



Psychological and Behavioural Science

Travel: Unlocking the Potential of Community-Based Tourism in the UK

Christina Boenecke

Petra Christianto

Eve Dubin

Zening Zheng

London School of Economics and Political Science

**PB403 Psychology of Economic Life Summative coursework
March 2024**

**Course convenors: Dr. Fred Basso & Prof. Saadi Lahlou
Other teachers: Dr. Maxi Heitmayer**

Table of contents

Background.....	1
Travel: Unlocking the Potential of Community-Based Tourism in the UK	3
Introduction.....	3
Stakeholder Overview.....	4
Problem Analysis.....	6
Theoretical Background.....	6
Activity Theory.....	7
Installation Theory.....	7
Approach.....	8
Local Communities Analysis.....	9
Tourists Analysis	11
Solution Proposal	12
Backend	13
Local Platform Establishment.....	13
Tourism Alignment Guide.....	13
Social Cohesion	15
Realignment & Reinvestment.....	16
Frontend.....	16
Website: UniK Travel.....	16
Installation Theory.....	18
Business Model.....	20
Discussion and Limitations.....	21
References	24
Appendix	30
Appendix A: Stakeholder Analyses with Identified Areas of Possible Improvement.....	30
Appendix B: Tourist Activity Analyses.....	32
Appendix C: Tourist Alignment Guide	42
Appendix D: Solution Overview	49

Background

The travel market is often divided into four segments, which include personal business travel, government or corporate business travel, visiting friends and relatives, and pleasure vacation travel (Nesbit, 1973). The tourism industry, which focuses on the latter segment, is large and one of the fastest-growing sectors worldwide (World Travel & Tourism Council, 2022). In 2023, the global tourism sector exceeded pre-pandemic levels and reached a new peak of 2.29 trillion U.S. dollars in market size (Statista Research Department, 2024). In the United Kingdom (UK), the sector also holds significant economic importance, contributing nearly four per cent of the country's economic output and sustaining 1.7 million jobs in 2019 (Panjwani, 2023). Both domestic and international tourism play crucial roles in the UK. While 71 million trips were taken abroad by UK residents in 2022, they also made 126 million domestic overnight visits spread throughout the country and spent 32.9 billion pounds (Panjwani, 2023). In contrast, there were 31 million visits from overseas residents who spent 27 billion pounds that same year, with London being the primary destination (Panjwani, 2023). Consequently, the UK itself is a popular holiday destination, with many Britons opting for domestic destinations for their holidays. Nevertheless, travelling abroad remains popular.

A closer look at tourist motives is needed to understand why people travel to different kinds of destinations for tourism. Overall, tourist motives can be categorised as either push or pull factors (Villamediana-Pedrosa et al., 2020). People are pushed to go on vacation by socio-psychological motives such as internal desires and needs, while the appeal of destination attributes pulls them to specific places (Crompton, 1979; Uysal & Jurowski, 1994). Consequently, push motives can explain the urge to go on a specific type of vacation, whilst pull motives are valuable in explaining the choice of destination (Crompton, 1979). Oh et al. (1995) did an in-depth analysis and found six major push variables: knowledge/intellectual, sports, novelty/adventure, entertainment/prestige, kinship/social interaction, and escape/rest. Additionally, five major pull variables were identified: cultural/historical, safety/upscale, activity/sports, nature/outdoor, and inexpensive/budget (Oh et al., 1995). By combining these push and pull variables, Oh et al. (1995) discovered that tourists could be categorised into four distinct market segments, as individuals with particular push motives were drawn to specific pull factors. Building upon this previous research, Katsikari et al. (2020) categorised tourists into four different groups based on their push motives: knowledge/intellectual seekers,

novelty/adventure seekers, escape/entertainment/prestige seekers, and sports seekers. They discovered that knowledge/intellectual seekers are primarily drawn to a destination's culture and history features, such as "historical sites, local events, traditional food, and beautiful scenery" (Katsikari et al., 2020, p. 14). Novelty/adventure seekers are most attracted to "originality, new experiences, and adventure", such as sports and outdoor activities (Katsikari et al., 2020, p. 14). Moreover, escape/entertainment/prestige seekers prioritise safety and luxury, exhibiting a preference for upscale dining, accommodation, and shopping venues (Katsikari et al., 2020). Meanwhile, sports seekers prioritise physical activity and are particularly interested in outdoor activities, sports, and a destination's natural features (Katsikari et al., 2020). These findings are especially crucial for the development of tourism destinations and their marketing strategy (Katsikari et al., 2020).

Additionally, tourism can be very beneficial for societies. It has been shown that vacations can lead to health and wellness benefits such as reduced stress, higher quality of life and happiness, improved physical health and work-life balance (Chen & Petrick, 2013). Tourism also provides an opportunity to meet new people, explore unfamiliar regions and cultures, engage with them, and foster self-reflection (Rasouli & Timmermans, 2014). Furthermore, it can facilitate culture and information exchange (Rasouli & Timmermans, 2014). However, tourism also has negative consequences. The tourism industry is responsible for approximately five per cent of worldwide greenhouse gas emissions (Environmental Audit Committee, 2019). For instance, transport is the largest emitting sector of greenhouse gas emissions in the UK, with aviation contributing 22 per cent of the total emissions within this sector (Department for Transport, 2022). Moreover, tourists produce significant amounts of waste (Ezeah et al., 2015), which can have detrimental effects on the environment as many touristic destinations struggle to manage the large amounts of waste such as food, solid waste, and plastic (Baloch et al., 2023; Wang et al, 2021; UNEP, 2023). In general, inadequate tourism management can pose challenges for the local communities of tourist destinations. Tourism growth causes resource management pressure (Environmental Audit Committee, 2019), and local environments can be destroyed by overdevelopment and subsequent overuse of resources (Baloch et al., 2023). Over-tourism can create pressures such as physical deterioration of popular sites, increased rents, congestion, and air pollution, all of which can negatively impact both local communities and the visitor experience (Environmental Audit Committee, 2019). By contrast, when properly managed, tourism can contribute to economic growth, environmental conservation, and poverty reduction (Environmental Audit Committee, 2019).

UniK Travel: Unlocking the Potential of Community-Based Tourism in the UK

Introduction

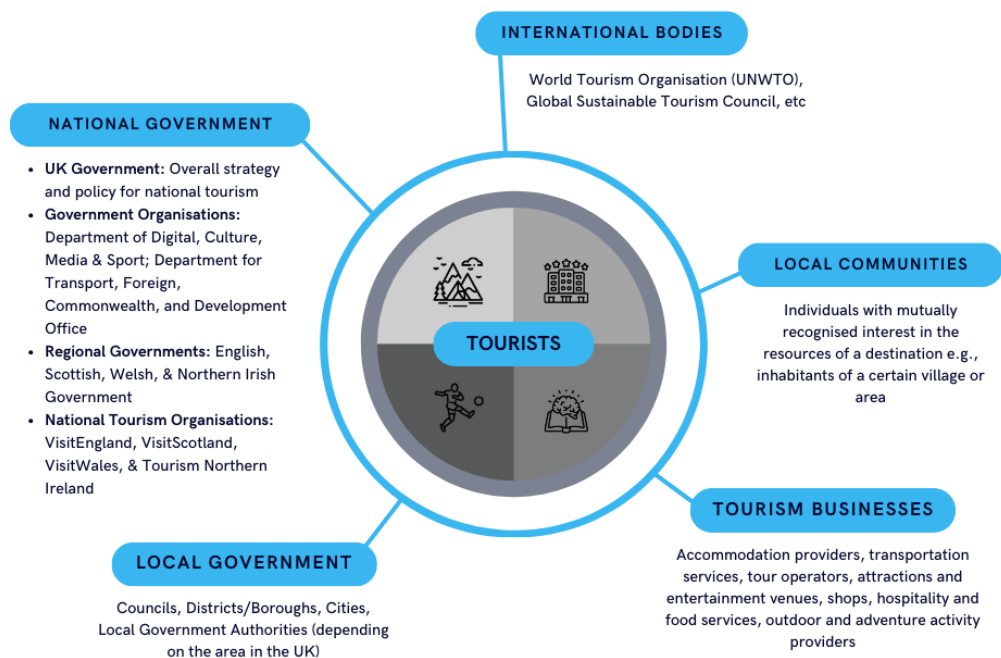
Tourism is a large and growing industry, often characterised by unsustainable practices. However, it also has the potential to bring about numerous beneficial impacts on societies. Therefore, it is vital to explore ways of harnessing the benefits of tourism whilst reducing its unsustainable nature. Community-based tourism (CBT) is often considered a holistic pathway to a more sustainable tourism industry (Okazaki, 2008). CBT, typically small-scale, facilitates interactions between visitors and host communities (Asker et al., 2010). Additionally, it serves the community's interests by favouring local businesses and prioritising the local culture and environment (Asker et al., 2010). CBT can address all three pillars of sustainability: environmental, economic, and social (Hutnalentina et al., 2022). When functioning effectively, community-based tourism can foster local economic growth, financial viability, equitable community participation, ecological sustainability, cultural heritage preservation, visitor education, and a safe, high-quality experience for all individuals involved (Asker et al., 2010). Consequently, well-managed CBT sustainably empowers communities and benefits visitors. Thus, it provides excellent opportunities to enhance the sustainability of the tourism industry. However, to unlock this potential, it is vital that relevant stakeholders cooperate and collaborate to plan, manage, and align their tourism strategy (Roxas et al., 2020). Relevant stakeholders include international bodies, national governments, local government units, tourism businesses and local communities (Roxas et al., 2020). To frame the topic, this essay focuses specifically on how the UK's domestic tourism market can be improved through strengthening CBT. In doing so, the objective is twofold: to ensure local communities benefit from domestic tourism in the UK and to enhance the appeal and accessibility of domestic tourism. This, in turn, aims to encourage more people to choose domestic travel over international options, thereby fostering sustainability. Through an in-depth analysis of existing structures, relevant stakeholders, and tourists' needs, this essay identifies intervention points and corresponding solutions to unlock the potential of CBT for the UK's domestic tourism market. We do so by creating connections and alignment between stakeholders and providing the platforms necessary to build those connections and develop adequate resources.

Stakeholder Overview

The UK's domestic tourism ecosystem, like the tourism industry in general, is diverse and complex (see Figure 1). Key stakeholders include international bodies such as the World Tourism Organisation (UNWTO), the national government such as the UK government, the Scottish, Welsh, English, and Northern Irish regional governments, and national tourism organisations, such as VisitEngland, VisitScotland, VisitWales, and Tourism Northern Ireland. Additionally, there are local government units such as councils, cities, and boroughs, as well as local communities, which consist of individuals who share a common interest in the resources of a destination. Also, key stakeholders include tourism businesses. In 2019, over 230,000 businesses, approximately 98% of which were small and medium-sized enterprises, were involved in the UK's tourism sector (ONS Tourism Satellite Account, 2019). All these businesses include providers of transportation services, accommodation, and attractions, as well as others such as tour operators, guides, travel agents, and insurance companies. Lastly, tourists, serving as the primary catalyst for the tourism industry also seem to manifest a multifaceted nature rather than adhering to a monolithic archetype. Various types of tourists inherently exhibit different travel aspirations and behaviours, such as sports seekers and knowledge/intellectual seekers (Katsikari et al., 2020).

Figure 1

Overview of Stakeholders in the UK's Domestic Tourism Ecosystem



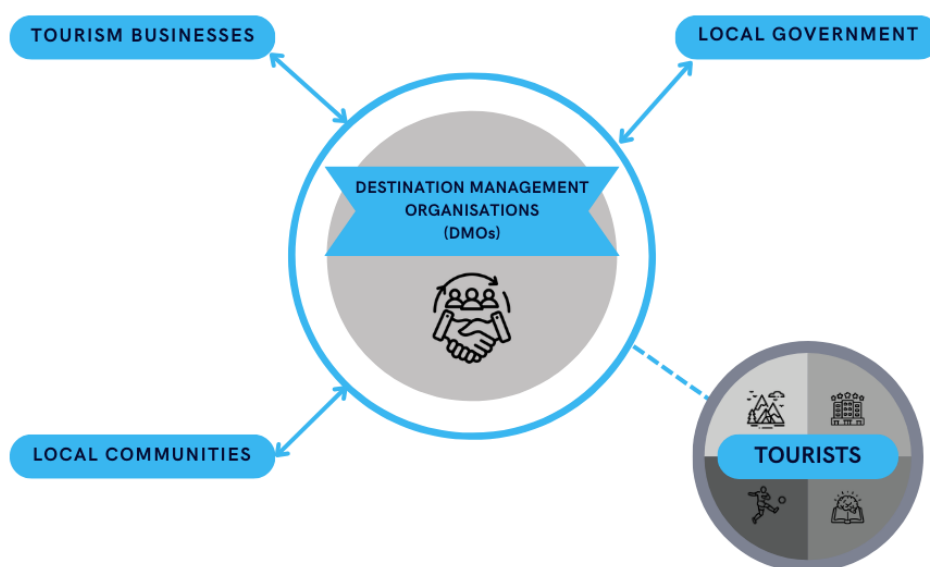
Looking at the various stakeholders within the tourism industry indicates its complex and multidimensional nature, where many parties, each with unique interests, complex mutual relations, and varying degrees of willingness to cooperate, occur in a destination (Lustický & Stumpf, 2021). Such fundamental *multistakeholderism* in the tourism industry is what warrants the necessary existence of Destination Management Organisations (DMOs) which can act as the central force that brings together the stakeholders in a local visitor economy (de Bois, 2021). DMOs are defined as “the leading organisational entity which may encompass the various authorities, stakeholders, and professionals and facilitates partnerships towards a collective destination vision” (World Tourism Organisation, 2019, p. 12). The primary role of DMOs is to coordinate, manage, develop, and professionalise the stakeholders so they are coherent with the destination's future strategy and capable of future upscaling (Pechlaner et al., 2012; Zehrer & Hallmann, 2015). Therefore, they are ideally positioned to unify a destination, maintain its competitiveness, and showcase it effectively (de Bois, 2021). This makes DMOs a particularly interesting stakeholder for CBT, especially because they are grounded in the destinations’ communities. In the UK, each DMO typically focuses on a specific geographic area, often indicated in their name, such as *Visit Cornwall* (de Bois, 2021). Additionally, the presence of DMOs is extensive across the UK. For instance, in England, there are over 170 of them (de Bois, 2021). Several DMOs in the UK have demonstrated considerable potential in partnering with public, private, and community stakeholders within their destinations, as well as each other (The Heritage Alliance, 2021).

