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Key performance indicators for destination management in developed economies: A four pillar approach☆

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ABSTRACT

This conceptual paper puts forth sources of secondary and primary data that can assist destinations in developed countries track and ultimately improve their communities' tourism performance and resilience across four pillars of tourism sustainability: visitor economy, resident support, workforce satisfaction, and environmental health. Such data sources can be used by community leaders to formulate key performance indicators (KPIs) critical in building resilience. The impetus behind these proposed solutions is based on the assumption that the high cost and complexity of collecting and analyzing data on an ongoing basis have plagued the broad adoption of communities engaging in sustainable initiatives. We contend that given access to suitable data, destinations can be better managed as ecosystems in line with sustainable community objectives.

1. Introduction

The need to improve the relationship between the tourism industry, residents' quality of life, and environmental health is a widely lauded goal among academics and tourism practitioners. Often framed as tourism sustainability, destination stewardship, responsible tourism, or regenerative tourism, it seeks to "meet the needs of the present without compromising the wellbeing of future generations" (Su & Chen, 2020, p. 1). It involves a process that seeks improvements involving ongoing diagnostics of a community's economic, social, cultural, and environmental health designed to assess the strengths and weaknesses of each over time. These measures, in turn, provide a holistic and focused perspective needed by the tourism officials, community planners, public policymakers, and industry leaders in a continuous manner. As a result, an ongoing improvement process designed to inform changes in tactics and strategies in policy decisions can lead to gains in a community's economic and environmental health, as well as the quality of life it affords for its residents (Castellani & Sala, 2010). However, how specifically or often it can be measured and thus managed remains elusive (Kim, Duffy, & Moore, 2020).

Sustainable tourism efforts date back to the early 1970s (Young, 1973), with later proposed solutions involving some form of monitoring and continuous improvement process (Deming, 1994). Such approaches have primarily focused on three pillars, economic, social, and environmental sustainability. Progress as to generally accepted sustainability measurements has been slow to develop, hindered by the availability and ease in which the needed measurement data can be collected and analyzed in real-time (Fernández & Rivero, 2009). As a result, most sustainability efforts have been elusive and construed by many as overly utopian (Kim et al., 2020). Laudable efforts like the European Charter for Sustainable Tourism in Protected Areas and the United Nations World Tourism Organization's sustainable development initiative provide broad goals to guide continuous improvement process (Europac Federation, 1995, UNWTO, 2021). Unfortunately, the data needed for this process is challenging to obtain or seriously lagged, often thwarting efforts to identify and understand the impact of tourism. Moreover, the collection, weighting, and analysis of such data can be difficult to measure, expensive to acquire, and require the efforts of research experts within the community (Asmelash & Kumar, 2019; Castellani & Sala, 2010; Ko, 2001; Ko, 2005; Mikulic, Kozic, & Kresic, 2015).

Practicality mandates that community leaders with limited resources must often balance what is desired and needed with what is practical

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and affordable when considering taking on such initiatives. The cost of collecting such data on an ongoing basis to support, for example, the 20 indicators needed to produce the Sustainable Performance Index (Mikulic et al., 2015) or the World Economic Forum's Travel and Tourism Competitiveness Report (Calderwood & Soshkin, 2019), are overly complex for most communities to afford and adopt (Mikulic et al., 2015). Moreover, such fixed attribute indices often fail to capture ever-evolving economic and social challenges facing both tourism and the destinations they serve.

Drawing upon streams of research from hospitality, sociology, management, and tourism, this conceptual paper develops a proposed four pillar framework that can house a destination's key performance indicators (KPIs). As will be seen, some KPIs are commonly applied to the lodging industry such as occupancy rates (Magnini, Crotts, & Calvert, 2020), while others are perhaps less commonly used by destinations to monitor performance. The impetus of this paper, therefore, is to add to the possible solutions highlighted in this special issue of the *Annals of Tourism Research Empirical Insights* to advance sustainability. The proposed solutions offer four pillars that can support a community's efforts to improve the long-run performance or resilience of their tourism economy using, where possible, secondary data [resilience is the appropriate term when a destination is overcoming difficulties such as the Covid-19 pandemic]. The four pillars are the visitor economy, resident support for tourism, hospitality workforce job satisfaction, and environmental health (See Fig. 1 for a conceptualization). They support a viable and sustainable tourism economy separately and have the potential to create a synergy that can lead to a thriving and prosperous destination.

