never before in history have conspiracy theories and hatred been so present in our society as during the Coronavirus pandemic. The society was divided between the "holders of the truth" (conspiracy theorists and their followers) and the "useful idiots" of the system, as Stalin called them, mockingly named "snowflakes" or "sheep." The latter agree to be deprived of their freedom (economic, social, movement, etc.) by large pharmaceutical companies, information technology (Big Tech, Big Pharma), etc. destroying the last remnants of human freedom and democracy. The theory that Big Tech and Big Pharma would cooperate to introduce microchips to monitor human beings using the vaccine seems to have worldwide coverage.

Related to the apocalyptic text of the Bible number 666 and the end of the world's Armageddon, this theory faced an instant and resounding success from the United States to South Korea and from Romania to Brazil. And the behavior of some political leaders in addressing the pandemic has even strengthened the idea of a global conspiracy. Considering that Donald Trump in the US, Jair Bolsonaro in Brazil or Boris Johnson in the UK (and these are not the only ones) had, at least initially, some reactions denying the pandemic and maintaining the previous situation as long as possible (business as usual), further split their societies, reinforcing the conspirators' perception that the occult forces (Deep State, Big Tech, Big Pharma, George Soros, etc.) want to seize political power to the detriment of the civil and democratic freedoms of the people. It is no surprise that the vast majority of populist and illiberal leaders reacted in line with religious or para-religious groups in order to train their supporters against the healthcare system, which is considered oppressive and obedient to occult interests.

But in comparison to other times when conspiracy theories were dominant (as these theories never ceased to exist, but were in different latencies), what is shocking is the immense potential of violence they brought and still bring along. And we are not only referring to a symbolic violence of civic disobedience against an oppressive state, but to a violence with a strong insurgence capability. When seeing the images of rioting masses in Germany, the Netherlands, Italy and many European countries one can see the explosive potential of these groups, which, paradoxically or not, seem identical in their self-assumed symbol: in refusing the medicinal mask as a reaction to medical "tyranny".

The demonstrations in Berlin on November 20, 2020 brought together the most unlikely groups to meet on the same side of a barricade: LGBTQ + groups with neo-Nazis with the portrait of Hitler, Christian-evangelical groups with hippies supporting Gandhi and more and more often QAnon believers (see *The Local*, 2020; Buchholz and Paulokat, 2020). The umbrella group that brought together all these seemingly opposing movements defines itself as Querdenker (Lateral Thinking) which virtually brings together all anti-covid conspiracy theories and synthesizes them into a quasi-anarchist manifesto that for freedom and hate of the establishment. Although Querdenker claims to be a pacifist group, the violence manifested in Berlin where 77 policemen were seriously injured as a result of clashes with protesters, was extraordinary intense, according to the head of the Berlin police, Barbara Slowik.

It seems there is no formal link between Querdenker and Alternative für Deutschland, but AfD is present (at least through symbols) at all the Querdenker events, and recently a Konrad Adenauer Stiftung poll showed that 24% of AfD voters strongly believe that the coronavirus is a supranational conspiracy, and 41% of the same voters say that is possible (and probable) that this is a conspiracy. Probably this is a factor why they are doing so poorly in Germany (Eppelsheim, 2020; Deutschlandfunk, 2020).

Yet the demonstrations in Germany are not singular, the Netherlands has faced large-scale demonstrations against the prolongation of the state of emergency, amid political tensions that led to the collapse of the Rutte government and preparation of early elections in March 2021 – won by Rutte, in the end.

And yet Jayson Harsin is not entirely right, there has been a similar political moment in history – the peak of European fascism. Few know that irrationalism and vitalism were the intellectual origins of fascism, anti-Enlightenment and anti-liberal gnoseologists, which are quite similar to Post-Truth. From the end of the 19th century to the middle of the 20th century, irrationalism was an extremely popular philosophical doctrine among conservative and later fascist movements. It contrasted the gregarious materiality of the enlightenment (and therefore of Marxism) with the reality of spirit and intuition, will and even mystical experience. Names like Schopenhauer, Kierkegaard, Nietzsche or (later) Albert Camus were brought on stage as commentators for Kant, Hegel or Marx. Critical reasoning was opposed by will, ethics by Nietzsche's masters' morality, experimental science by the pessimism of existentialism. Fascism has been fed by the idea that by will you can change the world and that by intuition you can overcome the difficult experiment (Milza, 1991).

In the eccentric areas of Europe, such as Spain or Romania, fascism also followed a conservative religious line, of mystical extraction, in which earthly democracy had to correspond to a transcendental dictatorship in the celestial realm. From this point of view, Jose Antonio Primo de Rivera (founder of the Spanish Phalange) and Corneliu Zelea Codreanu (founder of the Legion of Archangel Michael) are very similar, both sharing a hieratic vision of their country, against the political left and in favor of gaining power even through violence, if the democratic elections do not grant it. The notable difference between the two fascist movements is that the Legion was born as a declared anti-Semitic and xenophobic chauvinist movement. Both fascist movements glorified the struggle against the system and the political establishment, they had a strong attitude against both capitalism and communism, placing more hope in God than in a set of public policies that would lead them to modernity (Schmitt, 2017).

The tragedy is that in the November 2020 elections, in Romania, a party - the Alliance for the Union of Romanians (A.U.R.) - which is too reminiscent of the Legionary Movement, entered the Romanian Parliament with a score of 10%, outperforming some mainstream parties. And much of the resounding success of this political party came precisely from the fight against the "muzzle", that is, the medicinal mask that protects against covid infection.

In fact, the fight against the obligation to wear a protective mask was precisely the coagulant of this ideological conglomerate that A.U.R. as a populist political party is.

Almost no one heard about A.U.R. before the elections, although the party had been founded a year earlier by the unification of two radical right-wing formations, a pro-unification with the Republic of Moldova nationalist fascia and another religious one, mainly consisting of those who organized the pro-family referendum (Coalition for Family). According to their political program, the Alliance for the Union of Romanians was founded on four pillars: family, country (homeland), faith and freedom (Alianța pentru Unirea Românilor, 2019). Assuming these four pillars, A.U.R. openly positions itself as a nationalistic populist with strong irrational religious accents party.

The moment when AUR is formed as a legal party, January 24, 2020, is very close to the official start of the pandemic in Romania - March 16, 2020, when the President of Romania established a very severe state of emergency in Romania, limiting the right to free movement between cities, limiting and controlling the circulation in localities of those who are not essential for economics, the introduction of homework and online education for pupils and students etc. Within this framework, the Romanian authorities had a rather complicated stand in relation to religious communities, especially the Orthodox Romanian Church, closing places of worship and allowing the religious service between certain hours and in open spaces. And the fact that feasting the Orthodox rite Easter (which does not have the same calendar as the Catholic and Protestant rites) was allowed under extremely strict conditions, triggered a furious reaction of a part of the Orthodox community. That was the take off moment for this party, a small one until this time.

Theories of an alleged conspiracy of "neo-Marxists" and progressives who wanted to legislate same-sex marriage and accept the adoption of children by same-sex families had already appeared in Romania (as elsewhere in Central and Eastern Europe) during the Family Referendum campaign (the introduction of the phrase "marriage is the union between a man and a woman" in the Constitution) in 2018, but they were considered ridiculous, which is why the referendum did not pass. But they have found fertile ground with the so-called conflicts between the state and the Church, and AUR has assiduously promoted them in the anti-mask demonstrations, during the summer of 2020.

This is the first time after the interwar period when high hierarchs of the Orthodox Romanian Church openly intervened in a party's activity and political propaganda, a party that, without a doubt, they supported and continuously do so (Alianța pentru Unirea Românilor, 2019; Ionițe, 2019). A.U.R. leaders have been deeply involved in religious propaganda for the allowance, in the midst of a pandemic, of pilgrimages to Iasi, Bucharest and Constanta (which imply large numbers of people and, therefore, an increased risk of spreading the virus), considered traditional and sacred. In return, the A.U.R. leaders benefited from the impressive media infrastructure of the Romanian Orthodox Church, which allowed them to run a substantial electoral campaign, but under the radar of the cultural and ideological mainstream system, hence the surprise all the other parties had when they were defeated by A.U.R.

What I observe very interesting is that A.U.R. was not original in this endeavor. A decade and a half ago, another radical catholic populist party, PiS (the current ruling party in Poland), used a similar recipe (Radio Maria, in particular) to overthrow the party that had been in power for ten years, the United Left Party, led by the former President Aleksandr Kwasniewski. Of course, it seems hard to believe that the PiS offered support to

A.U.R., but what is certain is that immediately after entering the parliament, A.U.R. sought an alliance with PiS conservatives at an European level.

It must be said that for the Romanian society the appearance of such party represented an extremely strong shock, because since 2009 no self-declared nationalist (and obviously populist) party entered the Romanian Parliament, and Romania seemed to be the only country in Europe not haunted by populism. Of course, a nationalistic populist current was shared among the mainstream parties, but none of them was too radical to be considered a right-wing populist party, such as PiS in Poland, FIDESZ in Hungary, ATAKA in Bulgaria or SmeRodina in Slovakia. Romanian political parties considered a distance from nationalist extremism and adopted a centrist stance on major European populist problems as migration or Euroscepticism, especially since Romania is rather a country of emigration than immigration.

Therefore, the emergence of A.U.R. was a surprise, because it replaced parties such as PMP of the former president Traian Basescu or ProRomania, led by the former prime minister Victor Ponta, which were connected to the institutional and press establishment. (Drăgan, 2021). We can't affirm that the voters of both parties went to AUR, but there is an interesting detail. Both parties, although apparently opposed to each other, practiced the same kind of soft populism: a traditionalist nationalism combined with a Romanian exceptionalism, an aversion to progressive movements and especially to political correctness and LGBTQ + activism. In addition, the PMP also had a special relationship with the Republic of Moldova, declaring itself in favor of the union of Romania with the Republic of Moldova within the European Union¹ (Trinitas TV, 2020).

Therefore, we observe that almost all the programmatic elements of AUR pre-existed in the Romanian society and politics even before the emergence of it. Moreover, in different directions and political components - the European and local elections – both parties performed somewhat the same (two MPs for each - PMP and ProRomania) and with a relative failure in local elections (in the sense that they did not win large mayors cities or presidents of county councils). And yet their place was taken by AUR, by summing up the numbers of both parties.