However, this potential is often underutilised. Currently, many DMOs in the UK primarily emphasise marketing and promoting their destinations, a focus that has even led some individuals to perceive DMO as an acronym for Destination Marketing Organisation (de Bois, 2021). By focusing on this, they neglect their potential as an entity that could actively connect all key players in the local tourism industry (see Figure 2) and facilitate the development of a holistic local tourism strategy (de Bois, 2021). Since DMOs interact closely with local tourism businesses, local communities, and local authorities, they could also be an important gateway for the domestic tourism industry to reach these key stakeholders (Lustický & Stumpf, 2021). Furthermore, many destinations lack a regional vision, an issue that the respective destination’s DMO could effectively address (Line & Wang, 2017). Consequently, there is a significant potential for DMOs in the UK to improve domestic tourism at a regional organisational level. Additionally, given their emphasis on marketing, many

DMOs have developed websites to promote their destinations. However, these online platforms often are not user-friendly. Due to a lack of coordination, the online presence of DMOs is complex and confusing for their users, who must find and navigate multiple destination websites to plan a visit (de Bois, 2021). Moreover, most DMOs' websites only provide information and are not designed to handle direct transactions with users, meaning that they must find and book services elsewhere (Luna-Nevarez & Hyman, 2012). Consequently, the many different platforms can be difficult for the users to navigate, leading to disconnection, which is a significant issue for domestic tourism in the UK (de Bois, 2021). While DMOs have abundant destination knowledge, they face communication and connection challenges.

Figure 2

Position of DMOs in the UK's Domestic Tourism Ecosystem



Problem Analysis

Theoretical Background

To get a clearer picture of where interventions can unlock the potential of CBT for domestic tourism in the UK, it is beneficial to closely examine activities, goals, and motives of key stakeholders. In order to thoroughly analyse the contexts and behaviours of these stakeholders, we utilise two

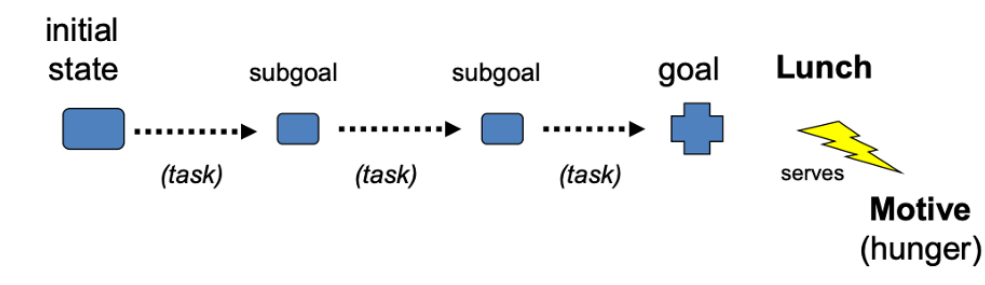
specific theories of behaviour: Activity Theory (AT) and Installation Theory (IT). These two theories work in conjunction with one another by explaining the subjects' goals across a trajectory and understanding the layers at play in each given segment. By using AT and IT together we can identify and analyse key intervention points for stakeholders in the UK's domestic tourism ecosystem.

Activity Theory

Activity Theory aims to explain how a subject's goals are translated into action in relation to what they encounter in the real world. The framework breaks down the activity into a series of tasks and subgoals, which allow the subject to move from its initial state to its final goal, the representation of the desired final state. The final goal serves to satisfy the motive that drives the subject of the activity that is taking place (see Figure 3). Motives can be satisfied by various goals, which allow for changes in the trajectory of the activity given the contexts that arise (Lahlou, 2017).

Figure 3

Activity Theory (Simplified) (Lahlou, 2017)

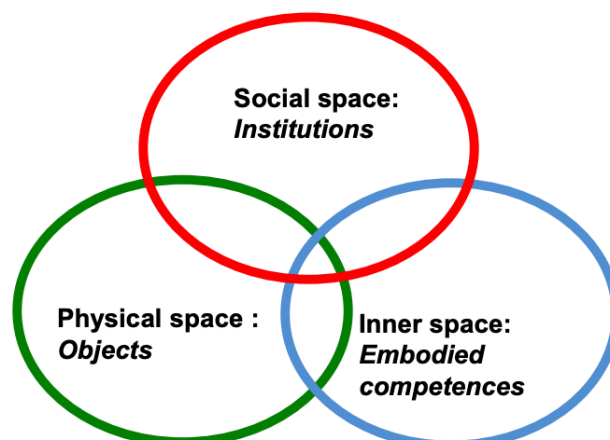


Installation Theory

Installation Theory utilizes installations, which are settings where human behaviour is channelled to act in certain ways, in order to understand how these behaviours happen. This channelling occurs across physical, psychological, and societal levels and helps create society through this repetition of behaviour. The framework constitutes three layers: material environment, embodied competencies, and social regulation (see Figure 4). By considering these three layers together, one can better explain and predict behaviour. The physical layer or material environment analyses the objects within the physical realm. These material affordances are constructed on purpose to inform, support, trigger, or constrain behaviours. The embodied layer or interpretative systems are a subject's innate and learned competencies and how they engage and participate in the installation. The social layer analyses how behaviour is influenced by social norms. These norms can be internalized or directly communicated and are created and enforced by the members of society (Lahlou, 2017).

Figure 4

Visualisation of Installation Theory (Lahlou, 2017)

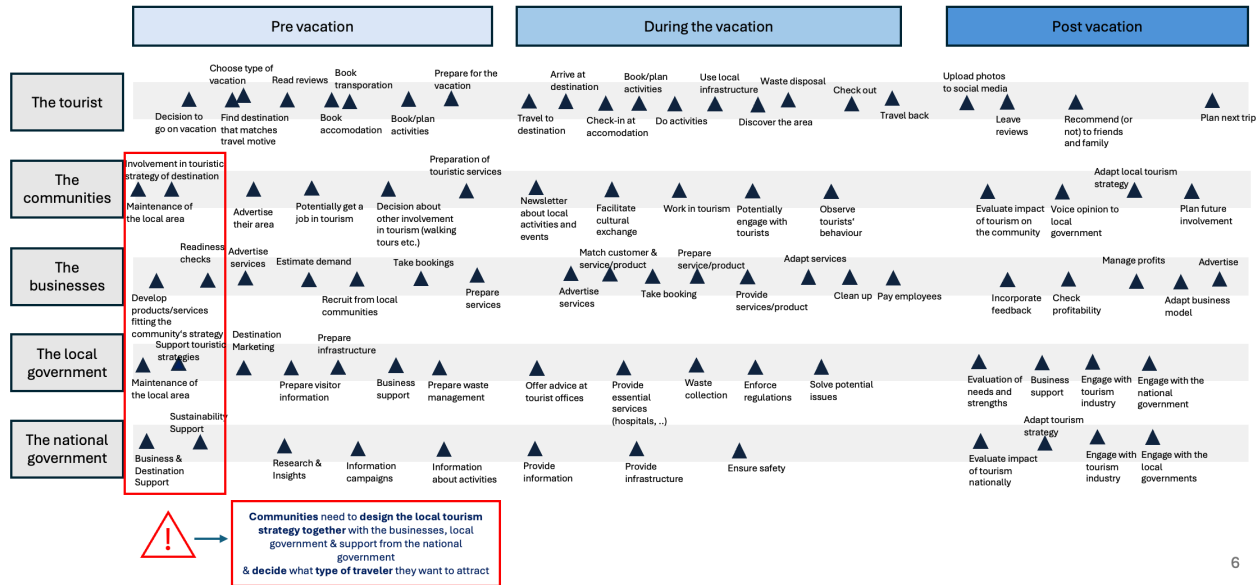


Approach

Firstly, we looked at the typical activities of the main stakeholders involved in domestic tourism, which are, as previously mentioned, the tourists, the communities, the businesses, the local government, and the national government. Due to the focus on domestic tourism, we decided not to include international bodies in this analysis as we deemed them less relevant. We specifically focussed on typical activities pre-, during and post-vacation. For example, for tourists, we looked at the whole journey, from the decision to go on a vacation (pre-vacation) to reviewing the vacation and planning the next trip (post-vacation) and all the steps in between. Based on this activity overview of the main five stakeholders, we identified multiple potential improvement areas involving multiple stakeholders. Of these, two were considered the most important. Firstly, we identified a need for more connection between communities and other key stakeholders when steering the local tourism strategy, contributing to a lack of regional vision (see Figure 5; for further analyses see Appendix A). Secondly, we found a disconnect between local communities and tourists, resulting in tourists being frequently unaware of the services offered by community-based enterprises. Consequently, we decided to take a closer look at local tourism through a community-centric lens, as communities are at the heart of both areas of improvement identified above. Additionally, we focus on tourists, as they are the ultimate users of tourism, and it is therefore crucial to create more connections with them.

Figure 5

Example of Analysis of Typical Activities Including Potential Improvement Area



6

Local Communities Analysis

To understand the scope of how a local community would create a sustainable mutually beneficial CBT experience, we must utilize AT to map their goals and pinpoint the best areas of intervention (Lahlou, 2017). In this case, the final goal of the local community, creating a sustainable tourism experience, is working to satisfy their motive to benefit economically, environmentally, and socially from tourism.

The initial state is that residents live in tourist areas and want to have community involvement and alignment in a sustainable tourism strategy. To accomplish this, the community must come together to discuss the benefits and challenges of the strategy while incorporating the community's values and needs. Once a strategy is chosen, the community works to develop sustainable tourism products and services that leverage the community's unique cultural, natural, and societal resources.

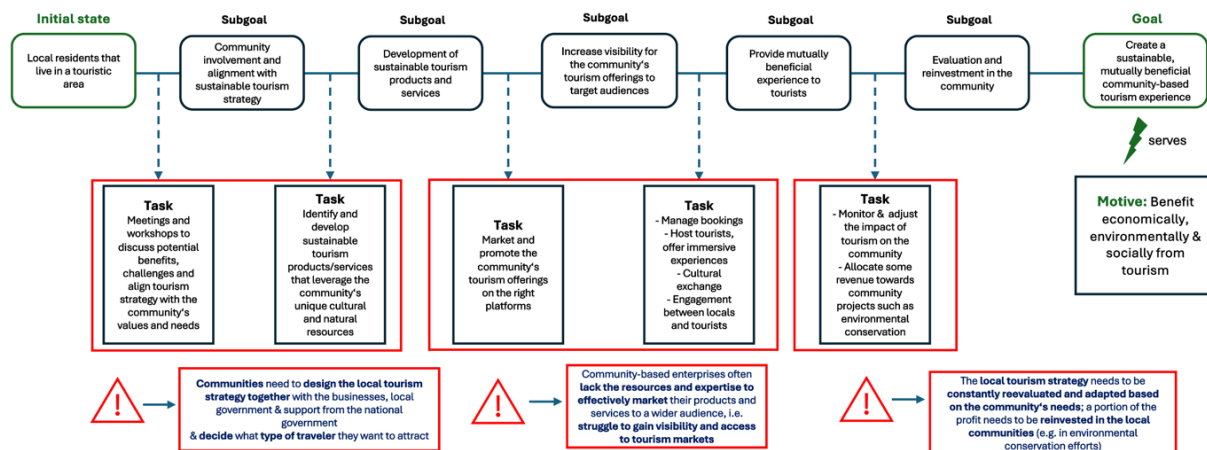
Once the community aligns with a sustainable tourism strategy and develops the corresponding products and services, the next task is to market their tourism offerings on the appropriate platforms. By doing so the community can increase visibility for its tourism offerings to the target audiences. With these audiences booked and ready to travel, the community then aims to provide a mutually beneficial experience for both the tourists and themselves. To achieve this, they must adequately manage bookings, host tourists, offer immersive experiences, foster cultural exchange, and encourage engagement between locals and tourists.

Finally, when the tourists return home, the local community should evaluate the impact of tourism on the community. Additionally, they should allocate some tourism revenue towards community projects, such as environmental conservation, to help reinvest in the community. With the last subgoal achieved the local community reaches their final goal of creating a sustainable, mutually beneficial CBT experience.

Using AT, we have identified three points in which intervention would be the most beneficial for a local community (see Figure 6). The first intervention point is in the early planning stage, where communities need to design the local tourism strategy together with businesses, local government, and support from the national government. At this point, they also need to decide what type of tourists they want to attract. The second intervention point happens before/during the trip when community-based enterprises often lack the resources and expertise to effectively market their products and services to a targeted audience. The final intervention point we uncovered happens during the post-trip stage. The local tourism strategy created by the local community needs to be continually re-evaluated and adapted based on the community's needs. In addition, a portion of the profit made from tourism needs to be reinvested into the local community through projects such as environmental conservation efforts.

