



SHIFT & Inspire:

Tourism & Hospitality Trends

Shift

SUSTAINABILITY-ORIENTED,
HIGHLY INTERACTIVE, AND INNOVATION-BASED
FRAMEWORK FOR TOURISM MARKETING

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Title

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Tourism & Hospitality Trends

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Instituto Politécnico de Setúbal
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Editorial Coordination

Teresa Costa, Maria de Lurdes Calisto,
João Ferreira do Rosário, Filipe Severino.

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Nuno Caniça – Designer

Authors

Teresa Costa, Maria de Lurdes Calisto,
Ana Teresa Machado, Célia Quitério
Ramos, Filipe Montargil, Filipe Severino,
João Ferreira do Rosário,
Jorge Umbelino, Miguel Belo,
Rui Neves Madeira, Sandra Nunes,
Zélia Raposo Santos.

Collaborating Institutions

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Preface

By Eduardo Santander,

Executive Director at European Travel Commission

*“Our role is not to forecast the future,
but to shape it”.*

Antoine de Saint-Exupéry

Welcome to “Shift & Inspire: Tourism and Hospitality Trends”, an e-book that explores the dynamic and ever-changing landscape of tourism and hospitality in a world undergoing profound transformation. As we embark on this journey, we delve into the diverse forces that shape the industry, touching upon crucial themes that are shaping the present and moulding the future.

In this era of postmodernity, we find ourselves in a society constantly evolving and adapting to new norms and values. The world around us is in a state of transformation, challenging traditional paradigms and inspiring innovative approaches. In this context, the tourism and hospitality sectors must also confront the winds of change and navigate through a myriad of possibilities and uncertainties.

The geopolitical and economic panorama further adds complexity to the scenario. The ever-changing dynamics of the global stage introduce a level of uncertainty that requires constant vigilance and adaptability. In the face of geopolitical shifts and economic fluctuations, the tourism and hospitality industries are compelled to find an equilibrium while identifying and seizing emerging opportunities.

Science, innovation, and technological transformation are driving forces that shape our modern society. Breakthroughs in technology and innovation continuously influence how people travel, experience destinations, and interact with their surroundings. As we embrace these advancements, we must also be mindful of their impacts, both positive and negative, on the tourism and hospitality landscape.

Sustainability and development represent central dilemmas and challenges that cannot be ignored. The imperative to preserve and protect our environment while promoting responsible and inclusive growth in tourism has never been more critical. As stewards of our planet, the industry must explore sustainable practices and develop strategies that prioritize the well-being of both host communities and travellers alike.

Against this backdrop, the tourism and hospitality sectors must embark on a journey of rethinking the future. Traditional models and approaches may no longer suffice in a world where change is constant. We must embrace innovation, engage in meaningful dialogue, and foster collaboration across sectors to build a future that is both prosperous and sustainable.

“Shift & Inspire: Tourism and Hospitality Trends” aims to provide readers with a comprehensive understanding of the complex web of challenges and opportunities faced by the industry. It offers insightful perspectives from experts, thought leaders, and stakeholders who share their visions for a resilient and responsible tourism and hospitality landscape.

As we explore the pages of this book, may we find inspiration to create a brighter future for tourism and hospitality—one that not only adapts to the transformations of our time but also shapes a world where travel and exploration become a catalyst for positive change.

Join us on this exciting expedition, where we invite you to reflect, envision, and be inspired to contribute to the transformation of tourism and hospitality in the years to come.

**A thought starter:
the likely effect
of megatrends on
the development
of tourism**

A thought starter: the likely effect of megatrends on the development of tourism

*By
Montargil, F.*

How will the megatrends affecting our world shape the future of tourism? Is reflecting and trying to anticipate these megatrends' potential impact relevant, or would it be preferable to follow and react to short-term shifts and everyday change?

Probably both reflection and anticipation of megatrends and reacting to short-term shifts are essential for a comprehensive approach to managing change.

Reflection and anticipation of trends can probably help to identify long-term patterns and potential disruptions that may affect tourism in the future. This anticipation allows us to proactively develop strategies and plans to mitigate risk and capitalise on opportunities presented by these trends.

On the other hand, reacting to short-term shifts and everyday change is also crucial because they can immediately impact individuals and organisations. By staying aware of current events and trends, individuals and organisations can adjust their strategies and plans in real-time to respond to new challenges and opportunities.

A balanced approach that incorporates both reflection and anticipation of megatrends and reacting to short-term shifts is probably a practical approach to managing change. By doing so, individuals and organisations can be prepared

for both the long-term and short-term impacts of change and be better positioned to succeed in a rapidly evolving world.