The framework presented in this paper is derived from cross-pollinating research drawn from several disciplines and within industry knowledge and trends of KPIs that are relatively easy to acquire data on. Moreover, they are largely reliable measures for tracking purposes. The adage “what is measured is managed” applies here; or more precisely the behaviors that get rewarded are the behaviors that get focused upon (Skinner, 1951).

The global tourism industry leading up to the recent shutdown due to the Covid-19 pandemic revealed that the tourism industry is far from being sustainable and resilient. This awareness has generated several calls for resetting tourism on a more sustainable and resilient path that will not lead back to the unsustainable state of over-tourism that has plagued many destinations (Francisco, Belén, Ramón-Rodrígue, Moreno-Izquierdo, & Such-Devesa, 2021; Peeters et al., 2018). Key to any possible headway in this direction will be the support of DMOs who over the last decade have morphed their role into being destination brand managers whose only purpose is increasing visitation and visitor spending in their respective destinations (Pike & Page, 2014). Stated differently, DMOs are evolving (Chasovschi, 2019; Dredge, 2016). Their sense of purpose that had often been narrowly focused on achieving ever-higher numbers of visitors, hotel occupancy, demand, and tourism tax revenues is evolving in many cases to an examination of their fundamental purpose is (e.g., championing a sustainable, responsible, and resilient visitor economy to better their communities). However, many will be hindered with a narrow organizational goal, given that several of the sustainability pillars fall outside of DMOs' direct control, and the failure to deliver can, in turn, undermine their funding mechanism. Therefore, the logic presented in this paper's framework contends that for tourism to contribute positively to its community's economic health and quality of life in an environmentally conscious way, the DMO in collaboration with other agencies and trade associations must continuously measure and manage the four pillars. The community organization(s) that should be involved with each pillar of the process is open to debate, including how the contemporary DMO business model could be restructured holistically as destination stewards.

Fig. 1. Conceptualization of the four pillar approach to sustainable tourism.

2. Visitor economy performance indicators

Arguably the most widely used indicators to assess the financial health and performance of the visitor economy are these proposed economic performance indicators. Most communities in developed countries who either contract out or employ their own DMO already produce measures of commercial lodging performance as well as track changes in local option sales tax collections applied to restaurants, attractions, and commercial lodging.

Data to assess the performance of commercial lodging can, in most communities, be tracked by various private vendors. As seen in Fig. 2, an example of a visitor economy KPI is hotel occupancy. In many parts of the world, Smith Travel Research (STR) produces commonly used metrics for the hotel industry that include the unit and overall performance with metrics driven largely by occupancy rates, average daily rates, and revenue per available room allowing for continuous performance tracking by lodging type within the focal destination and in other destinations. AirDNA, AlltheRooms, KeyData, and Transparent provide similar measurement services to evaluate the short-term rental performance. However, the challenge is a lack of universal methodology that significantly hinders comparing performance across one another (Agarwal, Koch, & McNab, 2019), though the measures provide an easily obtained and relatively inexpensive means of tracking the sectors' competitive performance.

Add to this data on local option sales tax collections many communities have applied to lodging, attractions, and restaurants, and one has a relatively inexpensive and reliable means to assess the financial performance of these major sectors. Though many may argue that additional indices are needed to assess the underlying strengths, weaknesses, opportunities, and threats of a community's visitor economy from an economic perspective, the proposed solution is offered as a baseline measure of performance that does not preclude the collection of additional data where needed. DMOs are the most naturally equipped community organizations to collect and use this data, given their budgets are often dependent on local hospitality tax collections.