Which shows that taking on a radical populist and religious line, premodern irrational and appealing to legionary mysticism (the other two parties wouldn't have dared to do) represented the success element for A.U.R. But the most important element was the reaction against the political power on the pandemic dimension: anti-mask, anti-lock down and anti-quarantine. What differentiated A.U.R. from the other two parties was a grass-root activism regarding the freedom of movement and expression, doubled by an aggressive traditional and religious rhetoric.

Research by YouGov-Cambridge Globalism Project (MediaFax 2020, Radio Europa Liberă, 2020) in 2020 found that the support for populist party discourse tends to decline in the last year (2019-2020, the study period) compared to Cas Mudde's definition (see above). On the other hand, the same study notes another interesting fact, namely that those who abandon populist parties in Europe and the United States are predominantly moving towards conspiracy theories (Lewis and Duncan, 2019) - anti-vax, in particular

¹ In this context, it must be said that the AUR leader, George Simion, also built his political career on the relationship with the Republic of Moldova, having a contract with PMP for a short period.

movements – topics not yet internalized by populist parties. That is why we can say that AUR did not fall into the category of populist parties before or after the elections, but radically far-right parties with a strong fascist character.

It must be mentioned that the party system in Romania is a perfect multiparty one, as defined by Giovanni Sartori (1976), the power being fragmented, parties are permanently forced to form coalitions in order to access or limit governmental power. For this reason, A.U.R. could not be isolated on the Romanian political scene, but on the contrary – it entered – despite the statements which meant to keep it a marginal party – the parliamentary system and managed to become a strong enough force to participate in an ad-hoc coalition which overthrew the Government in 2021. Even though the AUR remained in opposition as a result of this approach, it was perceived as a party system and increased in polls, becoming the third party in March 2022 as a voting intention, while in January had been the second party to vote (Zamfirescu, 2021; Stan, 2022).

The rise of AUR in 2022 was not necessarily due to the Coronavirus pandemic, but to the deep crisis of confidence in Romanian political parties, as well as the government's political indecision in the conditions of the economic crisis caused by rising energy prices. Unlike 2020, when AUR tried to get closer to the Polish PiS, in 2022 it reoriented itself to Viktor Orbán's FIDESZ model in Hungary. As is already known, Orbán introduced energy and food price-blocking systems - including capping fuel prices in Hungary - by virtue of its special relations with the Russian Federation and the ongoing contradiction with the European Union.

Thus, AUR is currently in an extremely complicated relationship with itself from a discursive point of view, although its supporters do not seem to notice this. The most important component of the A.U.R. was born in contradiction with the Hungarian minority in Romania, taking over the ethno-nationalist discourse of the 1990s on the territoriality of Romania and Hungary at the end of the Second World War. On the other hand, it shared, even undeclared, Viktor Orbán's pro-family and anti-abortion Christian conspiracy perspectives (alongside with the Hungarian minority party in Romania – DAHR Democratic Alliance of Hungarians in Romania) with which, theoretically, finds itself in open conflict, as DAHR belongs to the governmental coalition with other mainstream parties. At the same time, A.U.R. endorses an anti-LGBTQ+ law introduced by DAHR (HotNews.ro, 2022), similar to the one initiated by Viktor Orbán's referendum.

Viktor Orbán is undoubtedly the emblematic figure of European populism, constantly inventing power-capturing techniques using the conspiracy theory (of George Soros, of the European bureaucracy, more recently of Vladimir Zelenski) and the instillation of social fears about the future (in crisis of migrants in 2015 spoke about "the Arabization and Islamization of Hungary and Europe) and present (today speaks of the desire of the United Opposition in Hungary to attract the Hungarian state in the war in Ukraine, he defined himself as a man of peace). But in Viktor Orbán's Hungary a new far right party emerged – Mi Hazánk Mozgalom (Our Homeland Movement), which demands the reinstatement of the death penalty (this seems to be a leitmotif of the far right), the reunification of Greater Hungary and, likewise A.U.R. in Romania, seems to be a pandemic party – its leader Laszlo Torockzai violently rejected vaccination (Link TV, 2022).

Romania and Hungary are no different among other countries in euro skeptical and new extremist landscape – in Italy, the hardest hit by Coronavirus European state – an extreme party such as Fratelli d'Italia seems to devour its populist colleagues in the voting intention (Politico, 2022) with a radical nationalistic and anti-EU ideology. Not even a pivotal EU state like France can escape radicalization, because although Marine le Pen did not win the presidential elections, 10% out of 42% of her voters were the ones who had voted for Eric Zemmour and who support leaving the European Union, promoting an ethnic and cultural nationalistic trend that even Marine le Pen's Rassemblement Nationale rejects.

The war in Ukraine and the extreme violence of the Russian invasion generated shock waves across Europe, bringing to light political and social behaviors and feelings that would have been difficult to unravel in other circumstances. The civil society in Poland, Romania, Germany and many other European countries immediately reacted with extreme generosity to refugees (especially women, children and elderly), providing them shelter, food or medical treatments. On the other hand, the same civil society was enraged towards the state for the raise of price of gas and energy, although the two phenomena – war refugees and increased prices for electricity and gas – are closely linked to the war. And this is not the only bipolar reaction of the European society: the treatment of Ukrainian refugees is infinitely better than the treatment of Syrian refugees, for example. Which shows that the new model of social thinking and action has become much more and deeply rooted in “Post-Truth” than in the ordinary rationality? Or, as I stated, the “Post-Truth” is the fertile ground for these political movements that go beyond classical populism and are moving rapidly towards a violent and vindictive far-right.

Putin will most likely lose the war in Ukraine and Europe will have to redefine itself according to the new realities. Only that these new realities will be closer to violence and nationalism than Eurocrats probably like and want to believe at this very moment. Post-war Europe will not be the same and will probably not be better. Trump's legacy in the United States is a huge division between classes, social and racial categories, and hatred is the only means for political coagulation. This legacy – including QAnon – seems to be moving rapidly towards Europe, and Europe will only resist such a rupture at the cost of a fundamental change of attitude. A.U.R., HMH, Querdenker, Fratelli d'Italia and many other post-populist radical parties are just a signal of a new reality we will have to fight off.

References

- Buchholz C., Paulokat R. (2020), Solidarity instead of common cause with Nazis, *The Left Berlin*, 27th August 2020.
- Castillon J. C. (2007), *Stăpânii lumii. O istorie a conspirațiilor*, Bucharest, Editura Nemira.
- Deutschlandfunk (2020), *Wer marschiert da zusammen?*, 10th December 2020.
- Drăgan F. (2021), Un simpatizant AUR îi amenință cu moartea pe intelectualii care au semnat o scrisoare anti-AUR, *Newsweek Romania*, 22th April 2021.
- Draghici M. (2018), The Guardian: Populismul este în ascensiune, afectând sistemul politic din Europa, *MediaFax*, 21st November 2018
- Eppelsheim P. (2020), Deutliche Mehrheit der AfD-Anhänger glaubt an Corona-Verschwörung, *Frankfurter Allgemeine Zeitung*, 20th December 2020.
- Harsin J. (2018), Post-Truth and Critical Communication Studies, *Oxford Research Encyclopedia of Communication*, Oxford, Oxford University Press.
- HotNews.ro (2022), *Senatul a adoptat tacit un proiect de lege anti-LGBT deșus de șapte parlamentari UDMR și similar celui din Ungaria lui Viktor Orban*, 28th April 2022.
- Ionițe S. (2019), Cartea “Șocul Referendumului” a fost lansată la Facultatea de Teologie din București, *Agenția de Știri Basilica*, 27th November 2019.
- Lewis P., Duncan P. (2019), What is the Guardian YouGov-Cambridge Globalism Project?, *The Guardian*, 1st May 2019.
- Link TV (2022), *Extrema dreaptă intră în Parlamentul Ungariei*, 4th April 2022.
- The Local (2020), *How Germany’s anti-mask movement is creating strange bedfellows*, 21st November 2020.
- McIntyre L. (2018), *Post-Truth*, Cambridge, MIT Press.
- MediaFax (2020), *Rezultate finale ALEGERI PARLAMENTARE 2020. Cinci partide intră în Parlament. AUR ia peste 9% din voturi / Pro România și PMP nu trec pragul electoral*, 9th December 2020.
- Milza P. (1991), *Les Fascismes*, Paris, Points.
- Mudde C., Kaltwasser C. (2015), *Populismul în Europa și în cele două Americi*, Iași, Editura Institutul European.
- Alianța pentru Unirea Românilor (2019), *Partidul e nou, dar lupta e veche!*.
- Politico (2022), *Italy – National parliament voting intention*, 26th April 2022.
- Radio Europa Liberă (2020), *România, parlamentare 2020: USR Plus și AUR își împart votul diasporei. Nu în R. Moldova*, 7th December 2020.

Sartori G. (1976), *Parties and Party System. A framework for analysis*, New York, Cambridge University Press.

Schmitt O. J. (2017), *Corneliu Zelea Codreanu. Ascensiunea și Căderea „Căpitanului”*, Bucharest, Editura Humanitas.

Stan A. (2022), Sondaj INSCOP: AUR, pe locul 2 în preferințele românilor. Ce partid se află pe primul loc, *MediaFax*, 27th January 2022.

Trinitas TV (2020), *Talent și Efort. Casa cu Rost*, 23rd October 2020.

Tylor E. B. (2016), *Primitive Culture: Researches Into the Development of Mythology, Philosophy, Religion, Language, Art and Custom*, Seattle, Devon Editions.

Zamfirescu G. (2021), AUR devine o forță! E deja al treilea partid din România. USR a fost depășit, *Capital*, 14th May 2021.