Figure 6

Activity Analysis of Local Community (simplified)



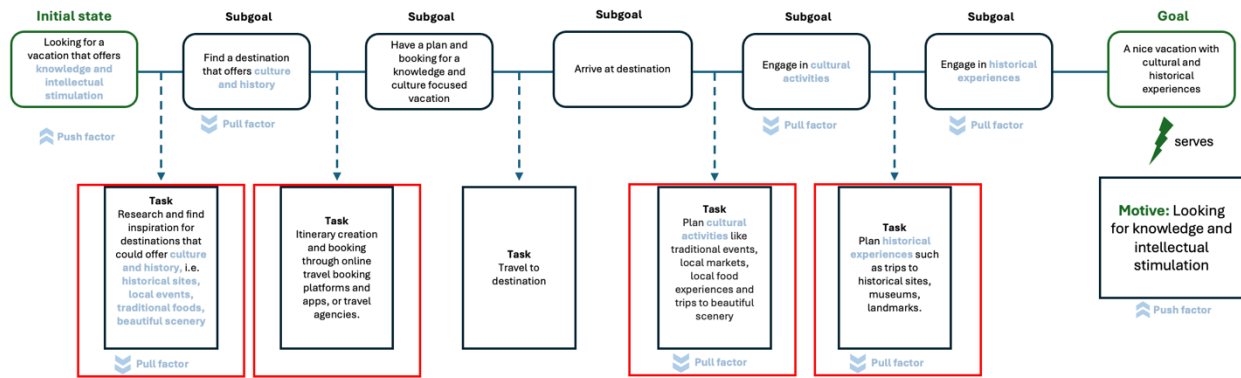
Tourists Analysis

Drawing on prior research, we categorised tourists into four distinct types: knowledge/intellectual seekers, novelty/adventure seekers, escape/entertainment/prestige seekers, and sports seekers, each influenced by unique push and pull factors (Katsikari et al., 2020). We first conducted a detailed analysis using installation theory to delineate the series of tasks along the tourism journey for the four types of tourists, specifically exploring the physical, embodied, and social layers of each task and incorporating the push and pull motivational factors. This informed our subsequent activity analyses, where we identified the push factors as the primary motives for each tourist type (for an example, see Figure 7; for detailed analyses of all tourist types, see Appendix B). Additionally, we mapped the previously mentioned pull factors onto the tourists' journeys as they explained the attributes that attract different types of tourists to different types of destinations (Uysal & Jurowski, 1994). Based on these insights, we found that the initial state of tourists is the urge to go on a vacation to fulfil their respective push motive (Crompton, 1979). Consequently, tourists then seek destinations that align with their corresponding pull factors, proceed to book and plan their vacations and search for specific services and products they wish to experience. Upon reaching their chosen destination, they plan specific experiences related to their initial push motives. Ultimately, fulfilling these motives through engaging experiences marks the achievement of their goal—having a satisfying vacation.

Based on these findings, we have identified potential areas of intervention at the planning and booking stage before and during a trip. First, during the planning stage, tourists need to be aware of the offerings of local communities to realise what domestic travel can offer. Currently, as previously mentioned, there is a disconnect between local communities and tourists (de Bois, 2021). Therefore, tourists lack awareness about how their motives could be fulfilled through domestic travel and, more specifically, through services that local communities in the UK can offer. This disconnect also stems from a lack of a user-friendly platform to market and book services offered by community-based enterprises (de Bois, 2021).

Figure 7

An Example of the Activity Analysis of Knowledge/Intellectual Seeker (Simplified)

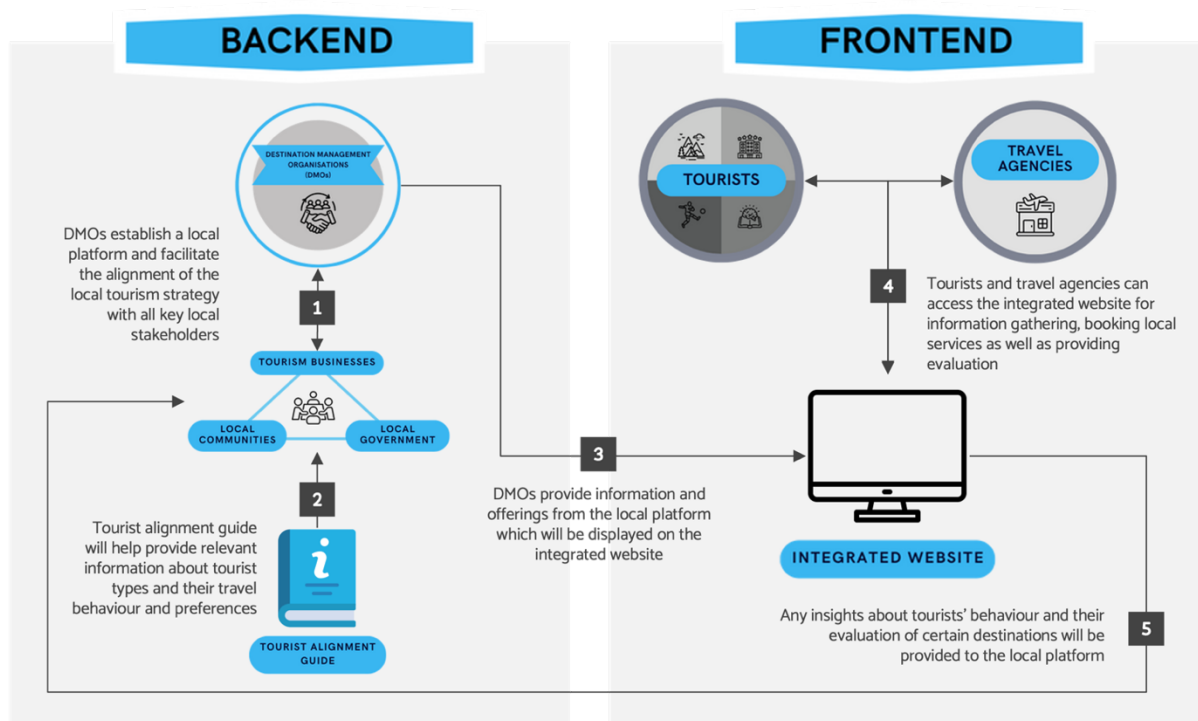


Solution Proposal

Given the intervention points identified, we are taking a comprehensive, circular approach involving backend and frontend solutions (see Figure 8), which we will describe in more detail in this section.

Figure 8

Solutions Overview



Note: For a more comprehensive overview, see Appendix D.

Backend

Local Platform Establishment

We propose an intervention in the early planning stage to facilitate an aligned local tourism strategy. In order to unlock the potential of CBT for domestic tourism in the UK, all relevant stakeholders need to cooperate to plan, manage, and align their tourism strategy (Roxas et al., 2020). Since we are focussing on strengthening CBT, it is especially crucial that the local communities take an active part in designing the local tourism strategy together with local businesses, local government, and in alignment with the national government (The Heritage Alliance, 2021). Therefore, we propose the construction of a local platform, steered by the DMOs. As previously mentioned, DMOs can act as the central force that brings together the stakeholders in a local visitor economy (de Bois, 2021). Consequently, our intervention involves leveraging the unique potential and position of DMOs to unify a destination and achieve a collective destination vision. We propose that the DMOs create a space to connect local communities, businesses, and government units to discuss and align their local tourism vision. Before developing a specific strategy, DMOs should facilitate a comprehensive assessment of needs, priorities, values, wishes, opportunities and challenges together with all stakeholders. These assessments could include surveys, interviews, and workshops, facilitated by the DMOs. Additionally, the DMOs should collect all relevant information, such as existing tourism infrastructure and environmental resources, to ensure informed decisions when developing the tourism strategy (Lustický & Stumpf, 2021). Then, in regular meetings involving representatives from all three stakeholder groups, the DMOs should present the information and facilitate an open dialogue to exchange specific ideas and concerns. There should be an emphasis on the type of interactions the host communities would like to have with visitors and the type of services they would like to offer. As such, the primary intervention lies in engaging various stakeholders to enhance the development of CBT.

Tourism Alignment Guide

To align the local public's wishes with the tourists' demands, we propose a Tourism Alignment Guide. After the initial collaborative efforts to establish a broad, cohesive destination vision, this guide can help design local tourism strategies that are locally and contextually relevant. Based on the push and pull motives of the four different tourist types, the guide provides specific ideas for installations that destinations should offer according to their preferences. DMOs should then, in accordance with this guide, align the local destination vision with a specific tourist type that matches

the type of services, environmental resources, and infrastructure the community can and wants to offer. Once the decision for a specific tourist type has been made, the guide provides useful insights for the DMOs to guide local tourism development. It becomes instrumental in setting up specific services and products that leverage the community's distinctive resources, including natural and cultural assets, aligning with the target tourists' needs. Consequently, it is a valuable tool to create authentic, engaging tourism experiences that attract the right visitors, generate income for the community, and foster cultural exchange and appreciation.

The Tourism Alignment Guide, grounded in the Installation Theory framework according to Lahlou (2017), presents three practical illustrative examples for effectively attracting and engaging with each tourist type. It elucidates the role DMOs should play in facilitating key players in CBT across physical, embodied, and social layers (see Table 1 for an example; for detailed content, see Appendix C). Aligning with objectives in sustainable tourism development (Dangi & Jamal, 2016), our approach integrates opportunities for local businesses to contribute actively to enduring economic sustainability. Recognizing the need to extend focus beyond financial motives (Asker et al., 2010), this guideline identifies areas where local communities can engage in cultural development for social sustainability and emphasizes the importance of implementing nature conservation and environmental protection programs for ecological sustainability.

Overall, this guide serves as a valuable tool for DMOs to guide the local tourism strategy and development as it provides practical advice and highlights the different layers that should be considered for different types of tourists. This, once again, requires collaboration and cooperation between the local stakeholders facilitated by the DMOs. Additionally, at this point, DMOs need to address potential problems associated with tourism, such as over-tourism and decide how to avoid these (e.g. by deciding to restrict the maximum number of tourists per season).

Table 1

An Example of the Tourism Alignment Guide for a Knowledge/Intellectual Seeker

	Physical Environment	Embodied Competence	Social Regulation
Attractions & Landmarks	Ensure the presence and maintenance of historical sites, museums, landmarks, and culturally significant areas. (Social) Establish visitor centres with informational signage and interactive exhibits at key attractions. (Social) Develop well-maintained trails, pathways, or guided routes connecting various landmarks. (Economic)	Train local guides to provide tours and information about the historical and cultural significance of attractions. (Social, Economic) Establish interpretive centres with engaging displays to enhance visitors' knowledge. (Social)	Implement visitor guidelines and codes of conduct to ensure respectful behaviour in culturally sensitive areas. (Social) Promote sustainable tourism practices, including waste disposal and noise control. (Social)
Traditional Events & Markets	Designate venues or spaces for traditional events, festivals, and markets. (Economic, Social) Establish food halls or local markets where travellers can explore and purchase traditional/locally sourced foods. (Economic, Social)	Encourage local artisans and vendors to participate in events, showcasing their skills and products. (Social) Provide cultural training to vendors to enhance communication with travelers. (Social)	Foster respectful social exchange and communication between local residents and visitors during events by having specific written code of conduct/social regulation rules. (Social)
Shopping Districts & Street Vendors	Develop vibrant shopping districts or areas with a variety of shops and street vendors, cooperation with local businesses. (Economic, Social) Establish markets offering locally crafted souvenirs, art, and traditional items. (Economic, Social)	Educate vendors on the cultural significance of their products to enhance travelers' understanding. (Economic)	Promote marketplace etiquette to ensure fair and respectful interactions between buyers and sellers, such as signposting written social norms. (Social) Raise awareness of ethical considerations, encouraging travelers to make sustainable and culturally sensitive purchases. (Environmental, Economic)

Social Cohesion

This transformation of local tourism provides more than just effective management and augmentation of local visitor economies. By enhancing the role of communities and strengthening CBT, several positive social effects, such as social cohesion, follow (Durkheim, 1893; Kearns & Forrest, 2000; Berger-Schmitt, 2002). Social cohesion itself refers to how a society, or its smaller-scale constituent, a community, holds and glues together, with key dimensions including social network, place attachment, and collective identity (Dekker & Bolt, 2005; Mugnano & Palvarini, 2013). The establishment of local platforms, steered by the DMOs, to connect key local stakeholders and create an aligned tourism strategy, facilitates social cohesion. Since the tourism industry is grounded in its locality, it provides a great opportunity for a social and cultural platform that promotes cooperation between members of different communities at different organisational levels (Kamble & Bouchon, 2016). Therefore, the platforms not only create economic activity but also contribute to the collective identity and community spirit. Additionally, such a platform fosters social networks, enhances

social capital, and cultivates a shared objective amongst the stakeholders: ensuring a positive experience for the tourists and maintaining the quality of the cultural and environmental heritage of the destination, thereby achieving organic solidarity (Kearns & Forrest, 2000). Consequently, the facilitation of alignment through the local platforms and the Tourism Alignment Guide is an important component to unlock the social benefits of CBT for domestic tourism in the UK. Additionally, the emphasis on the local environment as a crucial resource in the guide highlights the importance of environmental conservation, which can contribute to place attachment. In addition, inclusive tourism development can also improve the sense of belonging and pride in the destination and the UK (Council of Europe, 2000; Maxwell, 1996). Furthermore, the development of new installations in the community, such as recreational and entertainment activities, can enrich the overall atmosphere of a destination, benefiting both local residents and tourists (York et al., 2021). Also, the active involvement of communities in the local tourism strategy and development empowers communities and serves the communities' interests (Asker et al., 2010). Overall, CBT facilitated by DMOs develops a collective identity at the community level which leads to new prospects for tourism, achieving a circularity of continuous beneficial tourism (Mrđa & Carić, 2019; Wu et al., 2022).