Lastly, social media data, both numerical and textual, can be used by DMOs to establish and monitor KPIs for nearly every sector of the visitor economy. Such KPIs pegged to social media might be particularly useful as metrics for restaurants, breweries/wineries, and other attractions in which the DMO might not have access to financial KPIs – particularly in communities in which sales tax collections are not teased-out separately for these sectors. While the use of social media data to assess various aspects of sector performance has been demonstrated by scores of academic articles over the past decade, advances continue to be made in

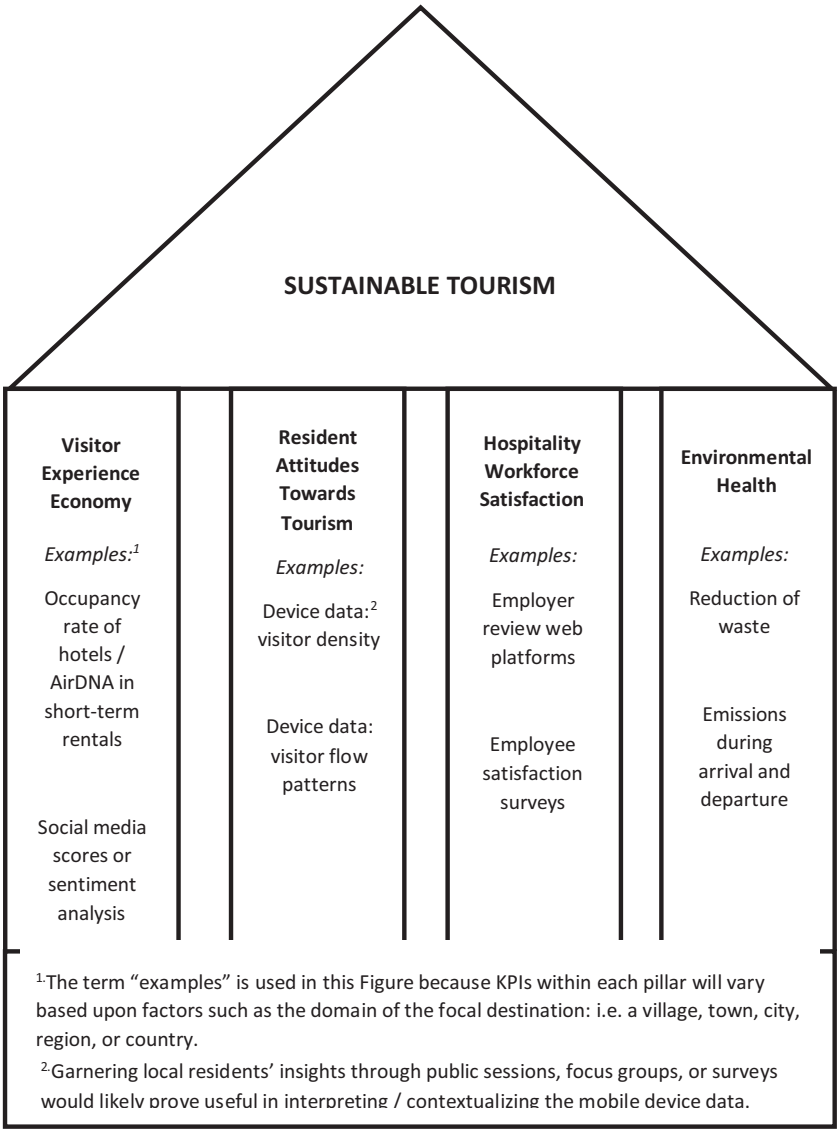

Fig. 2. Key Performance Indicator (KPI) examples within the four pillars of sustainable tourism.

how social media data can inform our understanding of performance. For instance, Phucharoen, Jarumaneerat, and Sangkaew (2021) employed such data to analyze the shopping experiences of tourists at street markets relative to department store experiences. In another example, Ganzaroli, De Noni, and Bonera (2021) utilized social media data to illustrate significant differences in how locals versus tourists perceive restaurant experiences in Venice, Italy. While destination managers may not have the time or expertise for such nuanced applications of social media data mining and text mining, they can, at a minimum, establish and monitor some KPIs using various scoring models on social media sites such as TripAdvisor or Trip.com.