SCENARIOS AND FUTURE TRENDS OF DIGITAL TOURISM¹

Luisa Carbone², Tony Urbani³

Abstract

The tertiary sector has been redesigned by two fundamental elements: the industrial revolution 4.0 and the spread of the Pandemic. Two factors that have transformed the traveller into an adprosumer of experiences, no longer the detached tourist or passive user of the attractions of a territory, but a producer and consumer of tourism attentive to lifestyles and sustainability, able to establish an authentic and deep relationship with the "liquid" places. Although lagging behind other sectors of the economy, tourism is also transforming, adapting to a new type of demand, becoming more flexible, developing specific proposals. The great change has therefore forced the supply to adapt to demand, overturning what were the foundations and the very substance of the traditional tourism business, giving rise to unexpected social and cultural digital practices.

Keywords: trend, digital tourism, pandemic, adprosumer, COVID-19

1. Introduction

For decades, tourism has been characterized by a highly standardized and structured offer, not very flexible, with stable distribution channels, a solid value chain and a rigid organization of the production system. The market was mainly governed by the offer and it was the tourist who had to adapt, without having any possibility of intervening in the process of construction and production of the tourist product they intended to consume. The Covid-19 pandemic has brought a profound transformation both from the point of view of demand – due to the decrease in travel between countries and the renunciation of the creation of events to avoid gatherings – and from the side of the progress of technology, which has decreed new models and perspectives in the sector. In fact, in 2020 Italy recorded a drop of -58.2% in arrivals (equal to 39.4 million fewer) and -53.3% in tourist numbers (equal to 154,1 million) with a decrease in foreign tourists of over 70 points and with a negative balance of over 116 million overnight stays, but, at the same time, the crisis has led to a new type of demand, which has benefitted the outdoor pursuits offer, away from the big cities, with short-haul short stays and last-minute bookings. All in all, however, some pre-existing behaviours to Covid-19 have been confirmed and that could therefore influence the restart of the sector, thanks to the affirmation of an intelligent narrative of the places, conveyed by

¹ Even in the unity of the text, the first and second paragraphs are to be ascribed to Luisa Carbone and the third one to Tony Urbani; the fourth paragraph is the result of the joint work of the authors.

² Luisa Carbone, Department of Humanities, Communication and Tourism (DISUCOM), University of Tuscia, Viterbo, Via Santa Maria in Gradi, N. 4, E-mail: luisa.carbone@unitus.it

³ Tony Urbani, Department of Humanities, Communication and Tourism (DISUCOM) of the University of Tuscia, Viterbo, Via Santa Maria in Gradi, N. 4, E-mail: urbanit@unitus.it

the use of innovative discourses and technologies, which have also affected tourism and now promote a new perception of places. Increasingly innovative technologies have changed the scenario, favouring the growth of a pervasive tourist communication, computing or wireless connectivity, able to give life to unexpected social and cultural digital practices, and bringing to light the potential of three important competitive resources: geolocated information, network connection and citizen networks.

From this perspective, the proposals at national level aimed at bringing innovation and revival in the tourism sector have been many, but the implementation of digital services to support the tourist offer is one of the necessary ingredients to support and relaunch tourism in this difficult scenario: "quality, time-to-market and customer responsiveness ... are prerequisites for survival... the real competitive problem is laggards versus challengers, incumbents versus innovators, the inertial and imitative versus the imaginative" (Prahalad and Hamel, 1994).

2. The elements of post-Covid-19 tourism

The optimization of digital channels, therefore, will increasingly be a determining factor for the Italian tourism sector post Covid-19 (OECD, 2020), while the digitalization and automation of processes and operations will be decisive in increasing the safety of tourist venues, creating safer, more competitive and sustainable tourist experiences that can drive the recovery of the sector. The role of digital technology as an enabler of intelligent tourism is, in fact, the central theme of this period, as demonstrated by Mission 1 of the PNRR 2021-2027, titled "Digitization, innovation, competitiveness, culture and tourism", which is divided into three components: digitization, innovation and security in the PA (with an initial allocation of 9.72 billion euros); digitalization, innovation and competitiveness in the production system – Transition 4.0 – (with a budget of 23.89 billion euros); tourism and culture 4.0 (with a budget of 6.68 billion). In particular, the latter also includes the "Integrated Funds for the Competitiveness of Tourism Enterprises", which is the subject of a specific allocation (€1.79 billion). The intent is to promote the competitiveness of Italian tourism companies through sustainable tourism strategies, support for youth entrepreneurship and redevelopment of properties with high tourist potential. On the other hand, digital technologies have been the main ally of tourism, mitigating the impact of the Coronavirus and responding in a more agile and efficient way to the needs of potential users, or as it is now possible to define them, the user's generated content. For these reasons, the recovery of tourism requires the adoption of models of experiences with new channels of promotion and relationship able to facilitate the vision of the tourist. The undifferentiated offline, with a traditional, passive, one to many approach, must be integrated with the online, according to an innovative, active, many to many approach, able to generate value from the interactions of tourists and anticipate their needs. To ensure the evolution of the sector and therefore overcome the limits inherent in the fragmentation of the market, it is necessary to create a system, implementing actions that can enhance the distinctive elements of the country's tourist offer, and which, at the same time are able to promote mobility within the territory. Accommodation facilities will have to adopt flexible and resilient business models also leveraging digital tools to enhance the creation of tailor-made travel experiences and the level of customer loyalty.

The idea of sustainable, responsible, participatory tourism is outlined, where the tourist is not a passive receiver, but one who wants to intervene, express and challenge themselves and who is, above all, attentive to the discovery of healthy and culturally relevant lifestyles for the communities to which they belong, far from mass logic, where technology becomes essential in enhancing the communities. In this regard, it should be emphasized that the tourist offer of small destinations was the first to restart after the lockdown, thanks to the accentuation of trends such as the healthier lifestyle, the psycho-physical well-being of people, the sustainability of travel and, above all, the attention to innovation and digitization. The digital revolution has changed the functioning mechanisms of the tourism chain, the business models of the operators and has accompanied the traveller in a constantly evolving physical and digital travel experience, increasingly the result of new needs and habits. However, the main challenge for tourism remains the need to develop a virtuous circle of eco-friendly flows, but also to simultaneously improve the prosperity of the host community able to preserve and enhance the cultural and natural heritage of the destination. The digital transition can enable a change of perspective with respect to a tourism supply chain, adopting an integrated approach along the entire supply chain: from trip planning to feedback on the experience. Not only mobility, therefore, but also services, hospitality, real-time information, tariff integration, which are able to increase the level of smartness of the supply chain. The measures put in place today, concretized by the concepts of the smart road, smart city, smart territory, and smart destination will shape the tourism of tomorrow through technological upgrading investments. There is, therefore, no doubt that the pandemic crisis has changed the sector, but has also generated an opportunity to rethink tourism for the future, both in the management of reputation, visibility of destinations and engagement, and in stimulating and rethinking communities, but above all rebuilding trust and favouring solutions that, while taking into account social distancing – touchless, enable, at the same time, a positive travel experience.

3. The digital storytelling of the tourist experience

Compared to other economic areas, tourism has always been a traditionally slow sector and transformations have required long periods and dilated times. However, the rapid expansion of the cultural offer on the web during the lockdown has shown the general public, as never before, the range of possibilities for off-site use and for traveling remotely through cultural destinations. New digital experiences have been created for a type of cultural tourism defined as emotional. Apple operating systems together with AR Kit Android and Google Core have introduced applications that integrate the cultural tourism experience through virtual reality. Similarly, museum institutions, archaeological sites and monuments around the world have offered digital experiences with videos, 360° photographs or 3D reconstructions on their websites, on social platforms (Facebook, Instagram, YouTube and Twitter) and on Google Arts & Culture. These are solutions that increase the spatial web, able to offer experiences both in digitally mapped physical worlds and in newly created virtual worlds, through the help of wearables, smart glasses, RA/RV interfaces and the Internet of Things, which integrate perfectly into the physical environment, superimposing on each real object, digitally advanced copies – digital twins – and completely imaginary virtual worlds.

A cultural fruition that emphasizes the need to adopt an experience-centric perspective, shifting the focus from service to audience experience (Olietti and Musso, 2018) and going beyond the contrast between real and digital to consider online space as the opportunity to offer another type of experience (Ejarque, 2015). The service models for digital innovation in cultural tourism, therefore, can be traced back to three main types: phygital, digital first and #digitalonly. In recent years, the focus has been mainly on opportunities related to the development of phygital offers, i.e. when physical use is integrated with digital illustrative content. These are additional services that, by improving the on-site visit experience, can represent a real opportunity to relaunch cultural sites and allow the creation of new services for the tourism chain, interpreting a priori the needs of visitors-users in their different cognitive, sensory, and socialization dimensions, producing effective and measurable solutions, throughout all the different moments of its use, that is, before, during and after the visitor's journey. Compared to the past, the phases of the customer journey are divided into pre-booking, or the phase that precedes the booking of the holiday; stay, phase in which the tourist shares on social media selfies, photos of the places they visit, stories on Instagram, tags the restaurant and the hotel; the post-trip, when the digital tourist selects their photos, writes reviews on the places visited, thus triggering an important circle of useful information for potential new customers. The tourist is no longer a passive user, but is a user eager to get in touch with the digital destination in order to establish an authentic and deep relationship. From a model based on simple 'seeing' we have moved on to one of 'doing' that requires living experiences.