Realignment & Reinvestment

Additionally, the DMOs should use the local platform to monitor and evaluate the impact of tourism on the communities and the environment. Furthermore, ongoing feedback mechanisms from both local communities and tourists are vital to ensure that the tourism strategy aligns with current market trends, enhances destination competitiveness, and identifies areas for improvement. Consequently, the local tourism strategy needs to be constantly re-evaluated and adapted based on the communities' needs and experiences with tourism. This is crucial to ensure that tourism remains a positive force within the communities and that the benefits of tourism are distributed throughout the communities, contributing to their overall development and well-being. In this context, we suggest that a portion of the tourism profits should be reinvested in the local communities, for example through investments in environmental conservation efforts or community projects.

Frontend

Website: UniK Travel

As previously noted, DMOs' current websites aim to market their destinations to potential tourists but are often confusing, not user-friendly, difficult to navigate, and only offer informational

services (de Bois, 2021). Additionally, local community enterprises struggle to market their offerings effectively due to resource constraints. Therefore, once the DMOs and local communities come together to develop tourism services and products according to the Tourist Alignment Guide, they must connect with their customers, the tourists and tourism agencies, who are looking for a new travel destination. To facilitate this connection and address these problems, we propose an intervention beginning at the tourists' trip planning stage in the form of an online site, Unik Travel.

Initially, we receive information from the DMOs about what kind of tourists match their destinations and offerings. From this information, we can build a site that seamlessly connects the DMOs and local communities to tourists that are best fit for those communities according to their tourism strategies. Unik Travel would also have a tourist categorization feature, where tourists would be categorised into their tourist segmentations according to their vacation preferences – the push and pull factors that guide their experience (Katsikari et al., 2020). The importance of making this connection between the tourists and the DMOs and communities is a key aspect of unlocking the potential of CBT for domestic tourism in the UK because this is the first point of interaction between the two groups. This feature also recognizes the significance of providing tourists with a sense of uniqueness and authenticity (Doran et al., 2015).

Customers would be able to get destination recommendations based on their tourist type or choose a specific region that they are interested in travelling to. Once the destination is chosen, activities and accommodations best suited for a particular tourist type would be recommended based on what kind of vacation they are seeking. The site would allow the tourists and tourism agencies to book directly with the local service providers while also enabling a variety of planning functionalities to enhance their experience (see Figures 9 and 10). By booking with community-based enterprises, the tourists will have a direct relationship that begins pre-trip but continues into the during-trip stage. This fosters a greater sense of togetherness that is mutually beneficial to both the tourists and the local communities. By facilitating interactions between the communities and tourists from the start, people do not feel as 'disconnected' during a trip when they travel domestically and can connect with the locals, which helps create more social cohesion (Kearns & Forrest, 2000). Once the trip has concluded, the site will also provide a review function, which would get feedback both from other tourists on the site and the local service providers.

Overall, the goals of the site are to bring together and create relationships between the tourists, local communities, and DMOs involved in domestic UK tourism, while also addressing the problems of DMOs' current websites to create a better planning and booking experience for all stakeholders. As a result, the site and intervention aim to encourage more people to choose domestic travel over international, thereby fostering sustainability.

Installation Theory

To build this site so that it can create the proper social cohesion between the DMOs, local communities, and tourists, as well as serve as an upgrade from the current state of the DMOs' proprietary sites, we utilized IT (Lahlou, 2017). We also considered the best practices of tourism sites, which should be aesthetically pleasing, functional, and simple while minimizing time and effort for users (Luna-Nevarez & Hyman, 2012).

Looking at the site as an installation, we can break down its ideal components into the three layers of IT: physical, embodied, and social. The physical layer of the site includes features such as the layout and design of the site, the pages and content that is published on the site, and the navigational information. The embodied competencies layer builds off users' inner knowledge; for example, our website builds on incorporating tourists' embodied characteristics to create personal onboarding that matches tourists' inner motives (see Figure 9). Additionally, it incorporates features, such as simple site navigation, that play to the customer's prior knowledge of using a website. The social regulation layer works with elements such as the review feature where users know to give truthful and honest feedback to help the service providers and future tourists or when getting more information on a destination or activity to be respectful of the person they are interacting with. By looking at all three layers together, we were able to develop a site that addresses all elements of a user's behaviour while also making it a pleasant and encouraging planning and booking experience (see Figure 10).

Figure 9

Frontend Mockup (Onboarding)

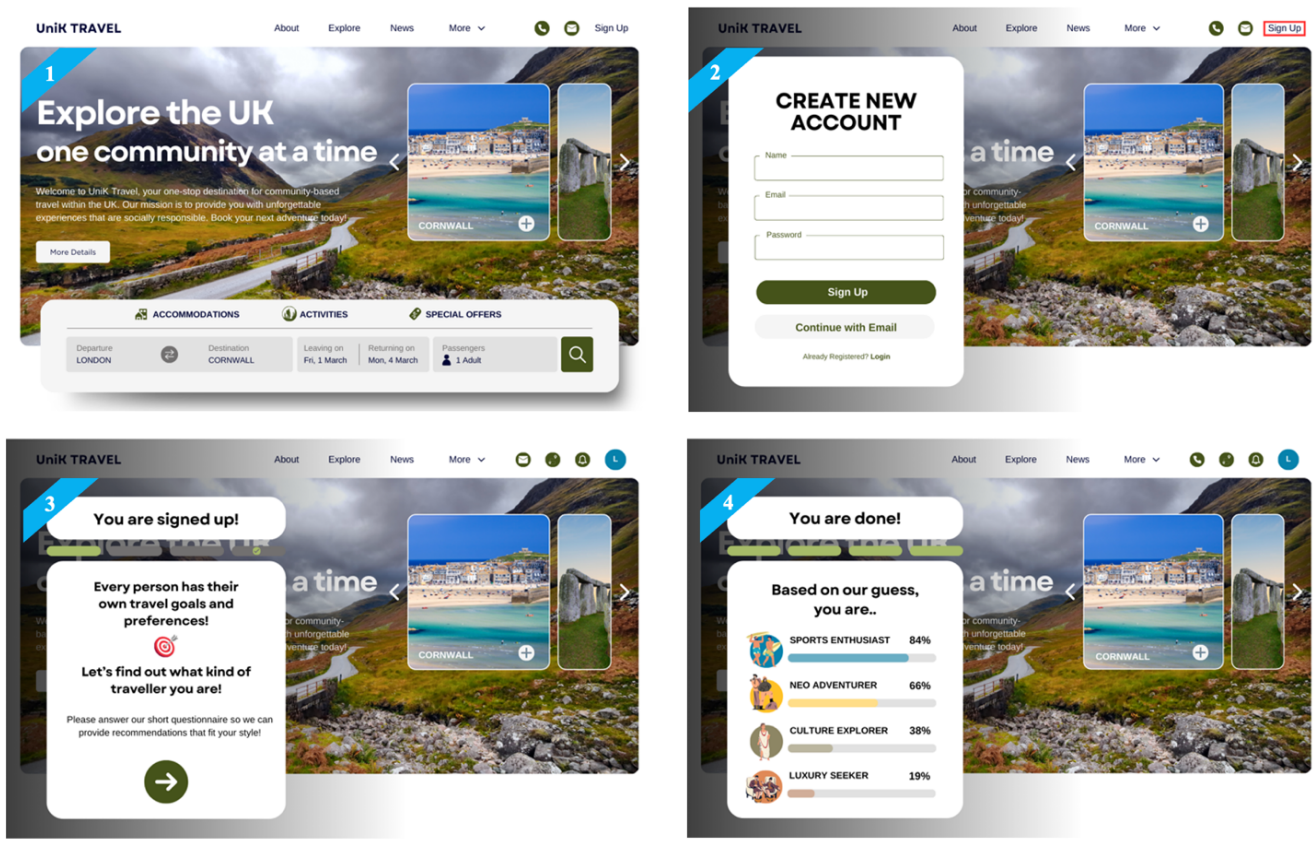
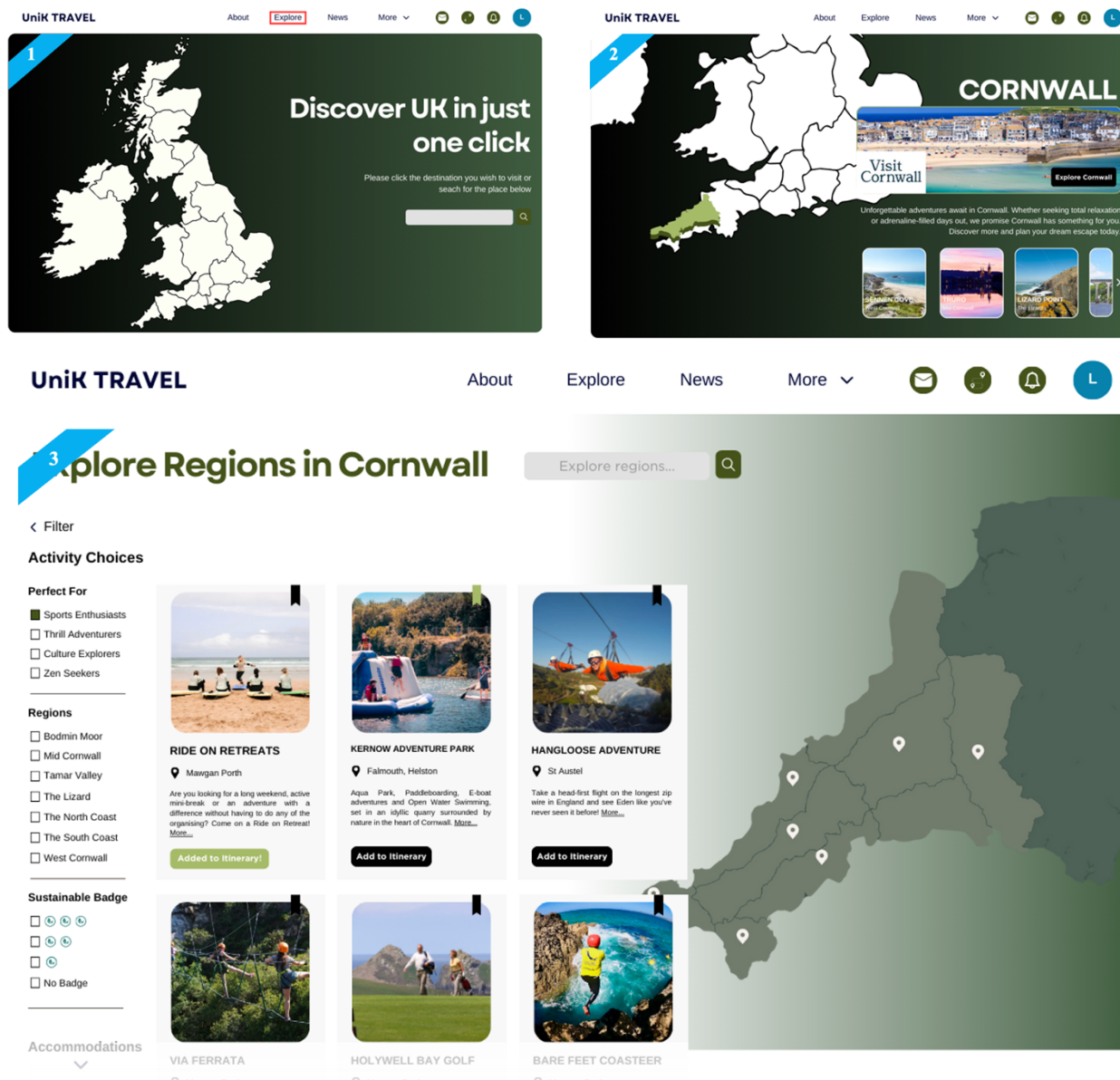


Figure 10

Frontend Mockup (Destination Choice)