3. Resident support of tourism indicator

Over the past decades, the tourism industry and literature have supported the notion that destinations can achieve a prosperous place by adopting sustainable business practices with a locals-first approach. However, the idea of attracting more visitors to a destination has been challenged by residents in popular areas like Sonoma, California and Barcelona, Spain (Hernandez-Maskivker, Fornells, Teixido-Navarro, & Pulido, 2021; Jainchil, 2019). Simply increasing the volume of visitors is no longer relevant to some destinations; instead, ensuring the residents' support of tourism is a fundamental issue on many levels. According to Kim et al. (2020), "Residents not only provide services to visitors, but they personify the local culture that, if positive, can create a hospitable and appealing destination to visitors (p.1)." Consistent with social exchange theory (Emerson, 1976), a mutually beneficial or rewarding relationship between visitors and residents is needed. Furthermore, Kim et al. (2020) emphasize that tourist attractiveness is positive interactions with residents. It is based on the benefits residents receive from tourism that enhance their quality of life through recreation, entertainment, and restaurant amenities brought about by tourism demand.

In an ideal setting, assessing residents' pride in their community and the moderating factors that influence their attitudes and support towards tourism requires measuring attitudes, mainly in surveys (Palmer, Koenig-Lewis, Jones, & Elinor, 2013; Prayag et al., 2012). Unfortunately, such efforts involve significant time, costs and expertise to produce results plagued by poor response rates (Pan & Crotts, 2015). To counter these difficulties, the four pillar framework presented here, includes a relatively simple measure capturing visitor and resident interaction involving the use of device data that can track mobility at the destination. (Casado-Diaz, Navarro-Ruiz, Nicolau, & Ivars-Baidal, 2021). Though such data will never be able to measure the quality of the interactions, the results can be supplemented with data from focus

groups and spot interviews or surveys when necessary. Therefore, on face value, device data measurement of visitors, residents and the ratio of visitors to residents are reasonably good measures to assess a geographic zone (district) or temporal event (festival) as to their ability to attract and serve both residents and visitors alike (World Tourism Organization, 1993). Furthermore, these measures can be used to manage patterns at many levels, including annual, peak, and shoulder seasons; and destination, region, or facility.

With the advances in technology and consumer adoption, device data is widely available worldwide from data from various vendors and is relatively inexpensive. Often researchers who employ device data also supplement it with survey data for additional insights and triangulation. In accord with this stream of logic, this relatively objective measure empowers an underlying assumption that geographic zones and temporal events that routinely draw high numbers of visitors and residents alike in manageable proportions represent the type of tourism that visitors find attractive, but residents enjoy as well (Romao, Kourtit, Neuts, & Nijkamp, 2018). While such device data is not a panacea for understanding resident sentiment, it can at a minimum aid in identifying potential congestion and bottlenecks in visitor flows that can be further addressed with residents in public forums or focus groups if research constraints deem resident surveying difficult. Combining device data with local resident input can prove useful because residents' support for tourism is bolstered if they have a voice in visitor design flows (Boley, McGehee, Perdue, & Long, 2014).

Arguably, public and private entities must continually make decisions in which they operate. A community's parks and recreation department may be better equipped than a DMO to monitor and manage such metrics. Festivals that must secure permits to use often are channeled through such an agency who by design could have a vested interest in approving those permits that contribute to the quality of life of both populations. Downtown entertainment districts could likewise benefit from efforts designed to attract residents' interests since resident demand is less affected by seasonality when compared to tourism. In return, parks and recreation funding could ideally be enhanced by tourism tax revenues. In essence, communities that afford its residents a high quality of life also attract visitors (Uysal, Sirgy, Woo, & Kim, 2016). In summary, residents are the magnet for tourism. The response to managing the visitor economy with residents in mind is no longer a niche opportunity; it is a commitment that needs to be mainstream.