The transformation of demand has inevitably conditioned and changed the very way of distributing the tourism product and for tourism communication, digital content marketing has become of fundamental importance, understood as the set of practices of creation and sharing of relevant editorial forms to attract customers, involve them in an authentic way and one based on emotional experience. If the tourist has been described according to five characteristics: innovator, informed, impatient, deluded and unfaithful – the new digital media generally imply fresh narratives of tourism, which develop through four phases: brand building – the tourist compares different brand offers; brand activation – the tourist books, making use of communication platforms, such as blogs and review sites; customer service – the use of live chat, chatbots, but also WhatsApp and e-mail; and brand advocacy – the customer, in addition to making new purchases, also becomes a Brand Ambassador. In this context, storytelling becomes the most effective vehicle for recounting and narrating, leveraging the feelings and emotions of the user, with empathic and persuasive communication, capable of encouraging and supporting the sale of the tourist product, generating destination awareness and engagement. In fact, the goal of storytelling is to ensure that the receiver identifies with the messages of the destination by stimulating creativity and imagination through three fundamental points: a) reality, or maintaining their credibility, respecting the codes and values of their audience in order to address both the entire community and individual people; b) identity, be consistent with the vision of the destination, structuring the contents following the classic narrative; and c) interaction, generate word of mouth, creating from time to time content and materials of interest that provoke the user's reaction. In this context, tourist destinations that wish to be competitive and increase their level of attractiveness on the market must move from a destination model to a product and experience model that puts the new tourist at the centre of every choice, strategic decision and action, influenced by

visual storytelling (D'Eramo, 2017). A technique that attempts to establish a correlation between the narrative representation of reality and imagination (Gemini, 2015), involving the passionate traveller in the first person, transporting them directly into the most compelling contexts, making sure that it is the person themselves who moves in the direction of the product-destination, to ensure that the experience exceeds the expectations of the visitor. The traveller will return satisfied with their experience only if the trip has given more than they expected. In this sense, the use of Social Networks such as Facebook, Twitter, Flickr, YouTube, Google+ or LinkedIn by tourism companies, represents an obligatory and revolutionary challenge, as does the implementation of dedicated spaces such as forums, blogs, podcasts, and applications for Apple and Android, increasing the degree of attraction and attention from users, who, at the same time, can create, publish and share just as much content, interacting, creating communities and fundamental engagement. All these tools, being within the reach of both the demand and the supply of tourism, create a context that is decidedly favourable, as well as disorienting and elusive for Italian destinations and beyond. In other words, the change is taking place from communication based essentially on conveying the attractions and resources of the place to new marketing focused instead on satisfying the needs of tourists, who are increasingly interested in carrying out activities of interest to them on site, sharing their passions and experiencing things for themselves. It is precisely this new attitude of tourists that represents a challenge and a great opportunity for tourist destinations to increase their prestige and reputation.

4. Digital trends

Digital is the change maker of the coming years, the main factor for the growth and transformation of the economy, as in past centuries were industrialization, international trade and globalization. Not only has digital changed the market, but also the priorities and organization of society and the public have been redetermined; digitalization policies are now considered indispensable for competitiveness, employment and skills training. In 2022, in such a widely accessible and entirely visual world, all this represents a real challenge to the preparation and preservation of the tourist destination. Today, in fact, the new traveller loves to share their holiday in real time, approximately 72% take photos and videos that they then publish on social media, and, once at home, 43% spend time posting their experience online: sharing photos, status updates, stories on Instagram. In every tourist destination a real social movement for tourism is spreading, in which, in addition to the already known platforms, new ones are continuously created, used by the various destinations to highlight their identity, strengths and activities. Somehow, the tourist becomes deeply intoxicated, always connected and very social, bombarded daily by a mass /abundance/ mountain of information and messages that strongly affect their process of selection and choice of destinations. In addition, communication tools have transformed it into an adprosumer (Carbone, 2016), which shares its experience, produces information, packages the product it wants and consumes it when it wants. We have thus gone from influencers who were previously in the circle of friends or acquaintances with whom the individual had close relationships, to influencers who do not socialize directly and who frequently do not even know each other.

In all this, the Electronic Word of Mouth (E-WOM) has a fundamental impact, the electronic word of mouth that keeps millions of unknown users in touch, providing immediate and lasting feedback, even more truthful, since often the guarantee of anonymity or the use of acronyms such as on review portals (online reviews), such as TripAdvisor, apparently gives more freedom to express oneself about the tourist experience. A recent study conducted in 2018 by Phocuswright, on behalf of TripAdvisor, found that the majority of active online travellers (83%) do not book a hotel or other accommodation facility until they read the feedback and comments of other travellers. It also turns out that 79% of TripAdvisor users read a minimum of six to a maximum of twelve reviews before finally choosing where to stay, while almost nine out of ten users would recommend the reviews posted to other travellers. Online reviews are therefore one of the most popular forms of e-WOM, precisely because they facilitate users in collecting a large amount of information about a product, a service, or a brand and in confirming or not their initial idea. Very often it can happen that people search for information without a real purchase intention, however this action, although not totally active, can influence future purchase decisions. Very often, therefore, today's demand tends to follow the trends of online reviews a priori, allowing itself to be largely influenced by the awareness that the territory or the structure receives online.

In the post-Covid phase it was the digital sector that could offer suggestions, information and security guarantees at the same time. In the future, the integrated booking service, essential for security, could also integrate augmented reality functions to obtain additional information on places, parking payments, weather alert communications, etc., always with a phygital approach. In addition, thanks to artificial intelligence, places, events and points of interest could be described and related to people's daily needs, tastes and interests, in order to suggest to them increasingly interesting content which matches their needs. At the beginning of 2020, when the spread of the pandemic was not thought about and the growth forecasts of the tourism sector were clearly rising compared to previous years, it was believed in any case that technological innovation would continue steadily. This is all the more true today: digital can be a way to relaunch a sector strongly damaged by recent events, but also to interpret and respond to the needs of tourists, which in a very short time, evolve according to desires and new trends.

References

- Carbone L. (2016), *La cartografia ai tempi del prosumer (producer+consumer)* in Scanu G. (ed.), *Conoscere per rappresentare. Temi di cartografia e approcci metodologici*, Bologna, Pàtron Editore.
- D'Eramo M. (2017), *Il selfie del mondo: Indagine sull'età del turismo*, Milano, Feltrinelli.
- Ejarque J. (2015), *Social Media Marketing per il Turismo*, Milano, Hoepli.
- Gemini L. (2015), *In viaggio: Immaginario, comunicazione e pratiche del turismo contemporaneo*, Milano, Franco Angeli.
- OECD (2020), *Tourism Policy Responses to the coronavirus (COVID-19)*, OECD, https://read.oecd-ilibrary.org/view/?ref=124_124984-7uf8nm95se&title=Covid-19_Tourism_Policy_Responses.

Olietti A., Musso P. (2018), *Turismo Digitale. In viaggio tra i click*. Milano, Franco Angeli.

PNRR (2021-2027), Digitalizzazione, innovazione, competitività, cultura e turismo, *Italia Domani, il Piano Nazionale di Ripresa e Resilienza*, Next Generation.

Prahalad C.K., Hamel G. (1994), *Competing for the Future*, Cambridge, Harvard Business School Press.

WORLDVIEWS DEVELOPED FOR DEVOLUTION AND CAPACITY TO INNOVATE - THE EAST MIDLANDS EXAMPLE

Peter Wiltshier¹

Abstract

In an environment of deregulated tourism management, with plenty of vigorous competition, the dialogues of actor-networks (Latour, 2004) become critical for the analysis of the success of many key stakeholders working harmoniously in the community. These key people have tasked themselves with creating, defining, interpreting and reinterpreting the need to move forward with planned destination design as an agreed start-point (Senge, 1991, provides a blueprint for example). This dialogue has been constructed from various conceptual starting points often discussed in both tourism management and tourism studies. Worldviews now emerge that inform the post-industrial and post-structural landscapes of developed communities intent on becoming tourist destinations in Britain in the twenty-first century. Our current thinking and worldviews are based upon a shared and integrated approach using available community-led intellectual capacity that energises, inspires and motivates the community. This worldview expresses the best-fit for the landscape employing an extracted vision developed by and for the community's constituent networks. These networks are endogenously created wherever possible and complemented by a well-embedded identity, values and beliefs having informed the vision that arises. This UK story is a narrative account of a benchmark exercise case study that has been based upon three core elements. The first of these elements is a very grateful public sector, under pressure to devolve costs to the private sector through competitive public funding processes. This is connected to a community-focused university which prides itself on work-related and problem-based learning and research. The third ingredient is a series of community-interest companies established by enterprising volunteers with an eye to community development and heritage and cultural conservation intended for the majority.

Keywords: community, design, innovation, tourism, enterprise, heritage, worldview

1. Introduction

There are many lenses and discourses that admirably lend themselves to discussions and explorations of empowered communities dealing with development issues with resources obtained both inside the community and from the experiences of other antecedent case studies. Such discourses are actor-networks where specific goals are sought within a community and specific people are activated to engage tasks (see for example, Thomas, 2012; Bramwell, 2006; Sandstrom et al., 2014). A further relevant discourse is relational where specific projects engaged in with community

¹ Peter Wiltshier, University of Derby, United Kingdom.

development as key have been evaluated (examples from within Europe are available in Saxena, 2005; Orellana et al., 2012; Van Riper and Kyle, 2014; Dredge and Jamal, 2015). A critical discourse surrounds the concept of devolved responsibility, empowerment and endogeny; community champions promote and consider actions taken in disseminating good practices from the proverbial grassroots level (examples Flaccavento, 2016; Haukeland, 2011).

This paper explores and evaluates the participation by academic teams, from both staff and student perspectives, in destination development study in our Derbyshire community over the past decade. It amalgamates perspectives from staff and partner organisations with an assessment of the extent to which the University has played an important role in enlivening the concept of empowered destination development through the tourism industry. The reflective perspective employed by this evaluation has purposefully engaged staff and students in the deliberate exercise to ensure that the community is indeed perceived by many as a ‘destination of distinction’ (Della Corte and Del Gaudio, 2015). This destination is the first and most visited National Park in the United Kingdom, the Peak District National Park, located in the geographical heart of the country and forming a green and important recreational oasis for many large industrial cities located in close proximity to the Park. As a distinctive destination, and often termed as the green lungs of the Midlands, the community comprises some 100,000 inhabitants and extends over 650 square miles of protected land (Ryan et al., 1998).

Actor-network theory is coupled to a reflexive practitioner perspective and worldview. We have indeed deliberately focused on our own views and relevant discourses to sieve out what were identified as the critical incidents and actions that have placed the University at the heart of community development and at the heart of appropriate plans devolved by national policy to the community over the past decade.

The focus on our community in the East Midlands is important as it reflects the maturing of democracy in the United Kingdom since the nineteenth century and the demands by industrial workers of access to the countryside, especially in the Peak moorlands, for the privileges not offered to them by the wealthy landowners. Post 1945, the engagement of rural land protection legislation started in our community and continues to focus on an occasionally paradoxical strategy to protect the rural environment and develop recreation offers for the visitor. The strategy and policy has often caused disruption to market-force models of development that have been promulgated on the basis of equity of deployment of scarce resources that may well have not received central government funding for more than four decades and the rise of neo-liberalism in the late 1970s.