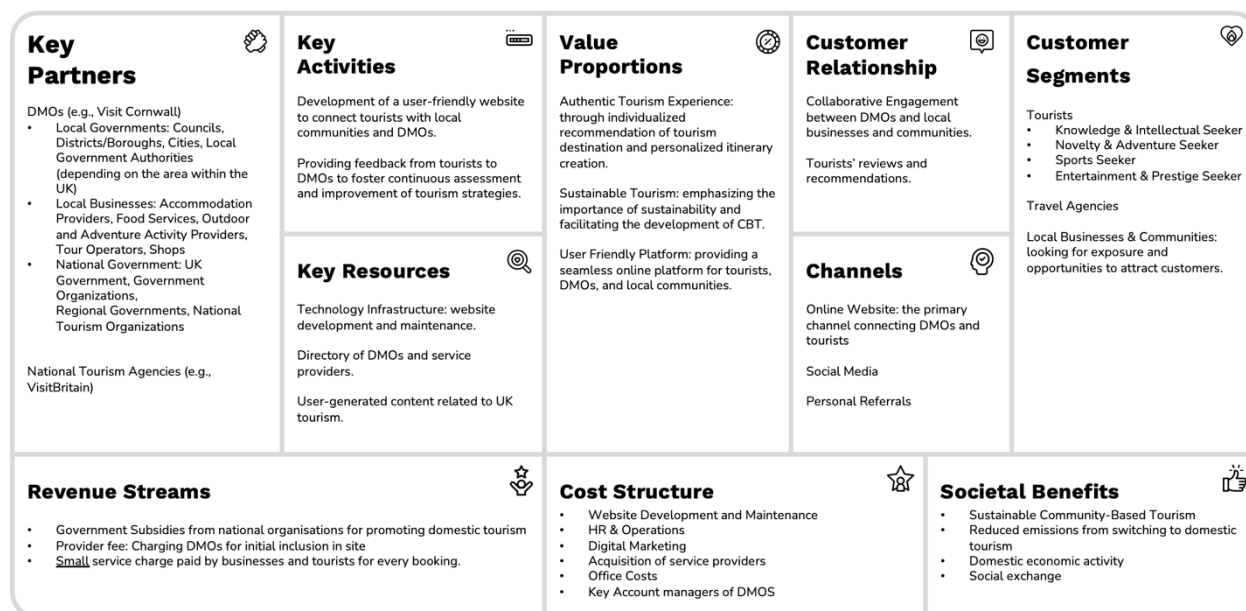
**Business Model**

The business model, detailed in Table 2, provides a comprehensive overview of our primary operational framework. Our main stakeholders are DMOs and national tourism agencies within the UK. Our business will have less direct contact with the key stakeholders within the local CBT, given that we have highlighted the primary responsibility of DMOs to facilitate their connections in the backend solutions. Government subsidies aimed at supporting local tourism will serve as a financial support mechanism for the business. DMOs are expected to contribute to the sustainability of our

platform by paying an initial listing fee, thereby minimizing the necessity for extensive marketing efforts on their part. Additionally, a small service charge will be levied on both businesses and tourists for each booking made on the website. The initial marketing strategy will leverage social media platforms, subsequently relying on word of mouth and referrals as the platform gains recognition in the market.

Table 2

Business Model of UniK Travel



Discussion and Limitations

The paper aimed to find ways to improve the domestic tourism market in the UK. Whilst there are many ways to approach this, we focussed on CBT as a holistic pathway to a more sustainable domestic tourism ecosystem. By analysing the relevant stakeholders in the UK, getting an overview of their activities, and consequently doing in-depth analyses using AT and IT, we identified problems and intervention points. We proposed a holistic solution consisting of a backend and a frontend approach. This includes the establishment of a local platform, steered by the DMOs, to engage key local stakeholders in designing and aligning a comprehensive local destination vision and a Tourism Alignment Guide, to tailor local tourism strategies to diverse tourist preferences. Additionally, the proposed website, *UniK Travel*, addresses the challenges of current DMO websites

and community-based enterprises by seamlessly connecting DMOs with tourists based on their preferences. Overall, our proposed solutions transform domestic tourism in the UK by addressing all three pillars of sustainability through CBT. They foster social cohesion, create economic activity, and support environmental conservation efforts (see Figure 11).

Figure 11

Impacts of Proposed Solutions on Sustainability Pillars



However, there are also some limitations to our solutions. Whilst our interventions can improve the UK's domestic tourism ecosystem, prompting more tourists to choose domestic travel over international trips, they do not eliminate international travel. Due to the popularity of international travel in the UK (Panjwani, 2023) and the many benefits it can provide for global consciousness (Lew, 2018), it is neither realistic nor desirable to convert all international to domestic tourism. Consequently, future research needs to focus on the issues that come with international travel, such as aviation emissions. Overall, it is important to highlight that the tourism industry is large and has many different problems that we couldn't address, such as waste management issues or transportation emissions. Our solutions are very specific for the UK's domestic tourism ecosystem, as their

success depends heavily on the underutilised potential and unique position of DMOs in the UK. However, future research could explore the stakeholders, particularly the DMO landscape, in other domestic tourism ecosystems to assess the transferability of our solutions to different countries. In general, the involvement of the DMOs is crucial for our proposed solutions. Therefore, our approach hinges on their willingness to take on the role of facilitator and coordinator of the local platforms and to partner with *UniK Travel*. Lastly, there are specific issues with DMOs which could impact the success of our solutions. The UK's DMO space can be overcrowded or fragmented in certain areas (de Bois, 2021), but efforts are currently underway by the government to reduce fragmentation and enhance coherence in the DMO landscape (Department for Digital, Culture, Media & Sport, 2022). Additionally, DMOs' funding constraints have often restricted them from prioritising marketing activities (de Bois, 2021). However, the government is currently addressing these issues through a pilot funding project (Department for Digital, Culture, Media & Sport, 2022), and with the website assuming marketing activities, DMOs could potentially redistribute their marketing budgets to the local platforms.

In summary, while acknowledging the limitations of our UK-specific solutions within the broader tourism industry, our proposal can make a meaningful contribution to addressing some of its challenges.

References

- Arbulú, I., Lozano, J., & Rey-Maqueira, J. (2015). Tourism and solid waste generation in Europe: A panel data assessment of the Environmental Kuznets Curve. *Waste Management, 46*, 628–636. doi: 10.1016/j.wasman.2015.04.014.
- Asker, S. Boronyak, L., Carrard, N. & Paddon, M. (2010, June). *Effective Community Based Tourism: A Best Practice Manual*. Asia-Pacific Economic Cooperation. <https://www.apec.org/publications/2010/06/effective-community-based-tourism-a-best-practice-manual-june-2010>
- Baloch, Q. B., Shah, S. N., Iqbal, N., Sheeraz, M., Asadullah, M., Mahar, S., & Khan, A. U. (2023). Impact of tourism development upon environmental sustainability: A suggested framework for sustainable ecotourism. *Environmental Science and Pollution Research International, 30*(3), 5917–5930. doi: 10.1007/s11356-022-22496-w.
- Berger-Schmitt, R. (2002). Considering social cohesion in quality of life assessments: concepts and measurement. *Social Indicators Research, Vol. 58* (1), 403-428. doi:10.1023/A:1015752320935
- Chen, C.-C., & Petrick, J. F. (2013). Health and Wellness Benefits of Travel Experiences: A Literature Review. *Journal of Travel Research, 52*(6), 709-719. doi: 10.1177/0047287513496477.
- Council of Europe (2000). *Strategy for social cohesion*. European Committee for Social Cohesion, Council of Europe, Strasbourg.
- Crompton, J. L. (1979). Motives for pleasure vacation. *Annals of Tourism Research, 6*(4), 408-424. doi:10.1016/0160-738390004-5.
- Dangi, T., & Jamal, T. (2016). An Integrated Approach to “Sustainable Community-Based Tourism.” *Sustainability, 8*(5), 475. doi: 10.3390/su8050475.

de Bois, N. (2021, August). *The de Bois Review: An independent review of Destination Management Organisations in England*. United Kingdom Department for Digital, Culture, Media & Sport. <https://assets.publishing.service.gov.uk/media/611bbff6d3bf7f63a7b29233/2585>

Department for Digital, Culture, Media & Sport (2022, July). *Government Reponse to the Independent Review of Destination Management Organisations in England*. GOV.UK. https://assets.publishing.service.gov.uk/media/62d57b77d3bf7f28661f097a/DMO_government_response.pdf

Department for Transport (2022, October 20). *Transport and environment statistics 2022*. GOV.UK. <https://www.gov.uk/government/statistics/transport-and-environment-statistics-2022/transport-and-environment-statistics-2022>

Dekker, K., & Bolt, G. (2005). Social cohesion in post-war estates in The Netherlands: Differences between socioeconomic and ethnic groups. *Urban Studies*, 42(13), 2447–2470. doi:10.1080/00420980500380360.

Doran, R., Larsen, S., & Wolff, K. (2015). Different but similar: Social comparison of travel motives among tourists. *International Journal of Tourism Research*, 17(6), 555-563. doi:10.1002/jtr.2023.

Durkheim, E. (1897). *Le suicide: étude de sociologie*. New York, NY: F. Alcan.

Environmental Audit Committee. (2019, July 18). *Committee investigates environmental impact of travel and tourism*. UK Parliament. <https://committees.parliament.uk/committee/62/environmental-audit-committee/news/100374/committee-investigates-environmental-impact-of-travel-and-tourism/>

- Ezeah, C., Fazakerley, J., & Byrne, T. (2015). Tourism Waste Management in the European Union: Lessons Learned from Four Popular EU Tourist Destinations. *American Journal of Climate Change*, 4(5). doi: 10.4236/ajcc.2015.45035.
- Hutnaleontina, P., Bendasa, I & Yasa, G. (2022). Correlation of community-based tourism with sustainable development to improve community welfare: a review. *International Journal of Applied Sciences in Tourism and Events*, 6(2), 183-193. doi: 10.31940/ijaste.v6i2.183-193.
- Kamble, Z., & Bouchon, F. (2014), Tourism planning and a nation's vision: a review of the tourism policy of Sri Lanka. *Procedia-Social and Behavioural Sciences*, 144, 229-236. doi: 10.1016/j.sbspro.2014.07.291.
- Katsikari, C., Hatzithomas, L., Fotiadis, T. & Folinas, D. (2020). Push and Pull Travel Motivation: Segmentation of the Greek Market for Social Media Marketing in Tourism. *Sustainability*, 12(11), 4770.
- Kearns, A., & Ray, F. (2000). Social Cohesion and Multilevel Urban Governance. *Urban Studies*, 37 (5-6): 995–1017. doi: 10.1080/00420980050011208.
- Lahlou, S. (2017). *Installation Theory: The Societal Construction and Regulation of Behaviour*. Cambridge University Press. doi: 10.1017/9781316480922.
- Lew, A. A. (2018). Why travel? - travel, tourism, and global consciousness. *Tourism Geographies*, 20(4), 742-749.
- Line, N. D., & Wang, Y. (2017). A multi-stakeholder market-oriented approach to destination marketing. *Journal of Destination Marketing & Management*, 6(1), 84–93. doi: 10.1016/j.jdmm.2016.03.003.

- Luna-Nevarez, C., & Hyman, M. R. (2012). Common practices in destination website design. *Journal of destination marketing & management*, 1(1-2), 94-106. doi: 10.1016/j.jdmm.2012.08.002.
- Luštický, M., & Štumpf, P. (2021). Leverage points of tourism destination competitiveness dynamics. *Tourism Management Perspectives*, 38(1). doi: 10.1016/j.tmp.2021.100792.
- Mrđa, A., & Carić, H. (2019). *Models of heritage tourism sustainable planning*. Springer International Publishing. doi: 10.1007/978-3-030-10612-6_14.
- Maxwell, J. (1996). *Social Dimensions of Economic Growth*. Canadian Policy Research Networks, Ottawa.
- Mugnano, S., & Palvarini, P. (2013). Sharing space without hanging together: A case study of social mix policy in Milan. *Cities*, 35, 417–422. doi: 10.1016/j.cities.2013.03.008.
- Nesbit, W. R. (1973). The art of forecasting domestic air travel: A survey assessment and overview. *Fourth Annual Conference Proceedings, the Travel Research Association*, 285-290.
- Oh, H. M., Uysal, M. & Weaver, P.A. (1995). Product bundles and market segments based on travel motivations: a canonical correlation approach. *International Journal of Hospitality Management*, 14(2), 127-137. doi: 10.1016/0278-4319(95)00010-A.
- Okazaki, E. (2008). A Community-Based Tourism Model: Its Conception and Use. *Journal of Sustainable Tourism*, 16(5), 511-529. doi: 10.1080/09669580802159594.
- Panjwani, A. (2023, November 07). *Tourism: statistics and policy*. House of Commons Library. <https://commonslibrary.parliament.uk/research-briefings/sn06022/>

- Pechlaner, H., Volgerr, M., & Herntrei, M. (2012). Destination management organizations as interface between destination governance and corporate governance. *Anatolia*, 23(2), 151–168. doi: 10.1080/13032917.2011.652137.
- Rasouli, S. & Timmermans, H. J. P. (2014). Benefits of Travel: Needs Versus Constraints in Uncertain Environments. In Gärling, T., Ettema, D. & Friman, M. (Eds.), *Handbook of Sustainable Travel* (pp. 33-52). Springer.
- Roxas, F. M. Y., Rivera, J. P. R. & Gutierrez, E. L. M. (2020). Mapping stakeholders' roles in governing sustainable tourism destinations. *Journal of Hospitality and Tourism Management*, 45, 378-398. doi: 10.1016/j.jhtm.2020.09.005.
- Statista Research Department. (2024, February 01). *Market size of the tourism sector worldwide from 2010 to 2023*. Statista. <https://www.statista.com/statistics/1220218/tourism-industry-market-size-global/>
- The Heritage Alliance. (2021, April). *Response to the Independent Review of Destination Management Organisations (DMOs) Consultation*. <https://www.theheritagealliance.org.uk/wp-content/uploads/2021/10/Independent-Review-of-Destination-Management-Organisations-April-2021.pdf>
- United Nations Environment Programme. *How can tourism fix its plastic problem?* (2023, May 12). UNEP. <http://www.unep.org/news-and-stories/story/how-can-tourism-fix-its-plastic-problem>
- Uysal, M., & Jurowski, C. (1994). Testing the push and pull factors. *Annals of Tourism Research*, 21(4), 844–846.
- Villamediana-Pedrosa, J. V., Villa-López, N. & Küster-Boluda, I. (2020). Predictors of tourist engagement: Travel motives and tourism destination profiles. *Journal of Destination Marketing & Management*, 16. doi: 10.1016/j.jdmm.2020.100412.