4. Hospitality workforce satisfaction indicators

Hospitality leaders have historically been quite eloquent in their rhetoric as to the importance of employee satisfaction (e.g., “You can't make happy guests with unhappy employees,” “Take good care of your associates, and they'll take good care of your customers, and they will come back”, JW Marriott). Often, however, employee satisfaction is neglected, as evidenced by high turnover rates in front-line positions (Dolasinski & Roberts, 2020; Kim, 2014; Shi, Gordon, & Tang, 2021). Often the prevailing sentiment in the hospitality sector is that the jobs are what they are where everyone must start at the bottom (low wages) and be committed to working long hours that include odd hours, weekends, and holidays (McGinley, O'Neill, Damaske, & Mattila, 2014; Peetz, Bruynius, & Murray, 2019). Since Covid-19 lockdowns, an essential but poorly discussed issue is the challenges hospitality organizations are experiencing in attracting and retaining a skilled and motivated workforce as they attempt to reopen. The Covid-19 shutdowns forced businesses to layoff or furlough an entire industry which in turn had an impact on employee loyalty and the time many used to re-evaluate their careers and re-invent themselves (Chen & Chen, 2021). Once these businesses reopened, they have experienced difficulties in attracting new employees to apply even with higher wages and benefits. This pull back in labor shortages is not without precedents. According to Nela Richardson, chief economist at payroll processor ADP, the 2008–2010 recession forced the layoff of many tradesmen in the construction industry who later retired, shifted to other industries, or in the case of the US returned to Central and South America. The labor shortages in this industry exist to this day (Chen, Haddon, & Weber, 2021).

Measuring employee satisfaction often takes one of two forms: an analysis of online employee reviews; and employee surveys. Online employee reviews represent a type of eWOM that many job seekers use to gauge the reputations of individual businesses and sectors as to the quality of the workplace (Chittiprolu, Singh, Bellamkonda, & Vanka, 2021; Stamolampros, Korfiatis, Chalvatzis, & Buhalis, 2019). Chief among these social media platforms are Glassdoor and Indeed that provide the written opinions of employees that can be collectively downloaded and assessed for their positive and negative sentiments as well as insights as to the dialogs employees and job seekers are having that effect a company's ability to recruit (Ladkin & Buhalis, 2016). There are two downsides to such a measure. First, the means to download and later analyze the qualitative data quantitatively is complex and requires the expertise of those well trained in the process. Second, the data is obtained from both current as well as former employees which if left combined may mask current status of a firm's or sector's reputation as an employer.

In terms of the effort required to survey employees regarding their sentiment, this paper provides an example of a recent study commissioned by an area's workforce development office in a community located in the mid-Atlantic region of the USA (Magnini, Crotts, & Uysal, 2021). In this study, a workforce survey was administered to both current hospitality workforce members and local residents not currently employed in the hospitality sector. The main section of the survey contained a 20-item career preferences scale developed, purified, and previously employed by others (Daskin, 2016; Richardson, 2009; Richardson & Butler, 2012). The scale assesses what respondents seek in a career field as well as their perceptions of the hospitality industry. With regard to their data collection strategy, the online survey was publicized through multiple channels involving members of the project's research advisory board, various trade associations, and/or through email and social media announcements by DMOs across the region. A member of the research team also visited hotels and restaurants to encourage participation as well as food delivery company who distributed survey announcements to restaurants. Respondents outside of the hospitality workforce were solicited by a reputable 3rd party marketing research firm.

The above efforts yielded statistically valid samples of the study area's hospitality and non-hospitality workforce segments. The collected data not only provided satisfaction sentiment of the hospitality workforce, but it also illuminated gaps in perceptions towards the industry held by those currently employed in it relative to those outside the industry. However, collecting primary data for such a study in this case was costly in terms of time and money and required extensive industry cooperation.

Regarding which organization should be involved in collecting such data is open to debate. DMOs who accept their role as destination managers would be a possibility. Local lodging and restaurant associations would be another since the sectors they represent will be directly impacted by improvements in terms of workforce recruitment. Just how to incentivize a DMO to assist these associations in the data collection process is problematic. It seems plausible that local media play a role here by reporting on study findings and progress to the general public who will be the primary source of the future tourism workforce. In summary, a basic tenet in the tourism sector is that experience design lies within the purview of DMOs (Stienmetz & Fesenmaier, 2013) of which workforce satisfaction is a critical ingredient.