What is being explored in the approach is the capacity for the destination East Midlands, from its constituent parts in Derbyshire and the Peak District, to use actor-network theory as a construct for identifying design aspects which are indeed special and to some extent inimitable for future development. In this development, destination design elements are selected as central to the understanding of community. More specifically it is the constituent components of the community that are driven by actors and interpreted for engaged, integrative and planned development that reflects firstly, values, secondly acknowledges the role of critical incidents and emerges with design that is the concurrence of what is termed ACES, a) accrual of values, beliefs and identity in the design, b) cohesive in mapping across to the design elements that truly

reflect the community in its visitor offer, c) enduring in the sense that elements are not fleeting or insubstantial and d) sharing in that community and visitors share the outcomes and knowledge is retained within the community as a destination.

2. Literature Review

Our focus is on this deregulated, highly competitive and resource hungry political environment that is forcing stakeholders to evaluate and invest in community from non-traditional sectors like higher education. In the developed nations this has not come as a surprise in post-Hobbesian perspectives emerging from economic views in the post-1945 era (Lord and Tewdwr-Jones, 2018). Devolution of responsibility for community development emerged as a real threat to resourcing community development in the 1970s and this has been reinforced in various political scenarios with re-assignment of development responsibility to key actors within the community; not from the central government (Varady et al., 2015). The real issues were more about how to address iniquitous resourcing for rural and attractive communities and secondly how to plan for skills for planning with scarce resources since the mid twentieth century (Tait and Inch, 2016; Davoudi and Madanipour, 2015; Haaland and van den Bosch, 2015; Pike et al., 2015). By no means is the community in the Peak District in a unique dilemma with devolution and skills paucity. It is, however, a destination that feels immense pressure to support development and conservation; two needs that are opposed in principle and practice. There are certain features of shared values, beliefs and identity which appear immutable to all observers and respondents appear to accord with these. Firstly is an observation that we are no longer conducting business as normal using a market-forces neo-liberal model established with devolution of power and devolution of opportunity to secure investment and socio-economic equity for the community for over forty years (see Dwyer, 2018). Secondly, that we share observations of transformative action which empowers the former disempowered, be they observed as female, ageing, youthful, disabled, disenfranchised, without key skills (Gillovic et al., 2018; Reisinger, 2015). Thirdly, we are negotiating the future for communities through an equity model that seeks concurrence and approval from a wider-than-ever set of stakeholders. The emergent model is shaped by measuring such issues as resilience and triple-bottom line sustainability and possibly the measurement of seventeen key sustainable development goals (Espiner, Orchiston and Higham, 2017). Fourthly, we celebrate a planning model that sources integrative approaches from the political, social and environmental perspectives that will drive economic gains (Dredge and Jamal, 2015; Bramwell and Lane, 2014). What has appeared as scarce is the application of these four components in more-developed communities; they are keenly observed in less-developed communities and especially so in emergent economies coupled with tourism resort development (see for example, Mostafanezhad, Norum and Shelton, 2016; Ruiz Ballesteros et al., 2017; Boluk, Cavaliere and Higgins-Desbiolles, 2017; Tolkach and King, 2015). We have a gap in our knowledge which can now be partially filled.

To create worldviews that truly indicate our shared passion as stakeholders to develop worldviews that can share and care whilst still driving the bridges between last century's profit and competition model requires reflexive learning (Debbage, 2018; Dwyer et al., 2016; Dredge and Jamal, 2015; Hjalager, 2015). The second area for

reflexive learning and one that is key to evaluating the relative strength and merits of engagement is the actor-network concept (Latour, 2004). Although actor-network has frequently been used as a tool to engage the use of technology and shared resources for development in tourism we opine that the concept may well suit the evaluation of interventions and forms a basis for the learning completed in the community under observation (Melis et al., 2015; Dredge, 2006).

An interesting and relevant emerging dialogue is that of planned design. In our examples University staff and students elect to contribute time and input to the process and procedures of planned development by employing designs tried and tested in best-practice, benchmarked, destinations.

Actors and networks have long been considered as essential to success in forming, creating and leaving a legacy of authority and legitimacy in positive development, moreover environmentalism, in the context of inferred resource and mastery for future endorsement of power-broking and the groundwork needed for exploring alternatives and making useful choices between the rather polarised conservation or development agenda (see for example Davies, 2002 in Cambridgeshire). In a study conducted in New Zealand the role of partnership and public/private sharing of development agendas has been even more of a strategic role for power brokers (Larner and Craig, 2005). There is an additional focus on neoliberalism and marketization of power in development and strategic approaches that is undeniable in mature destinations. As Thatcher would have stated forty years ago, 'There is No Alternative' (Fisher, 2009). However, partnership development and networking in development studies is very far from simple or 'plain sailing' as Holman (2008) discovered in a study in Portsmouth, UK. The onus is perhaps on the resourced-partner (may well still be public sector expertise and capacity) to make the support for the not-for-profit or the private sector more readily transparent and available to ensure that networks and actors are indeed enablers and not simply barriers that selected stakeholders may never cross (again, Turrini et al., 2010, experience is relevant). A meta review of the value of networks does indicate that network structures are unquestionably valuable and valued by actors; perhaps more problematic is the array of skills available in communities to tackle development issues across the panoply of interdisciplinary needs for the community at the heart. It is not simply a question of scarcity of resources and enablers but more a question of sorting volunteers and agreeing on some sort of social-capital sharing at a very fundamental level within the community (Provan et al., 2007). Furthermore, the resultant enablers for social capital accrual at the firm level are occasionally barred by lack of trust or reciprocity and the concept of offering voluntary resources to networks is certainly not straightforward as a result (Muthuri et al., 2009). Scarcity of resources for creating enduring networks of capable actors is a barrier and not easily crossed in the context of public/private partnerships and the somewhat uncertain future of accrued social capital within the community. This could be construed as 'community carrying capacity' where some equity of exchange in the knowledge traded is given as standard and equitable (Paarlberg and Varda, 2009). The role of stakeholder responsiveness may well be critical to our success stories. The critical skills in planning, implementing, reviewing and documenting stories may depend on the capacity that our locally empowered spokespeople and self-proclaimed experts bring to the development agendas through their prior experience and gained expertise. This capacity may be obtained in a local context (local expertise), or a global project

(international expertise and exposure) or a regional context (local government or regional business).

Such experience at local government level may reflect the evolution of alternative planning processes such as local economic partnerships (LEPs), enterprise zones and regional panels (all United Kingdom examples from Haughton and Allmendinger, 2017).

Often this experience and expertise is gained to deal with the compromise between development in a socio-economic political context and conservation in an ecosystem context. In Europe these can be seen as making the compromise without fear (See, for example, Groningen and London in Spijker and Parra, 2018). In emerging champions of environmentalism, the compromise has been studied that identifies emerging capacity in public and private sectors (see, for example in Kerala, Kokkranikal et al., 2015). Clever use of critical planning skills emerges in Queensland where immutable values are identified alongside adaptable values (Liburd and Becken, 2017). The capacity and experience brought to the development agenda by skills honed in environmental battles to manage the expectations of commercial creative enterprise are useful in our context. A balance of experience and scientific study needs exploring in many communities that inevitably face this challenge of opportunity and compromise. At a regional level this imagination and opportunity to be creative, enterprising and transformative has been explored in Wales (Piggott, 2018). Scale may be critical here; regional applications may appear to be simpler to plan, execute and review. Dormer (2014) applies the role of collaboration with accountability. The accountability of key stakeholders may well prove to be a measure of success in regional case studies where public and private resources are gathered together but no successful measure of outcomes and baseline data key performance indicators are seldom met.

Add to this equation the role that created outcomes and repositories detail new resources created for development in bonding and bridging social capital. Such relations are vital but over time lost to contracted work that is poorly documented for the future (see, for example a Romanian community in Iorio and Corsale, 2013).

Central to this discussion and highlighting the principles behind stakeholder engagement and active destination planning for communities are efforts by all public, private and third-way stakeholders to move forward with planned destination design (Fernandes, 2011; Baggio et al., 2010; Pardellas de Blas and Padin Fabeiro, 2004; Dredge, 1999). This can be termed the integrative or integrated approach favoured by Dredge and Jamal, (2015) and Bramwell and Lane (2014) and cited earlier.

A further perspective is that of multiple decision makers distilling from many perspectives an amalgam of research-academic leads combined with consultancy within the sector (community development, health and welfare, education, business innovation and trade in tourism and hospitality) (see for example, Jones and Spence, 2017; Christoforou and Pisani, 2016; Cheshire et al., 2015; Thuessen and Nielsen, 2014; . This evaluation is critical to supporting resource scarcity in skills, explicit and tacit knowledge acquisition for the community in question. In an integrated model the outcomes can be expressed as bonding and bridging relations (see the Romanian example in Iorio and Corsale, 2013). The difficulty may be in expressing derived value

in either bonding or bridging capital but contemporary thinking extols the virtues of social capital that delivers brand identity, inimitability and cohesion to the community and there are examples in our project. Unfortunately inward investment appears to be seldom accumulated as a correlation to the accumulated social capital presented in the examples. Inward investment in terms of economic capital appears to rely more on proven evidence from empirical activity in more conventional terms. These conventions represent the commonly accepted data sets from UK's own STEAM (Scarborough Tourism Economic Activity Monitor) and are used as benchmarks of success for enterprising corporates or small-medium sized enterprises who need such evidence to convince lending institutions to advance loans for expansion of attractions, accommodation, auxiliary services used by tourists and typical of the sector's inward investment portfolios and expectations. Sadly, social capital may well prove useful as a bellwether for public sector organisations wishing to prove the 'health' or wellbeing of the overall community. In many locations the measurement of healthy communities that are perceived as delivering to visitors experiences that are inimitable, based on shared community values and perceived to deliver year-round triple-bottom line sustainability do not measure economic benefits shared by the community in equal (see Kokkranikal et al., 2015 on a measurement of environmental benefits in Kerala; emergent methodology for socio-ecological benefits in Groningen and London by Spijker and Parra, 2018; compromise-free and unique and adaptable Great Barrier Reef, Liburd and Becken, 2017).