- Wang, L., Filimonau, V., & Li, Y. (2021). Exploring the patterns of food waste generation by tourists in a popular destination. *Journal of Cleaner Production*, 279(3). doi: 10.1016/j.jclepro.2020.123890.
- World Tourism Organization (2019). *UNWTO Guidelines for Institutional Strengthening of Destination Management Organizations (DMOs) – Preparing DMOs for new challenges*. UNWTO. doi: 10.18111/9789284420841.
- World Travel & Tourism Council (2022, August). *Travel & Tourism Economic Impact Global Trends 2022*. WTTC. <https://wttc.org/Portals/0/Documents/Reports/2022/EIR2022-Global%20Trends.pdf>
- Wu, M. Y., Wu, X., Li, Q. C., & Tong, Y. (2022). Community citizenship behavior in rural tourism destinations: Scale development and validation. *Tourism Management*, 89, 104457. doi:10.1016/j.tourman.2021.104457.
- York, Q. Y., Yan, L., & Ben, H. Y. (2021). My life matters here: Assessing the adjusted identity of domestic migrant workers at intangible cultural heritage tourism businesses in China. *Tourism Management Perspectives*, 39, 100856. doi: 10.1016/j.tmp.2021.100856.
- Zehrer, A., & Hallmann, K. (2015). A stakeholder perspective on policy indicators of destination-competitiveness. *Journal of Destination Marketing & Management*, 4(2), 120–126. doi: 10.1016/j.jdmm.2015.03.003.

Appendix

Appendix A: Stakeholder Analyses with Identified Areas of Possible Improvement

Figure A1
Pre-Vacation

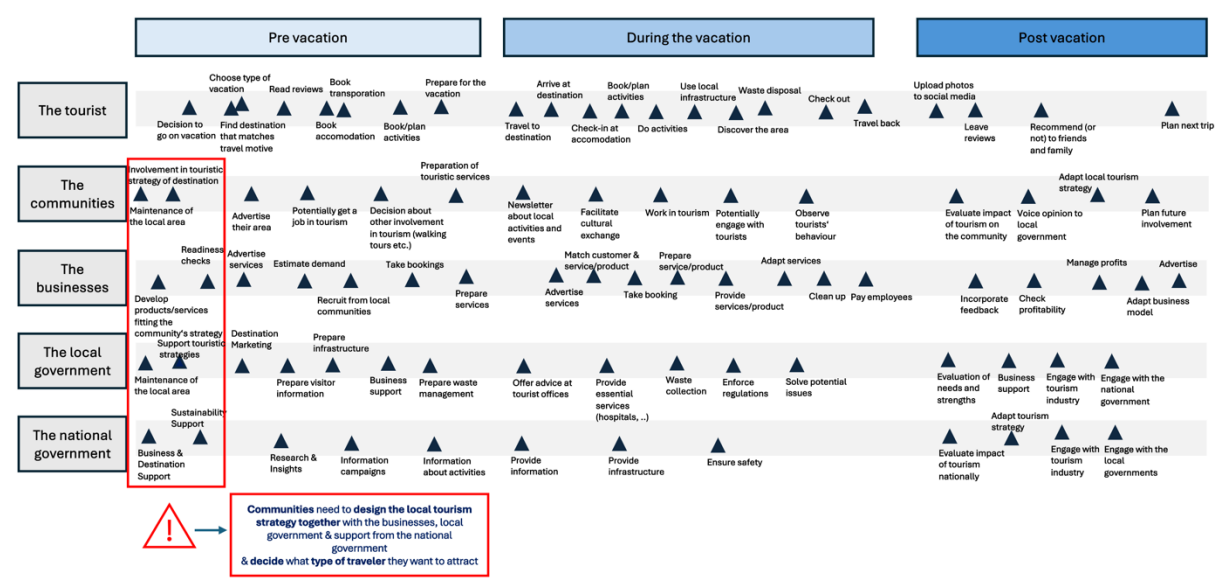
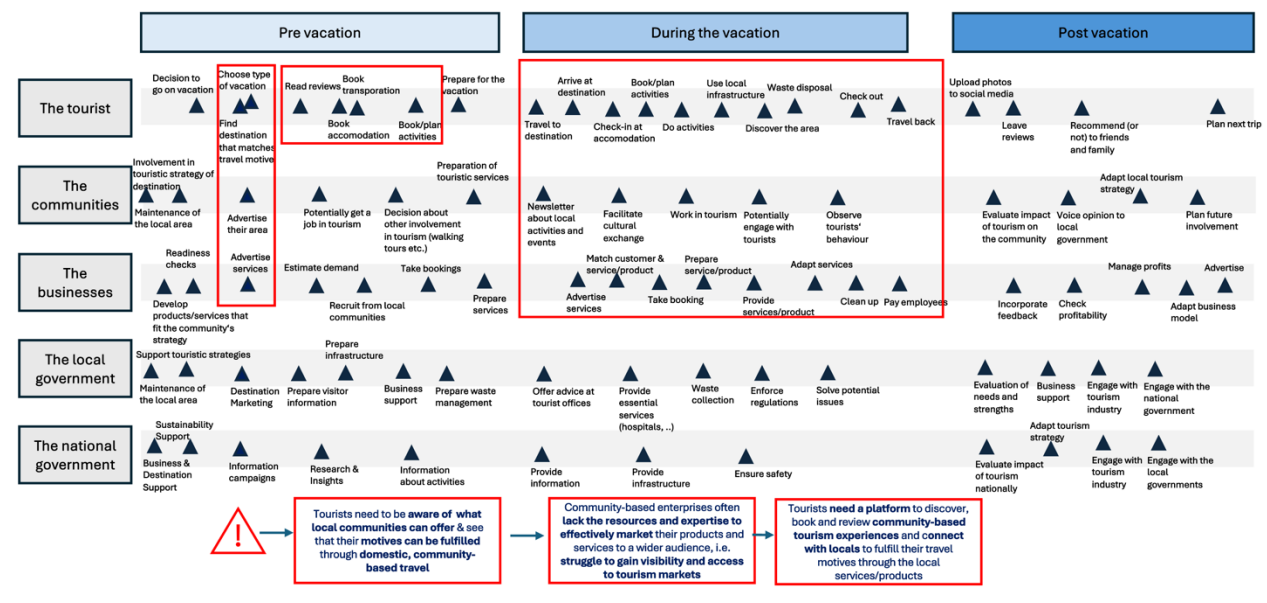


Figure A2
During the Vacation



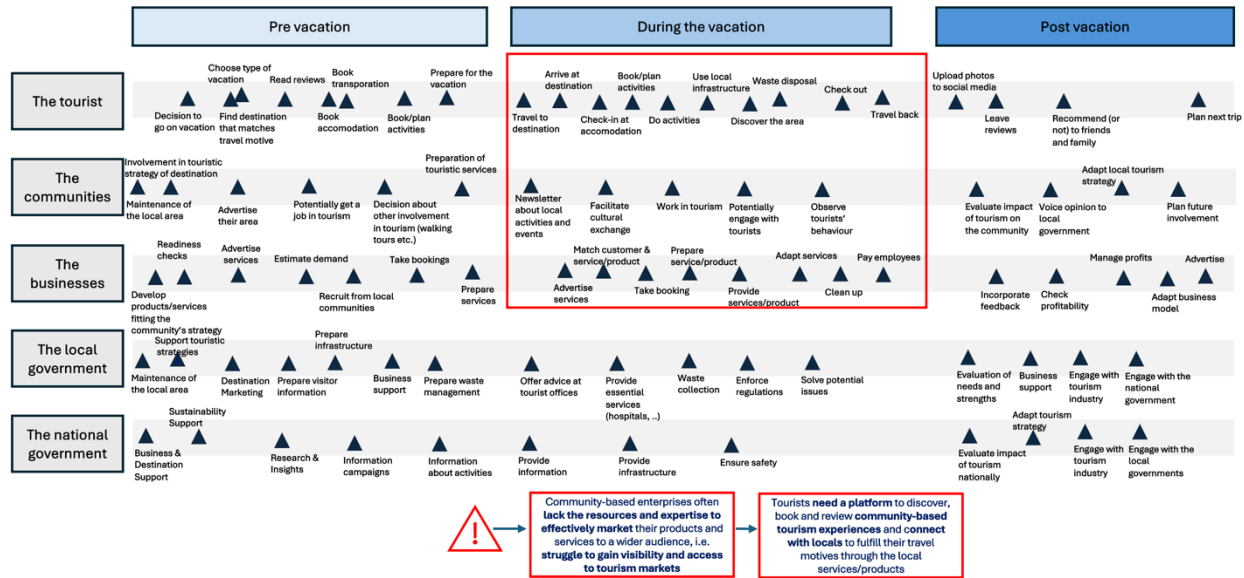
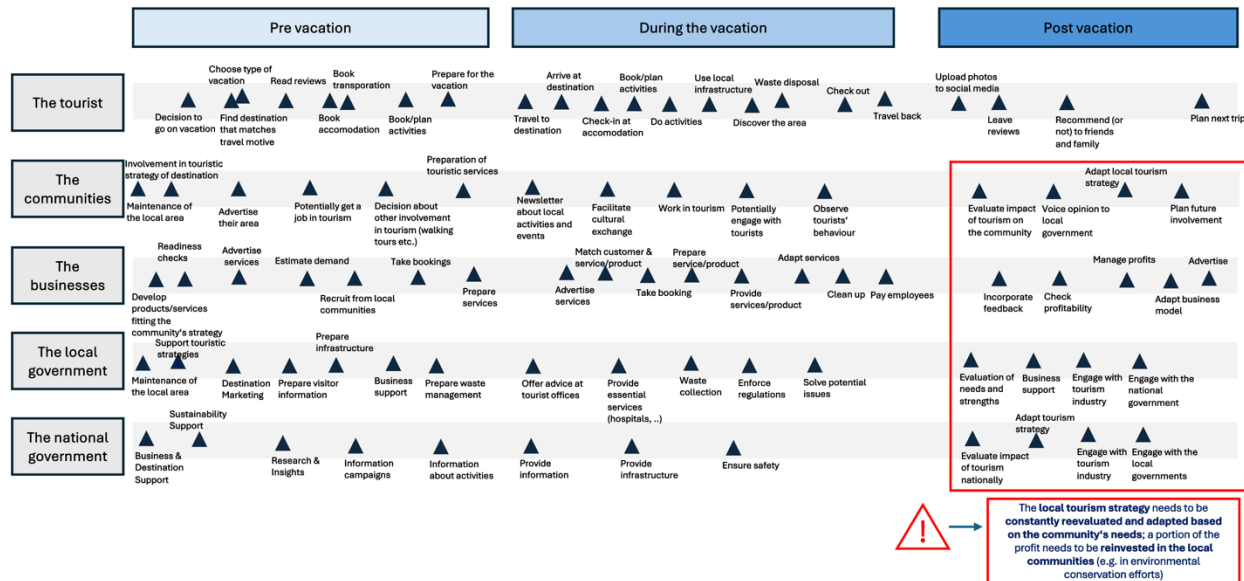


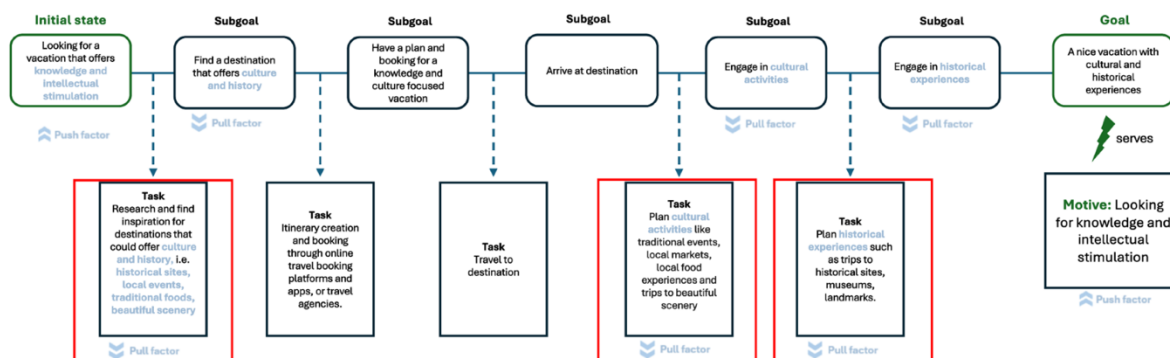
Figure A3
Post Vacation



Appendix B: Tourist Activity Analyses

Figure B1

Tourist: Knowledge & Intellectual Seekers

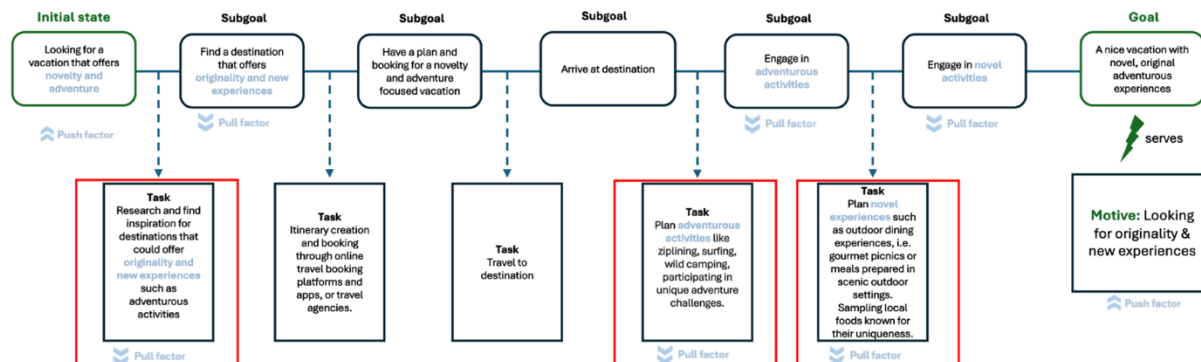


Stage	Physical Environment	Embodied Competence	Social Regulation
Motive	Gain culture and history experience (push factor).		
Initial State	This type of tourists may be driven by their interest in culture, history, art, or architecture, thus choosing a destination known for its rich cultural heritage.		
Pre-Planning	Having the time and physical ability to travel.	Some knowledge about the type of culture they want to explore.	Inspired by ideas from people/social media/books.
Planning	Tourism websites, travel blogs, and social media platforms provide information on historical sites, events, and traditional foods. Packages or brochures offered by travel agencies.	Research skills to navigate online resources. Cultural knowledge and historical interest.	Recommendations from friends and family influencing decision-making. Online reviews and ratings guiding choices.
Booking	Online travel booking platforms and apps. Travel agencies for booking. Access to transportation method near area of residence (airports/train station/bus station).	Skills in using online booking systems. Knowledge of preferred means of transportation and accommodation options.	Reviews, ratings, and potential sustainability certification influencing booking decisions. Recommendations from peers who have visited similar destinations.