5. Environment health indicators

The final pillar of tourism sustainability is focused on the environmental health of the destination. Initiatives like Cittaslow (Cittaslow.

org) that purport assessing some 71 variables in terms of quality such as the percentage of a community's landmass dedicated to parks and green areas, renewable energy use, alternative transportation via cars, and the percentage of the waste stream that is recycled are all laudable measures. In addition, the percentage of tourism businesses who demonstrate a commitment to managing their businesses in environmentally responsible ways is a promising indicator as well. Relatively simple and low-cost solutions exist that can help businesses cut their greenhouse gas emissions, reduce waste, water and energy consumption that not only reflects an ecologically-friendly industry but reduces business costs (Calveras, 2015; Kularatne, Wilson, Mansson, Hoang, & Boon, 2019).

Within the realm of developing technologies, promising solutions are purported that acquire and visually inspect satellite imaging data to monitor tourism zones for environmental health issues often well before they be recognized at the zone level (Styers, Chappelka, Marzen, & Somers, 2010; Wu & Chen, 2016). A promising bundle of data sources emerging for use in future years is Google's Environnemental Institute Explorer (2021) that uses a variety of Google data sources to assess for communities at no cost tree canopy coverage, greenhouse gas emissions, total energy use, and areas for possible energy savings from buildings to transportation customized for any geographic area.

As discussed by Tanguay, Rajaonson, and Therrien (2013), sometimes environmental health metrics monitored by scientists should be different than the KPIs identified by destination managers because such KPIs should be broadly understood by the public. As such, there are number of possibilities for DMOs. Regarding environmental health indicators that are available in many contexts for current application, Önder, Wöber, and Zekan (2017) suggest a mix of alternatives. More specifically, Önder et al. (2017) offer a number of potential metrics that are appropriate based upon factors such as the domain of the destination (e.g. city versus country), timeline of research, and budget for research. As seen in Fig. 2, an example, of an environmental health metric could be reduction of waste which can be estimated based upon garbage collection data. Another example could be the ratio of visitors arriving at a destination via train relative to auto – this KPI involves estimating emissions during arrivals and departures (Önder et al., 2017).

6. Discussion

The four pillar framework brought forward here is mostly comprised of relatively simple, affordable, and easy to obtain indicators that can be useful in increasing progress towards sustainable tourism objectives at the community level. It should be noted, however, that each is subject to its own limitations. For instance, in many circumstances, mobile device data is currently more reliable in assessing the flows of overnight guests in comparison to analyzing day visitors at a destination. In addition, mobile device data is often more expensive to obtain than other secondary data sources recommended in the four pillar framework: e.g. employer review web platforms are publicly available at no cost.

The four pillar framework supports the notion that prioritization of these critical metrics is their strength as they provide baseline information needed to advance a community's efforts to manage its visitor economy and improve upon its sustainability efforts strategically in the near and long term more holistically. Where needed, they can be supplemented by additional data collection efforts. While such comprehensive approaches might provide more robust and insightful information, the failure of all more elaborate sustainable indicators to be in continual use and adopted by more destinations is too time-consuming and expensive for communities to engage in and often require the expertise of researchers.

It is also recommended which community organizations or groups should take up the challenge in making improvements to each of the four sustainable tourism pillars. Success in finding an organization committed to working through the challenges that each pillar faces will ultimately determine if gains are made. Today's businesses are growing increasingly digital and can accurately measure every aspect of their operations, from consumer relationships to financial, supply chain, marketing, and human resource management in real-time for optimization purposes (Nadella & Euchner, 2018). The logic brought forward in this paper posits that tourism destinations framed holistically as ecosystems should learn from and, where possible emulate their approach in designing their own model focused on continuous improvements towards targeted sustainability objectives.

This paper attempts to forage for existing secondary data that can assist destinations in tracking and ultimately optimizing their performance across the four pillars of sustainability. Though they are far from perfect, when these vendors realize that their data is being used for such purposes, they might over time respond with enhanced data and services. This prediction is not without precedence in the hospitality and tourism industry. Some in the industry are old enough to remember when hotel managers called (telephoned) around to other hotels in their competitive set posing as customers asking for their daily rates for comparison purposes. In many regions of the developed world, STR eventually filled this need with a subscription service that produced real time ADR measures and much more. Likewise, hotels used to employ individuals to monitor postings on TripAdvisor, Yelp and other social media sites to monitor and manage their online reputations. Companies like TrustYou and Revinate quickly filled this need by data scraping these sites producing real time dashboards for clients for these purposes. Most recently, TripAdvisor provides the services directly. The point is when demand for the metrics measuring sustainability increases, vendors will no doubt respond and fill the void. For example, firms like Glassdoor and Indeed have the data to measure workforce satisfaction as well at the destination and sector as well. With such data, DMOs in collaboration with other agencies and trade associations so motivated will have the means to make headway towards becoming more sustainable in regard to workforce satisfaction (and across the four pillars).