However, at the heart of translating, sifting, storing and re-offering is the University representing third-way, charities and educationalists. This University has at its core a set of values and beliefs that drive curriculum, student experience and qualifications and qualities and are embedded within the setting in the region. A community-focused university which prides itself on work-related and problem-based learning (Finch et al., 2016; Schopfel et al., 2015). The paper posits that specific focus by University staff on employing problem-based or work-based learning leads the stakeholders within the community to adopt both students and staff in sharing new inputs to familiar problems with a fresh set of eyes and experiences that hitherto were not consulted. Outcomes from this community-connectedness have indeed been observed and documented through this paper's findings. One is the now more common community-interest company established as a listed company but with charitable aims by enterprising volunteers. The capacity to innovate, to commit to new but maybe unfamiliar enterprises with skills derived from past experience or current transformative action is key to the success (Wever and Keeble, 2016; Beeton, 2006; Tosun, 2006; Blackstock, 2005; Svensson et al., 2005; Jamal and Getz, 1995). Our initial thoughts on components of multiple worldviews overlain the acto-network model as shown in Figure 1.

Figure 1: Worldviews – Conceptual Modelling.



3. Methodology

In undertaking this research, we had to think carefully about what we were attempting and how it expressed our relationship with ontology and epistemology. Thinking through the analysis forced us to consider how we think the nature of reality and what is the relationship between the knower and what can be known.

We have adopted an approach to this research which is identifiable as one version of constructivism. This was particularly important as we wanted to create a space for our respondents to fully express themselves about the policy processes that they have been involved with. This reinforced our decision not to use any hard notion of positivistic research approaches but focus more on the qualitative ones. Our friends Lugosi, Lynch and Morrison (2009:1469) remarked more specifically about hospitality research but in a way which reads across to our work: “Researchers often adhere to phenomenological or constructivist ontologies adopting experimental research methods associated with the more recent historical moments of qualitative research where researcher reflexivity is stressed in order to foreground the subjective process in the construction of knowledge” We would go further because what we are striving to do is to encourage the reflexivity in our respondents as well as ourselves. We would argue that this approach allows the exploration of not a single process but multiple

processes and to question not one knowledge but multiple constructions of relevant knowledge.

We found this helped us to operationalise the principles of critical reflexivity. This is informed by Argyris and Scon's 1974 work on the 'reflective practitioner'. Jarvis (1995) outlined seven different levels of reflection. These included:

1. reflectivity – awareness of specific, contextualised perceptions, meanings and behaviours
2. affective reflectivity – paying attention to how individuals feel about what they are doing and how it is being perceived, thought and acted upon
3. discriminant reflectivity – assessing the efficacy of how thoughts, perceptions and meanings relate to their actions
4. judgemental reflectivity – awareness of the value of judgements made around the actions
5. conceptual reflectivity – are the concepts being developed appropriate and/or adequate
6. psychic reflectivity – how is reflection built into the people's mental processes involved
7. theoretical reflectivity – assessing how one set of perspectives may be more or less adequate to understand personal experiences.

As Shacklock and Smyth(1998: 6) observed, reflexivity in research is “built on an acknowledgement of the ideological and historical power dominant forms of inquiry exert over the researcher and the researched.” Creating spaces for respondents to speak and elaborate their own positions was crucial in allowing them to elaborate their own reflections. McCool, Butler, Buckley, Weaver and Wheeler (2013:217) however note that “the mental models we carry around influence our behaviour (and even the evidence we may see in scientific exploration) and we would add reflection.

4. Findings

As has been opined in recent research it is the responsibility of a variety of key actors working in the public, private and third-way to establish and commit to sustainable practices at a community level since the middle of the twentieth century. Increasingly this commitment has been devolved to a set of actors working at a local level where activity is focused on interventions to assure sustainable communities by shared action to address behaviour, infrastructure and capabilities to embed sustainable knowledge within the communities (Bramwell, 2017). This work to embed sustainability in our daily lives and routines requires behavioural changes in supply and consumption of tourism and , increasingly the focus is on embedding this behavioural change across a range of disciplines in shared knowledge to achieve the goals set. Authors see this as compassion in consumption (Weaver and Jin, 2016) and see the multiple disciplines involved as outcomes such as voluntourism (perhaps for third-way and community-led initiatives), in religion and belief, social tourism and fair trade activity. All approaches being multi- or interdisciplinary in nature require investment in the right people for the right job in going about achieving sustainable development goals (Saarinen and Rogerson, 2014).

In this worldviews project we sought to explain the success factors of individual respondents as actors according to the exploratory and emerging model based on Latour's Actor-Network theory (2004).

This worldview model has components that we have termed accrual, cohesive and sharing (ACES) emerging from the unstructured interviews conducted. Accrual represents a legacy from the perspective of the respondents in the destination that they personally identify as critical elements of the sustainability of the development agenda. In judgments of the critical role of networks, partnerships and binding social and economic ties between actors we mark for attention the cohesiveness of the representations and elements of the role of networks in the eyes of those representing achievements of signifiers of networks. In the legacy of achievements we indicate where repositories of new skills, capacities or capabilities reside in the community which are categorised as sharing elements or signposts as indicated by respondents.

We did not set out to determine the worldviews of respondents based upon a pre-set list of achievements, skills, capacities or outcomes but simply asked the respondents to consider their own achievements, skills, capacities and outcomes based upon their observations and considerations in a largely unstructured interview conducted face-to-face or via other forms of communications (email, skypes, social media). The concept of actor-network and worldviews therefore was not set in the epistemology of business and tourism studies or management but from a socially constructed approach exploring and reflexive in its manner and operation (references).

Furthermore, the authors sought to contextualise local responses (at a regional level where identity may be a strong factor in coherence of analysis (reference)). This local level would therefore enable the actor-network approach to apply ACES to a global audience and provide the guide for future reference to target normative divisions of responsibilities for outcomes and for future work in ensuring resources are available. This global reach could therefore build skills and resources and competences for the public sector, centres of research such as Higher Education Institutions and for the growing emergent private sector increasingly charged with responsibility for building repositories of knowledge shared to minimise the impact on diluted public sector reserves to build resilient and sustainable communities of practice (reference).

The goal is to build on existing sustainable development goals for communities, regions and global audiences, perhaps along the lines of 'resposunstable' practices where awareness of unsustainable tourism and community development have created an agenda and action (see Mihalic, 2016). The concept of responsibility for sustainable action within the networks is becoming more clearly explored and explained by acknowledgement of responsibility by leading actors that have self-declared rather than having been identified by the researchers.

In conducting the unstructured interviews with respondents who self-declared an interest in sustainable development agendas the initial discussion tended towards a reflection on who is deemed responsible for the private, public and third sector (largely university and teaching, researching roles) and a reflection on candid engagement with the concept of sustainable development with an emphasis on community in terms of definition rather than destination.

A tendency to ignore the conceptual approaches to sustainability that engaged issues seen as peripheral to the respondent's role was marked. I am not an accessibility, disability or disenfranchised role in my relationship with the community or that falls

beyond my remit. This indicated a lack of integrative thinking with respondents who do not see a 360 degree reflection as being useful in defining a worldview, responsibility or emerging framework for sustainable development.

Other respondents tended to place their views in terms of the projects that they committed to and specific issues surrounding the mandate they were given, or had accepted, to detail their perspective and suggestions made to deal with emergent issues and related factors as barriers or enablers to this study.

Overarching worldviews reflect a lack of triple-bottom line thinking. For example, if there are few determinants of sustainable economic development then there are few opportunities to pursue social and environmental concerns in the community.

In the current neoliberal, market forces model there are concerns over small business viability and longevity and unfortunately, evidence of unsustainable business ventures losing the determination to retain the business opportunity and preferring to close operations.

One interesting insight is that retailers and attractions, activity operators could receive a rebate on business rates to prevent such retrenchment and closure.

In any case, representatives perceived that many business owners/operators did not empathise with tourism development as their own business is not dependent on buoyant demand from tourism; their business operations relate directly to community purchases and from residents within a fifty-mile radius. This well reflects a reality that in excess of 20 million people reside within a fifty mile radius of the communities in question. Tourism may well appear peripheral when the business model is predicated on local consumption and repeated local consumption. We have therefore a two tier development agenda - for community and the near vicinity and for tourism and a more global visitor economy.

The inference is that some businesses do not see any need to develop the cultural and heritage offer being made to visitors; their engagement depends entirely on perceived value exchanges that do not require involvement with attractions, activities other than those needed to access locations.

Government policy does not actively encourage tourism as a strong strategy for community development; it appears to some respondents that tourism is 'nice to have' but in no way essential for sound development. Supporting this view is the cold hard reality of a shortage of cash for special projects supportive of tourism and recreation for visitors. A straightened economic outlook for local and regional government bodies effectively means there is no disposable income available to entice inward investment or to support nascent business start ups. This phenomenon was created in the aftermath of the banking and economic crisis in 2008. This situation has remained unchanged, despite a government change in 2010, for a decade. There is no light at the end of this tunnel, nor any specific direction that moves the community toward social enterprise and start-ups that existed before 2008.

A further specific issue relates to this transfer of responsibility from central to local government to sustain products and services that might appeal to tourism. There has emerged a community of third-way enthusiasts and volunteers from within the community who may, or more likely may not, declare self-interest and capacity to manage emergent opportunities in a joint public-private sector offer for tourism. Regrettably many larger companies are self-sufficient in capacity and skills to expand and enlarge their business and do not tend to be supportive of smaller businesses. The demand for services and products is not seasonal although tourism appears to be a

largely seasonal business with peaks in summer (June-August) and troughs in the UK winter. Therefore we experience a 'chicken and egg' analogy to development. Business owners would prefer a year-round business and are not focused on visitor demands; attractions and activities are familiar with peaks and troughs and wish to retain the opportunity to close for the low season and to employ additional staff and resources in the peak periods. The chances of economic stability in this dichotomy are indeed uncertain and unsecured.

The attractions and accommodation sectors are key to encouraging small business and corporate business to reflect on the value perceived from the unrealised and maybe pent-up demand for tourism.