Pre-Departure/Preparation	Luggage, travel accessories, and travel-sized toiletries... Transportation options to reach the departure point.	Packing & knowledge of travel essentials. Familiarity with transportation systems.	Online checklists and guides providing preparation tips.
Travel to Destination	Infrastructures such as airports, bus terminals, train stations...	Navigation skills within train stations/airports/bus terminals...	Following travel regulations and guidelines.
Arrival & Check-in	Hotels, hostels, or accommodation facilities. Information brochures and maps of the local area.	Communication skills for check-in procedures.	Compliance with accommodation rules. Interaction with staff and fellow tourists.
Exploration & Activities E.g. Landmarks + Museums + Traditional events	Historical sites, museums, and landmarks, traditional events venues, markets, food hall (pull factor). Tour guides and informational signage. Transportation method within the area.	Knowledge of historical and cultural facts. Awareness of local event schedules.	Following guided tour instructions. Careful disposal of waste, control of noise. Participating local events respectfully, social exchange and communication with residents.
Dining & Performances	Local restaurants with traditional foods and/or cultural ambience. Venues for cultural performances.	Enjoyment of cultural entertainment.	Following dining etiquette. Respecting performers and fellow patrons.
Shopping Purchase of local foods + souvenirs	Shopping district, street vendors, food market with locally sourced and produced goods (pull factor).	Awareness of local traditions related to shopping, respecting the cultural significance of items.	Respecting the work of local artisans, understanding the cultural context of items, and engaging in polite interactions. Awareness of ethical considerations, such as avoiding purchases of items made from endangered species or supporting fair trade practices.
Departure Preparation	Luggage. Transportation options for departure.	Luggage packing. Familiarity with departure procedures.	Compliance with check-out procedures.
Return Journey	Return transport vehicles.	Navigation skills for the return journey.	Adherence to travel regulations.
Post-Travel	Social media platforms for sharing experiences.	Experience sharing.	Feedback through online reviews.

Figure B2

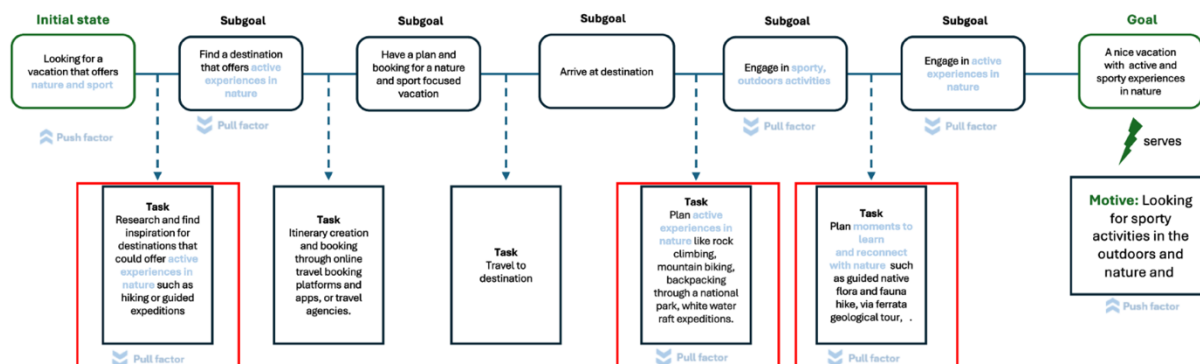
Tourist: Novelty & Adventure Seeker



Stage	Physical Environment	Embodied Competence	Social Regulation
Motive	Looking for originality, adventure, and new experiences (push factor).		
Initial State	This type of tourist may be driven by a desire to experience unique outdoor activities and sports.		
Pre-Planning	Having the time and physical ability to travel & extreme/novel sports/activities.	Some knowledge about the type of adventure they seek to explore.	Inspired by social media, adventure blogs, or recommendations from adventure enthusiasts
Planning	Tourism websites, travel blogs, and social media platforms provide information on extreme sports, novel experiences. Travel agencies, with physical or online presence, offer brochures and packages.	Research skills to navigate online resources. Interest in extreme sports and some basic understanding of the skills and equipment required for these activities.	Researching unconventional outdoor experiences, such as extreme sports, adventure races, or novel outdoor activities.
Booking	Online travel booking platforms and apps. Travel agencies for booking. Access to transportation method near area of residence (airports/train station/bus station).	Skills in using online booking systems. Knowledge of preferred means of transportation and accommodation options.	Reviews, ratings, and potential sustainability certification influencing booking decisions. Researching and booking specific activities that offer a novel aspect (e.g., paragliding over scenic landscapes).
Pre-Departure/Preparation	Specialty outdoor stores for purchasing outdoor activity equipment.	Physical training and conditioning for specific sports.	Adherence to safety guidelines and recommendations from adventure communities.

Travel to Destination	Infrastructures such as airports, bus terminals, train stations...	Navigation skills within train stations/airports/bus terminals...	Following travel regulations and guidelines.
Arrival & Check-in	Hotels, hostels, or accommodation facilities. Information brochures and maps of the local area.	Communication skills for check-in procedures. Navigation skills within the accommodation.	Compliance with accommodation rules. Interaction with accommodation staff, adventure activity providers and other tourists.
Exploration & Activities E.g. Extreme sports.	Adventure activity sites and natural landscapes (pull factor).	Engaging in novel outdoor sports and activities, such as ziplining, rock climbing, or participating in unique adventure challenges.	Participating in group activities or challenges Respectful behaviours for natural environment, disposal of waste, management of noise...
Dining	Food markets, local restaurants, supermarkets for pre-made foods...	Trying novel outdoor dining experiences, such as picnics or meals prepared in scenic outdoor settings. Sampling local foods.	Careful disposal of food waste (not leaving it in nature scenery). Respectful interactions with locals.
Departure Preparation	Luggage. Transportation options for departure.	Luggage packing. Familiarity with departure procedures.	Compliance with check-out procedures.
Return Journey	Return transport vehicles.	Navigation skills for the return journey.	Adherence to travel regulations.
Post-Travel	Social media platforms for sharing experiences.	Experience sharing.	Feedback through online reviews.

Figure B3
Tourist: Sports Seeker

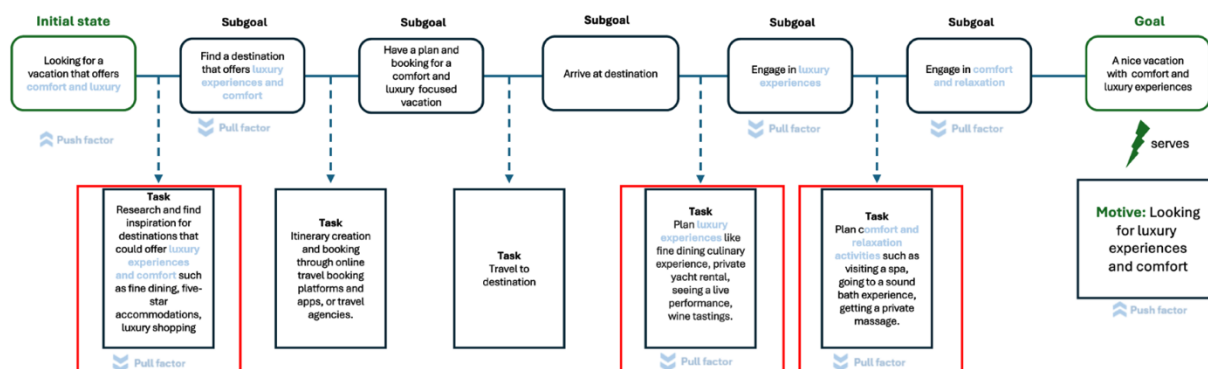


Stage	Physical Environment	Embodied Competence	Social Regulation
Motive	This type of tourists is looking for outdoor activities and sports, focusing less on the adventure side, but more emphasis on the nature (push factor).		
Initial State	Desire to spend time in nature and be active while exploring and discovering a new place and all it has to offer.		
Pre-Planning	Having the time and physical ability to travel.	Some knowledge about the type of culture they want to explore.	Inspired by ideas from people/social media
Planning	Tourism websites, travel blogs, and social media. Packages offered by travel agencies.	Research skills to navigate online resources. Knowledge of nature and what types of biomes want to travel to, considering time of year, weather, etc.	Online reviews and ratings guiding choices. Recommendations from active nature enthusiasts and apps like AllTrails. Researching best locations to go to for the type of activities they want to do on this trip.
Booking	Booking transportation and accommodation with access to nature and the activities they want to do. Can be done by online travel booking platforms and apps or travelling agencies.	Skills in using online booking systems. Knowledge of preferred means of transportation and accommodation options. Researching and booking those specific activities, such as hiking, rock climbing, etc.	Reviews, ratings, and potential sustainability certification influencing booking decisions. Talking with guides, park rangers, or other experts of that local environment to book the correct things for that place.

Pre-Departure/Preparation	Luggage, travel essentials, etc. Transportation to get to departure. Specialty outdoors equipment for the activities. Permits or reservations required for going out in nature.	Physical training and conditioning for specific sports and outdoor activities.	Adherence to safety guidelines and recommendations from adventure communities.
Travel to Destination	Infrastructures such as airports, bus terminals, train stations...	Navigation skills within train stations/airports/bus terminals...	Following travel regulations and guidelines.
Arrival & Check-in	Hotels, hostels, or accommodation facilities. Information brochures and maps of the local area.	Communication skills for check-in procedures. Navigation skills within the accommodation.	Compliance with accommodation rules. Interaction with staff and fellow tourists.
Exploration & Activities Nature-based	Natural landscapes that allow for specific activities, such as lakes, mountains, forests (pull factor). Trails and other pre-made routes.	Knowledge of outdoor sports, such as hiking, mountaineering, kayaking, rock climbing, etc. Knowledge of outdoor safety and best practices when away from civilization.	Engaging in conversations with fellow nature enthusiasts. Participating in group activities or sports Respectful behaviours for natural environment, disposal of waste, management of noise, avoid destruction of nature. Respecting the trails and other maintenance of parks and other natural areas.
Dining	Markets nearby the nature to stock up on food prior. Restaurants nearby the nature areas.	Knowledge of how to prepare food out in nature. Knowledge of what are the best foods to eat to fuel body while doing strenuous outdoor activities.	Leave No Trace (aka proper food waste disposal when out in nature). Trying local and easily accessible in nature cuisine.
Departure Preparation	Luggage. Transportation options for departure.	Luggage packing. Familiarity with departure procedures.	Compliance with check-out procedures.

Return Journey	Return transport vehicles.	Navigation skills for the return journey.	Adherence to travel regulations.
Post-Travel	Social media platforms for sharing experiences.	Experience sharing.	Feedback through online reviews.

Figure B4
Tourist: Entertainment & Prestige Seeker



Stage	Physical Environment	Embodied Competence	Social Regulation
Motive	This type of tourists looks for vacation that offers comfort, relaxation, and luxury (push factor).		
Initial State	Looking for a destination with high-end comfort and luxury experiences, accommodations, and activities.		
Pre-Planning	Having the time and physical ability to travel.	Some knowledge about the type of culture they want to explore.	Inspired by ideas from people/social media
Planning	Tourism websites, travel blogs, and social media platforms provide information on historical sites, events, and traditional foods. Travel agencies, with physical or online presence, offer brochures and packages.	Researching locations that have five-star service and dining, with proximity to luxury experiences such as shopping. Knowledge of travel agents/assistants to aid in the planning experience.	Recommendations from friends and family influencing decision-making. Online reviews and ratings guiding choices. Recommendations from a travel agent or other assistant to make the process more comfortable and effortless.
Booking	Online travel booking platforms and apps. Travel agencies for booking.	Skills in using online booking systems. Knowledge of how to let someone else handle the fine details, for their own ease.	Reviews, ratings, and potential sustainability certification influencing booking decisions. Recommendations from friends and family.