In concert with the logic present here, there are synergistic opportunities of tracking and managing the four sustainable pillars holistically. Improvements in one pillar can positively impact another. Take as an example, hotels that engage in eco-friendly innovations. There is evidence that these efforts can have spillover effect that providing competitive differentiation among consumers and reduced costs but also enhances the organization's image among its employees (Aragon-Correa, Martin-Tapia, & Torre-Ruiz, 2015; Wang, Font, & Liu, 2020). It should be noted that many potentially synergistic effects between KPIs have yet to be addressed in our current body of research and serve as opportunities for future research.

A number of well-crafted systems of sustainable tourism indicators have already been proposed in our existing body of literature. For example, Torres-Delgado and Palomeque (2014) offer KPIs grouped into sociocultural, economic, and environmental dimension. One of the key distinctions, however, regarding the four pillar framework offered here is the inclusion of hospitality workforce satisfaction. Consider too the growing body of research indicating that local residents often serve as a critical component of a destination's competitiveness through brand positioning. Freire (2009), for example, studied British visitors to destinations in Portugal and Spain and found tourists' evaluations of local residents to be a deciding factor in destination consumption and a differentiating factor between place brands. The quintessential function of local residents in destination positioning is also accented by research conducted by Botschen, Promberger, and Bernhart (2017) in the city of Innsbruck, Austria with the examination of *touchpoint experiences.*

The key role of residents in destination positioning is highlighted in the *constituents of place* framework presented by Kavaratzis and Kalandides (2015). This framework consists of materiality [physical substrates], practices [social interactions], institutions [normative regulations systems between the physical substrate and social space], and representations [signs and symbols associated with the physical substrate]. The role of practices [social interactions] in this framework gives rise to the interactional view of place branding. This interactional view conceptualizes the interactions between actors and stakeholders as

a central tenet in place branding (Kavaratzis & Kalandides, 2015). Stated differently, "It becomes rather obvious that the brand is not construed in the logo or other promotional devices but rather in a system of interactions that allow the co-creation of meaning" (Kavaratzis, 2017, pp.98–99).

In accord with the above logic, further research is warranted that continues to explore whether the importance of local residents – including the hospitality workforce - can be infused in and communicated by external marketing communications. As described by Colomb and Kalandides (2010), the 'Be Berlin' campaign launched in 2008 is an illustration as to how local residents can serve in the external marketing communications of a destination. In this 'Be Berlin' campaign local residents were asked to tell their personal stories about what connected them to the city; a portion of these personal stories were then used in the city's tourism marketing campaigns (Braun, Kavaratzis, & Zenker, 2013). This marketing approach aided in reinforcing the notion that local residents are a key component of the destination's brand. Such an approach of integrating residents into a destination's marketing communications has been termed by some researchers as *participatory place branding* (Zenker & Erfgen, 2014).

Kavaratzis (2017) noted that due to the strong linkages between locals and visitors, all activities – even destination marketing and promotion - can influence both audiences. As such, participatory place branding can potentially reinforce to residents their appreciation by being acknowledged and included in such efforts. Furthermore, because the hospitality workforce is mainly comprised of residents, such participatory place branding can potentially bolster hospitality workforce satisfaction. Stated differently, if residents or employees see that they are involved in destination marketing initiatives, then such participatory place branding can be a source of pride, inclusion and motivation. In line with this logic, both the use of participatory place branding and associated workforce satisfaction can serve as stakeholder driven KPIs for any destination. The importance of these KPIs is underscored while competing in a post-pandemic environment in which accelerated change in technology and consumers' desire to balance their wellbeing and livelihoods can provide opportunities for resilience in destinations' sustainability efforts.

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