Consultancy work conducted by the University of Derby has actually generated sufficient resources to establish community interest companies (CICs) that are unfortunately unsustainable due to aforementioned lack of publicly contestable funds and application of too much pressure on volunteers, who we could term , community and culture champions. There are insufficient funds to support start-ups and insufficient funds to reimburse volunteers and third-way specialist volunteers who must be reimbursed for inevitable expenses.

There are large concerns of training volunteers and skills specialised to support community development. All parties present in the research project have similar issues with lack of funds to upskill and develop capacity to enlarge operations and develop a strategic focus. Regrettably many respondents are aware of the need for new economic generation and to attract inward investment from the private sector. There is a will to undertake this within the third-sector and private sector business but very few reliable sources of evidence of how this activity can be undertaken. Indeed it is the private sector that are driving business development and this sector appears to have no involvement with the sector specialists in marketing and development within this community.

Only those with a vested interest and possessing a business opportunity in the community can enlarge and develop a more strategic approach to sustainable development that meets the needs of the community and tourism.

Samples of designed activities that are used for tourism and by the destination simultaneously for community growth:

CIC Development Association was established 2016.

Responsible for new series of events for the public including essentially unique elements of culture and heritage of location.

Focus on creating accessible new services for all users. Articulating opportunities for new services based upon available best use of leader funding.

Town team established with support of DMO membership.

Set up a new initiative to provide essential toilets for community and visitor use "Spend a penny".

Again, articulating funds from available sources and provision of a resource to be equally used by community and visitors.

"A heritage action zone"

Funding is possible from applications supported by CIC and LAs .

Three local universities support performance, creative arts, thermal water options, and business funding from LEP and EU.

"City punches above its weight" in a n uncertain business environment.

Attracts visitors through collaboration with major inbound tour operators.

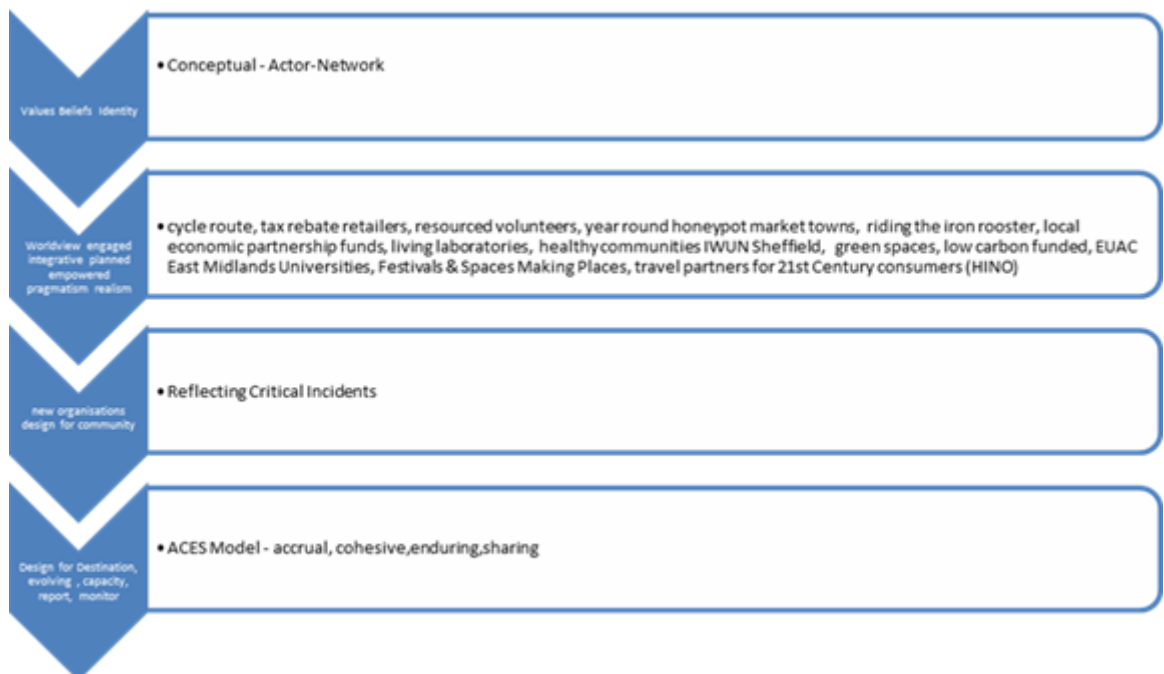
Identified five key attractions and associated themes to take both business and tourism forward.

Actor-Network Perspective (after Latour, 2004) – Worldviews ACES Model

Accrual (A) Cohesive (C) Enduring (E) Sharing (S)

Worldview	Discussion/Literature	Possible Outcome	Decode/ Example
Engaged	Sustainability policies and new economic partnerships (Haughton and Allmendinger, 2017)	Neighbourhood plan	A,C,E,S Integrative
Deregulated environment and politics	Policy-led and local direction of tourism management (Dredge and Jamal, 2015; Latour, 2004; Dredge, 2006)	Interventions to maximise socio-economic benefits to majority	A Legacy: Heritage Centre A Volunteer Staffed Community S Recreation Centre S Revitalised marketplace C Web-led identity
Planned destination design	Complex, cultural and creative planning (Baggio et al., 2010; Fernandes, 2011)	Planned spaces fit for purpose	A Rise of independent inimitable retail offering A Defending our culture S Destination is on the map

Integrative approach with shared social capital	Resilient (Cheshire et al., 2015)	Harnessing Intellectual property	S Sport plus tourism plus education plus trade plus creative arts
Community Interest Companies Third Sector Engaged	Experience-led (Tosun, 2006; Beeton, 2006)	Emerging new business opportunities	S Railway S E Festival S E Carnival S Heritage Centre
Knowledge Managed	Competitive advantage of graduates (Finch et al., 2016)	Self-proclaimed badges of experience economy – Fairtrade destination,	S Website
Macro and micro application		Bottom up (endogenous) planning to compensate for ‘ad hoc’ experience-led approach	A,C,E,S Sharing capacity and capabilities to develop projects into long term legacies



In this figure (X) the three partner groups within the network in Derbyshire have taken a specific role with their values and beliefs, identified the opportunity to champion that

activity into the community and persuaded others in the network to adopt these actions for the benefit of multiple actors including public and private sector and the third way/university sector for the future prosperity of both the community and the destination as a designscape for the assembled actors.

References

- Argyris, C., Schon, P. (1974), *Theory and Practice: Increasing Professional Effectiveness*, San Francisco, Jossey-Bass.
- Jarvis, P. (1995), *Adult and Continuing Education: Theory and Practice*, London, Routledge.
- Lugosi, P., Lynch, P. A. and Morrison, A. (2009), Critical Hospitality Management Research, *The Service Industries Journal*, 29(10), 1465-1478.
- McCool, S., Butler, R., Buckley, R., Weaver, D., Wheeler, B. (2013), Is Concept of Sustainability Utopian: Ideally Perfect but Impracticable?, *Tourism Recreation Research*, 38:2, 213-242, DOI: 10.1080/02508281.2013.11081746.
- Shacklock, G., Smyth, J. (1998), *Being Reflexive in Critical Educational and Social Research* London Psychology Press.
- Baggio, R., Scott, N., Cooper, C. (2010), Improving tourism destination governance: a complexity science approach, *Tourism Review*, 65(4), 51-60.
- Beeton, S. (2006), *Community development through tourism*. Landlinks Press.
- Blackstock, K. (2005), A critical look at community based tourism, *Community development journal*, 40(1), 39-49.
- Boluk, K., Cavaliere, C. T., Higgins-Desbiolles, F. (2017), Critical thinking to realize sustainability in tourism systems: Reflecting on the 2030 sustainable development goals, *Journal of Sustainable Tourism*, 25 (9), pp. 1201-1204.
- Bramwell, B., Higham, J., Lane, B., Miller, G. (2017), Twenty-five years of sustainable tourism and the *Journal of Sustainable Tourism*: looking back and moving forward, *Journal of Sustainable Tourism*, 25 (1), pp. 1-9.
- Bramwell, B. (2006), Actors, power, and discourses of growth limits, *Annals of Tourism Research*, 33(4), 957-978.
- Cheshire, L., Pérez, J. E., Shucksmith, M. (2015), Community resilience, social capital and territorial governance, *Ager: Revista de estudios sobre despoblación y desarrollo rural= Journal of depopulation and rural development studies*, (18), 7-38.
- Christoforou, A., Pisani, E. (2016), Social capital and rural development in Southern European regions: the case of the EU-funded LEADER projects, *Handbook of Social Capital and Regional Development*, 391-415.
- Davoudi, S., Madanipour, A. (Eds.). (2015), *Reconsidering localism*, Routledge.

- Davies, A. (2002), Power, politics and networks: shaping partnerships for sustainable communities, *Area*, 34(2), 190-203.
- Debbage, K. (2018), Economic geographies of tourism: one ‘turn leads to another, *Tourism Geographies*, 20(2), 347-353.
- Della Corte, V., Del Gaudio, G. (2015), District Start-up and Entrepreneurial Logics. The Cases of Databenc and Visit Peak District & Derbyshire, *Proceedings of the Business Systems Laboratory 3rd International Symposium “Advances in Business Management. Towards Systemic Approach”*, pp. 94-98.
- Dormer, R. (2014), Whānau ora and the collaborative turn, *International Journal of Public Administration*, 37(12), 835-845.
- Dredge, D. (1999), Destination place planning and design, *Annals of tourism research*, 26(4), 772-791.
- Dredge, D. (2006), Policy networks and the local organisation of tourism, *Tourism management*, 27(2), 269-280.
- Dredge, D., Jamal, T. (2015), Progress in tourism planning and policy: A post-structural perspective on knowledge production, *Tourism Management*, 51, 285-297.
- Dwyer, L. (2018), Saluting while the ship sinks: The necessity for tourism paradigm change, *Journal of Sustainable Tourism*, 26(1), 29-48.
- Dwyer, L., Mistilis, N., Edwards, D., Roman, C. (2016), Gambling with our tourism future: the role of research in destination and enterprise strategies to avoid strategic drift.
- Espiner, S., Orchiston, C., Higham, J. (2017), Resilience and sustainability: a complementary relationship? Towards a practical conceptual model for the sustainability–resilience nexus in tourism, *Journal of Sustainable Tourism*, 25(10), 1385-1400.
- Fernandes, C. (2011), Cultural planning and creative tourism in an emerging tourist destination, *International journal of management cases*, 13(3), 629-636.
- Finch, D. J., Peacock, M., Levallet, N., Foster, W. (2016), A dynamic capabilities view of employability: Exploring the drivers of competitive advantage for university graduates, *Education+Training*, 58(1), 61-81.
- Fisher, M. (2009), *Capitalist realism: Is there no alternative?*, John Hunt Publishing.
- Flaccavento, A. (2016), *Building a Healthy Economy from the Bottom Up: Harnessing Real-world Experience for Transformative Change*, University Press of Kentucky.
- Gillovic, B., McIntosh, A., Darcy, S., Cockburn-Wooten, C. (2018), Enabling the language of accessible tourism, *Journal of Sustainable Tourism*, 26(4), 615-630.
- Gorman, C., Mottiar, Z. (2015), Economic recession as a catalyst to increased collaboration in rural tourism, *Collaboration in tourism businesses and destinations: A handbook*, 141-54.
- Allmendinger, P., Haughton, G. (2017), Alternative planning spaces, *Territorial Policy and Governance*, pp. 95-113, Routledge.