		Knowledge of preferred means of transportation and accommodation options.	
Pre-Departure/Preparation	Luggage, travel accessories, and travel-sized toiletries. Transportation options to reach the departure point.	Luggage packing skills. Knowledge of what attire is appropriate for luxury locations. Familiarity with transportation systems.	Online checklists and guides providing preparation tips.
Travel to Destination	Infrastructures such as airports, bus terminals, train stations...	Navigation skills within train stations/airports/bus terminals...	Following travel regulations and guidelines.
Arrival & Check-in	Hotels, hostels, or accommodation facilities. Information brochures and maps of the local area.	Communication skills for check-in procedures. Navigation skills within the accommodation.	Compliance with accommodation rules. Interaction with staff and fellow tourists.
Exploration & Activities	Luxury locations such as fine dining restaurants, private tours, high-end shops, spas (pull factors) E.g. Luxury hotels, shopping mall	Knowledge of how to behave and present oneself in high-end establishments.	Engaging with the staff and guides who are curating an intimate experience. Conversing with others who are looking for comfort and luxury.
Dining	Fine dining restaurants, such as Michelin star or private dining locations (pull factors)	Understand dining as more than just food but as a luxury experience. Knowledge of the nuances with dining at this calibre, e.g., which utensil to use, beverage pairings, etc.	Following fine-dining etiquette. Respectful behaviours towards staff.
Shopping	Luxury shopping district, local luxury galleries (pull factors)	Knowledge of shopping in high-end shops and galleries. Knowing how to interact with a personal shopper or assistant that helps the shopping experience.	Boutique etiquette, interacting with the staff in a respectful and appropriate manner.
Departure Preparation	Luggage. Transportation options for departure.	Luggage packing. Familiarity with departure procedures.	Compliance with check-out procedures.

Return Journey	Return transport vehicles.	Navigation skills for the return journey.	Adherence to travel regulations.
Post-Travel	Social media platforms for sharing experiences.	Experience sharing.	Feedback through online reviews.

Appendix C: Tourist Alignment Guide

Figure C1

For Attracting Knowledge & Intellectual Seeker

	Physical Environment	Embodied Competence	Social Regulation
Attractions & Landmarks	<p>Ensure the presence and maintenance of historical sites, museums, landmarks, and culturally significant areas. (Social)</p> <p>Establish visitor centres with informational signage and interactive exhibits at key attractions. (Social)</p> <p>Develop well-maintained trails, pathways, or guided routes connecting various landmarks. (Economic)</p>	<p>Train local guides to provide tours and information about the historical and cultural significance of attractions. (Social, Economic)</p> <p>Establish interpretive centres with engaging displays to enhance visitors' knowledge. (Social)</p>	<p>Implement visitor guidelines and codes of conduct to ensure respectful behaviour in culturally sensitive areas. (Social)</p> <p>Promote sustainable tourism practices, including waste disposal and noise control. (Social)</p>
Traditional Events & Markets	<p>Designate venues or spaces for traditional events, festivals, and markets. (Economic, Social)</p> <p>Establish food halls or local markets where tourists can explore and purchase traditional/locally sourced foods. (Economic, Social)</p>	<p>Encourage local artisans and vendors to participate in events, showcasing their skills and products. (Social)</p> <p>Provide cultural training to vendors to enhance communication with travelers. (Social)</p>	<p>Foster respectful social exchange and communication between residents and visitors during events by having specific written code of conduct/social regulation rules. (Social)</p>
Shopping Districts & Street Vendors	<p>Develop vibrant shopping districts or areas with a variety of shops and street vendors, cooperation with local businesses. (Economic, Social)</p> <p>Establish markets offering locally crafted souvenirs, art, and traditional items. (Economic, Social)</p>	<p>Educate vendors on the cultural significance of their products to enhance tourist' understanding. (Economic)</p>	<p>Promote marketplace etiquette to ensure fair and respectful interactions between buyers and sellers, such as signposting written social norms. (Social)</p> <p>Raise awareness of ethical considerations, encouraging travelers to make sustainable and culturally sensitive purchases. (Environmental, Economic)</p>

Figure C2*For Attracting Novelty & Adventure Seeker*

	Physical Environment	Embodied Competence	Social Regulation
Adventure Activity Sites	<p>Develop well-maintained adventure activity sites with a variety of activities such as ziplining, rock climbing, obstacle courses, and unique adventure challenges. (Economic)</p> <p>Implement eco-friendly infrastructure that integrates seamlessly with natural landscapes. (Environmental)</p> <p>Designate adventure hubs or information centres that serve as a focal point for adventure seekers to gather information, check-in, and engage in pre- and post-adventure activities. (Social)</p>	<p>Provide thorough training for adventure guides and instructors to ensure they possess the necessary skills and knowledge for each activity. (Social)</p> <p>Provide language assistance for non-local visitors, ensuring clear communication during safety briefings and activity instructions. (Social)</p>	<p>Implement monitoring systems to ensure adherence to safety guidelines, environmental regulations, and codes of conduct. (Social, Environmental)</p> <p>Train adventure staff to identify and address instances of non-compliance, emphasizing the importance of responsible behaviour. (Social)</p>
Infrastructure to Support Adventure Seekers	<p>Work with local accommodations to offer adventure-themed stays, providing convenient access to adventure hubs, focusing on areas to develop sustainable accommodations. (Economic, Environmental)</p> <p>Establish outdoor stores that offer adventure gear rental services, catering to travelers who may not have their equipment/ reduce one-time use of equipment. (Economic, Environmental)</p>	<p>Provide training to accommodation staff on adventure-related inquiries, safety protocols, and local attractions. (Social)</p> <p>Train staff in outdoor stores to offer expert advice on adventure gear, ensuring they can assist travelers in selecting appropriate equipment. (Social)</p>	<p>Implement rules and regulations for adventure gear rental, ensuring that travelers understand the proper usage, care, and return procedures to minimize damage. (Economic)</p> <p>Clear signpost of waste disposal regulations for tourists. (Environmental)</p>
Environmental Conservation Programs	<p>Waste collection system to ensure proper disposal points in public spaces, adventure hubs, and key tourist areas. (Environmental)</p> <p>Collaborate with local recycling facilities to process recyclable materials collected from the community</p>	<p>Provide educational materials and resources in relation to nature preservation & environmental conservation for ongoing learning within the community. (Environmental)</p>	<p>Engage with adventure seekers by providing information about local environmental efforts during orientation programs. (Environmental)</p>

	and tourism sites. (Economic, Environmental) Identify and protect ecologically sensitive areas within the community, ensuring that adventure activities are designed to minimize impact. (Environmental)		Develop and enforce local regulations that govern sustainable practices, waste disposal, and conservation. (Environmental)
--	---	--	--

Figure C3
For Attracting Sports Seeker

	Physical Environment	Embodied Competence	Social Regulation
Sports Communities (E.g., Hiking club)	Community spaces or venues for local meetups, events, or group activities. Consider partnerships with local businesses or community centres to host events. (Economic) Ensure venues are equipped with necessary facilities and meet safety standards. (Social)	Cooperation with local coaches in hosting training sessions or educational activities for club members and tourists. (Social) Encourage members to take initiative in organizing and contributing to events, this can also be environmentally sustainable-oriented, such as environmental clean-ups. (Social, Environmental)	Promote inclusivity through awareness campaigns and community initiatives, with the aim of creating a welcoming environment for individuals of diverse backgrounds and skill levels. (Social) Celebrate and recognize contributions from all community members to facilitate future participation. (Social, Economic)
Nature Guided Tour	Establish information centres providing details about guided nature tours. Include maps, schedules, and safety information for visitors. Ensure information centres are strategically located for easy access. (Social) Invest in the maintenance and preservation of natural landscapes suitable for guided tours. (Environmental) Collaborate with local environmental organizations to enhance natural environments. (Environmental)	Offer training on emergency response and first aid. (Social) Encourage participants to follow guidelines for minimal environmental impact. (Environmental) Promote cultural sensitivity and respect for local communities. (Social)	Clearly communicate rules and regulations for tour participants, including safety measures and sustainability regulations regarding waste disposal and nature conservation. (Environmental) Ensure guides provide information on expected behaviour.
Nature Trails and Routes	Develop well-designed trails with proper signage and markings. Regularly maintain trails to ensure safety and accessibility. Consider	Inform trail users about available amenities and emergency protocols. (Social) Provide resources or training on basic first aid and emergency response, encouraging	Launch initiatives that empower community members (local organizations, schools, and businesses) to take ownership of trail stewardship. (Social)

	<p>varying difficulty levels to accommodate different skill levels. (Economic, Social)</p> <p>Install informational boards providing details about trails, distances, and safety guidelines. Include maps and emergency contact information. (Social)</p> <p>Collaborate with local businesses to provide amenities such as water stations, rest areas, waste disposal facilities, and emergency contact points. (Economic, Environmental, Social)</p>	<p>preparedness for various trail conditions. (Social)</p> <p>Promote responsible behaviour such as waste disposal and noise management, such as Leave No Trace principles for minimal environmental impact. (Environmental)</p>	<p>Create incentives for community members to actively participate in trail conservation. (Social)</p>
--	--	--	--

Figure C4
For Attracting Entertainment & Prestige Seeker

	Physical Environment	Embodied Competence	Social Regulation
High-end Accommodations	<p>Encourage the integration of local cultural aesthetics and materials. (Social, Economic)</p> <p>Promote sustainable building practices to align with global luxury standards. (Economic, Environmental)</p>	<p>Provide training programs for local staff in high-end hospitality services. (Economic)</p> <p>Foster language and communication skills to ensure a seamless guest experience.</p>	<p>Encourage the celebration of local cultural events within the hotel environment. (Social, Economic)</p> <p>Facilitate collaboration with local artists for on-site exhibitions. (Social, Economic)</p>
Luxury Exploration & Activities	<p>Establish luxury locations, including fine dining restaurants, private tours. (Economic)</p> <p>Design exclusive experiences such as spa retreats and private events. (Economic)</p> <p>Collaborate with local artisans and craftsmen to contribute to the ambiance and support local businesses by featuring their products in curated experiences. (Social)</p>	<p>Train and employ local guides with in-depth knowledge of the area, focusing on developing the ability of providing professional tours. (Social, Economic)</p> <p>Foster communication skills for engaging with patrons in a refined manner.</p>	<p>Establish community membership programmes for residents and tourists. (Economic)</p> <p>Implement protocols for exclusive access to curated experiences. Define membership or loyalty programs for recurring patrons. (Economic)</p> <p>Maintain a sense of exclusivity while fostering a welcoming environment by encouraging local participation in social events and gatherings with guests. (Economic, Social)</p>
Luxury Shopping Districts	<p>Develop upscale shopping districts and luxury galleries. (Economic)</p> <p>Attract high-end brands and boutique stores and ensure a visually appealing and sophisticated shopping environment. (Economic)</p> <p>Include spaces for local artisans to showcase and sell their prod-</p>	<p>Provide etiquette training for boutique shopping and gallery interactions. (Economic)</p> <p>Offer tourists with guidance on respectful behavior and engaging with staff. (Social)</p> <p>Highlight local stories and cultural significance of luxury items. (Economic, Social)</p>	<p>Organize events that involve the local community in luxury shopping experiences. (Social)</p> <p>Encourage collaborations between local businesses and luxury brands. (Social, Economic)</p> <p>Marketing and advertising to promote the consumption of sustainable and locally sourced products. (Environmental, Economic)</p>

	<p>ucts and engage with local designers for boutique interiors. (Economic, Social)</p> <p>Establish partnerships with local craftsmen for luxury items. (Economic, Social)</p>		
--	--	--	--

Appendix D: Solution Overview

Phase	Local Communities		Tourists	
	Problems	Solutions	Problems	Solutions
Pre	<ul style="list-style-type: none"> Lack of platform for alignment of key stakeholders. Lack of alignment with specific tourist types. Local businesses lack the resources and expertise to market products and services. 	Backend: <ul style="list-style-type: none"> Local platform steered by DMOs connects communities with other stakeholders to create aligned regional tourism vision. Tourism alignment guide to provide insights on different types of tourists to inform local tourism strategy. 	<ul style="list-style-type: none"> Lack of awareness of tourism offerings in the UK. Disconnect between local communities and tourists. Lack of a user-friendly platform to allow users to discover and book from community-based enterprises. 	Frontend: <ul style="list-style-type: none"> Integrated website enables tourists to book the offerings of the local communities. Facilitates connection between tourists and locals.
During	<ul style="list-style-type: none"> Local businesses lack resources and expertise to market products and services, i.e. struggle to gain visibility. 	Frontend: <ul style="list-style-type: none"> The integrated website provides better visibility of the local businesses while enabling direct transactions through the site. 	<ul style="list-style-type: none"> Booking and discovery problems also occur while on the trip. 	Frontend: <ul style="list-style-type: none"> Integrated website functions as an informational planning guide as well as booking gateway during the trip.
Post	<ul style="list-style-type: none"> Lack of evaluation system to ensure communities' tourism related needs are met. Lack of reinvestment to the community. 	Backend: <ul style="list-style-type: none"> Local platform guided by the DMOs will provide continuous tourism impact assessment and local tourism strategy adjustment. DMOs facilitate reinvestment of the generated profits into the community. Frontend: <ul style="list-style-type: none"> Integrated website provides relevant stream of insights and feedback of tourists' experience of the trip. 	<ul style="list-style-type: none"> Need for channel to share experiences and provide evaluations for destinations. 	Frontend: <ul style="list-style-type: none"> Integrated website provides relevant stream of insights and feedback of tourists' experience of the trip.