- Haaland, C., van den Bosch, C. K. (2015), Challenges and strategies for urban green-space planning in cities undergoing densification: A review, *Urban Forestry & Urban Greening*, 14(4), 760-771.
- Haukeland, J. V. (2011), Tourism stakeholders' perceptions of national park management in Norway, *Journal of Sustainable Tourism*, 19(2), 133-153.
- Hjalager, A. M. (2015), 100 innovations that transformed tourism, *Journal of Travel Research*, 54(1), 3-21.
- Holman, N. (2008), Community participation: using social network analysis to improve developmental benefits, *Environment and Planning C: Government and Policy*, 26(3), 525-543.
- Iorio, M., Corsale, A. (2013), Diaspora and tourism: Transylvanian Saxons visiting the homeland, *Tourism Geographies*, 15(2), 198-232.
- Jamal, T. B., & Getz, D. (1995), Collaboration theory and community tourism planning, *Annals of tourism research*, 22(1), 186-204.
- Jones, M., Spence, A. (2017), Empowering local people through the planning process: The emerging practice of 'Place Planning' and its contribution to community well-being in Wales.
- Kokkranikal, J., Chettiparamb, A. (2015), Sustaining responsible tourism—The case of Kerala.
- Larner, W., Craig, D. (2005), After neoliberalism? Community activism and local partnerships in Aotearoa New Zealand, *Antipode*, 37(3), 402-424.
- Latour, B. (2004), On using ANT for studying information systems: a (somewhat) Socratic dialogue, *The social study of information and communication technology: Innovation, actors, and contexts*, 62-76.
- Liburd, J. J., Becken, S. (2017), Values in nature conservation, tourism and UNESCO World Heritage Site stewardship, *Journal of Sustainable Tourism*, 25(12), 1719-1735.
- Lord, A., Tewdwr-Jones, M. (2018), Getting the Planners Off Our Backs: Questioning the Post-Political Nature of English Planning Policy, *Planning Practice & Research*, 1-15.
- Melis, G., McCabe, S., Del Chiappa, G. (2015), Conceptualizing the value co-creation challenge for tourist destinations: a supply-side perspective, *Marketing Places and Spaces*, pp. 75-89, Emerald Group Publishing Limited.
- Mihalic, T. (2016), Sustainable-responsible tourism discourse—Towards 'responsustainable' tourism, *Journal of Cleaner Production*, 111, 461-470.
- Mostafanezhad, M., Norum, R., Shelton, E. J., Thompson-Carr, A. (Eds.). (2016), *Political ecology of tourism: Community, power and the environment*, Routledge.
- Muthuri, J. N., Matten, D., Moon, J. (2009), Employee volunteering and social capital: Contributions to corporate social responsibility, *British Journal of Management*, 20(1), 75-89.
- Nunkoo, R., & Smith, S. L. (2014), Trust, tourism development, and planning, *Trust, tourism development and planning*, pp. 15-22, Routledge.

- Orellana, D., Bregt, A. K., Ligtenberg, A., Wachowicz, M. (2012), Exploring visitor movement patterns in natural recreational areas, *Tourism Management*, 33(3), 672-682.
- Paarlberg, L. E., Varda, D. M. (2009), Community carrying capacity: A network perspective, *Nonprofit and Voluntary Sector Quarterly*, 38(4), 597-613.
- Pardellas de Blas, X., Padín Fabeiro, C. (2004), *A model of tourism planning and design: the Euro-Region Galicia-Northern Portugal as a common tourism destination*, European Regional Science Association.
- Pigott, A. (2018), Imagining socioecological transformation: An analysis of the Welsh Government's policy innovations and orientations to the future, *Elem Sci Anth*, 6(1).
- Pike, A., Marlow, D., McCarthy, A., O'Brien, P., Tomaney, J. (2015), Local institutions and local economic development: the Local Enterprise Partnerships in England, 2010, *Cambridge Journal of Regions, Economy and Society*, 8(2), 185-204.
- Provan, K. G., Fish, A., Sydow, J. (2007), Interorganizational networks at the network level: A review of the empirical literature on whole networks, *Journal of management*, 33(3), 479-516.
- Reisinger, Y. (2015), *Transformational tourism: Host perspectives*, CABI.
- Ruiz-Ballesteros, E., Brondizio, E. S. (2017), Building negotiated agreement: The emergence of community-based tourism in Floreana (Galapagos Islands), *Elinor Ostrom and the Bloomington School of Political Economy: A Framework for Policy Analysis*, 3, 343.
- Ryan, C., Scotland, A., Montgomery, D. (1998), Resident attitudes to tourism development—a comparative study between the Rangitikei, New Zealand and Bakewell, United Kingdom, *Progress in Tourism and Hospitality Research*, 4(2), 115-130.
- Saarinen, J., Rogerson, C. M. (2014), Tourism and the millennium development goals: perspectives beyond 2015, *Tourism Geographies*, 16(1), 23-30.
- Sandström, A., Crona, B., & Bodin, Ö. (2014), Legitimacy in co-management: the impact of preexisting structures, social networks and governance strategies, *Environmental Policy and Governance*, 24(1), 60-76.
- Saxena, G. (2005), Relationships, networks and the learning regions: case evidence from the Peak District National Park, *Tourism Management*, 26(2), 277-289.
- Schopf, J., Roche, J., Hubert, G. (2015), Co-working and innovation: new concepts for academic libraries and learning centres, *New Library World*, 116(1/2), 67-78.
- Senge, P. M. (1991), The fifth discipline, the art and practice of the learning organization, *Performance+ Instruction*, 30(5), 37-37.
- Spijker, S. N., & Parra, C. (2018), Knitting green spaces with the threads of social innovation in Groningen and London, *Journal of Environmental Planning and Management*, 61(5-6), 1011-1032.

- Svensson, B., Nordin, S., Flagestad, A. (2005), A governance perspective on destination development-exploring partnerships, clusters and innovation systems, *Tourism review*, 60(2), 32-37.
- Tait, M., Inch, A. (2016), Putting localism in place: Conservative images of the good community and the contradictions of planning reform in England, *Planning Practice & Research*, 31(2), 174-194.
- Thomas, R. (2012), Business elites, universities and knowledge transfer in tourism. *Tourism Management*, 33(3), 553-561.
- Thuessen, A. A., Nielsen, N. C. (2014), A Territorial Perspective On Eu' S Leader Approach In Denmark: The Added Value Of Community-Led Local Development Of Rural And Coastal Areas In A Multi-Level Governance Settings, *European Countryside*, 6(4), 307-326.
- Tolkach, D., King, B. (2015), Strengthening Community-Based Tourism in a new resource-based island nation: Why and how?, *Tourism Management*, 48, 386-398.
- Tosun, C. (2006), Expected nature of community participation in tourism development, *Tourism management*, 27(3), 493-504.
- Trowler, P., Wareham, T. (2008), *Tribes, Territories, Research and Teaching: Enhancing the Teaching-Research Nexus*, York, Higher Education Academy.
- Turrini, A., Cristofoli, D., Frosini, F., Nasi, G. (2010), Networking literature about determinants of network effectiveness, *Public Administration*, 88(2), 528-550.
- van Riper, C. J., Kyle, G. T. (2014), Understanding the internal processes of behavioral engagement in a national park: A latent variable path analysis of the value-belief-norm theory, *Journal of Environmental Psychology*, 38, 288-297.
- Varady, D., Kleinhans, R., Van Ham, M. (2015), The potential of community entrepreneurship for neighbourhood revitalization in the United Kingdom and the United States, *Journal of Enterprising Communities: People and Places in the Global Economy*, 9(3), 253-276.
- Wall, T. (2019), Service-Learning and Sustainability Education, in W. Leal Filho (eds.), *Encyclopedia of Sustainability in Higher Education*, Cham, Springer.
- Weaver, D. B., Jin, X. (2016), Compassion as a neglected motivator for sustainable tourism, *Journal of Sustainable Tourism*, 24(5), 657-672.
- Wever, E., Keeble, D. (2016), *New firms and regional development in Europe*, Routledge.

Sample Questions:

Unstructured interview questions based upon the literature:

Do you work to a sustainable agenda-?

Does your community have clear plans for a sustainable future?

Who shares these plans? Who designed the plans?

Could you tell me a little about those plans and where they can be accessed?

Is culture important to your community?

If it is please explain why. If it is not, please explain why?

To what extent does government policy dictate the way that the community is now considering tourism?

Is your community becoming a destination of distinction?

If it is, what are the features that you consider are distinctive?

Describe how the community makes good use of enterprising individuals.

To what extent does the community acknowledge a need to develop, or to grow

Is there evidence of this desire?

Does the current thinking reflect a focus on tourism as an economic driver of progress?

Does the current thinking reflect a focus on tourism as a social driver of progress?

What is the evidence for the economic driver? Evidence for the social driver? What is the evidence for sustainability? (Environmental driver also needed)

How does the word 'sustainability' reflect the community's engagement or attitude towards tourism?

Does 'sustainability' work top down or bottom up in your community?