Social and technical change has always been a component of human life. Sometimes this change is evident and unravels quickly, but its long-term meaning and consequences are not immediately possible to grasp.

According to our perspective, some critical long-term trends can be identified. Trying to organise these trends in conceptual areas, we focused on changes in the following:

- i. Society, with a postmodern society and the corresponding change in values and lifestyles, with a shift to individualism, consumerism, the blurring of boundaries between different cultures and also the commodification of culture, with the transformation of traditional cultural practices, such as art, music, dance, or storytelling, into products that can be marketed and sold for profit;
- ii. Economy and geopolitics, affecting the systems of production, distribution, and consumption of goods and services and the way political, economic, and strategic factors influence the relationships between nations and regions;
- iii. Science, technological transformation and innovation, including the way our knowledge and understanding of the world expands, the use of technology to change the way we live and work and, also, the process of developing new ideas, products, or services that can bring value to society;
- iv. Sustainability, regarding the use of resources in a way that allows for their long-term availability and ensures that the environment is not irreparably harmed in the process, thus meeting the needs of the present without compromising the ability of future generations to meet their needs.

These areas can potentially introduce relevant change in how we live and the world as we know it. And how will they affect tourism specifically? How will these trends affect pleasure, leisure, or business travel? How will our activity of visiting tourist attractions, historical sites, cultural events, or natural scenery change due to the influence of these megatrends?

Will we see, for instance, a shift towards more eco-friendly and socially responsible travel experiences? Is it likely that this includes more authentic and immersive experiences that allow

tourists to connect with local cultures and communities? Or the development of more technology-driven experiences? Are these scenarios somehow compatible, possibly enriching the same travel experience, or should we consider them primarily independent?

One of the aims of the research project *SHIFT – Sustainability-oriented, Highly-interactive and Innovation-based Framework for Tourism Marketing* primarily consists of drafting scenarios and events to answer these concerns.

The SHIFT research project is developed by a consortium including the Polytechnic Institute of Setúbal, as lead partner, the Estoril Higher Institute for Tourism and Hotel Studies, the Polytechnic Institute of Lisboa and the University of Algarve and funded by the Portuguese Foundation for Science and Technology (PTDC/EDE-OGE/2146/2021), between 2022 and 2025.

On the 15th of February 2023, SHIFT organized in Lisbon an international meeting on The Future of Tourism. This event aimed to discuss different events for the future of tourism through speakers and round tables with specialists in the mentioned areas. These forthcoming events were derived from the outcomes of an in-depth

literature review, alongside a content analysis of interviews conducted with numerous specialists in various domains under study.

You will find in this e-book the results of the analysis and discussion held so far through our research project. We hope you find it interesting and possibly useful.



The left side of the page features a teal background with a complex, abstract pattern of overlapping geometric shapes, including circles, lines, and squares, creating a sense of depth and movement.

The Big Issues



**Postmodernity:
a society in
transformation**

Postmodernity: a society in transformation

*By
Belo, M.
& Machado, A. T.*

Our society constantly evolves, with new advancements and innovations shaping how we live, work, and interact with others.

Technology has profoundly transformed the fundamental aspects of our day-to-day life, from how we communicate and access information to how we shop, travel, and even date.

Globalisation has brought the world closer, opening up new markets and trade and cultural exchange opportunities.

Demographic changes such as ageing populations and shifting family structures create new social and economic stability challenges.

Cultural shifts are changing how we perceive ourselves and our place in the world, leading to new debates and discussions about social equity and justice.

As our society evolves, it brings a range of new issues that we must confront and address.

Social Justice: Despite progress in recent years, our society still struggles with social justice issues, such as systemic racism, sexism, and economic inequality.

Climate Change: The effects of climate change, including rising temperatures, extreme weather events, and sea level rise, pose a significant threat to our society and to the survival of the planet itself.

Technology and Privacy: Advances in technology have raised concerns around privacy, surveillance, and the potential for misuse of personal data.

Mental Health: The prevalence of mental health issues such as anxiety, burnout and depression, and substance abuse has increased.

Political Polarisation: Political polarisation and the rise of extremism have become increasingly prevalent in our society, with deepening divisions among different groups and ideologies.

The changing society has given rise to new values and norms as people adapt to the evolving cultural landscape.

Diversity and Inclusion: There is a growing recognition of the importance of diversity and inclusion, with people valuing and respecting differences in race, ethnicity, gender identity, sexual orientation, religion, and other aspects of identity.

Environmental sustainability: As concerns about climate change and environmental degradation have increased, more people are prioritising sustainability and taking steps to reduce their carbon footprint and live more eco-friendly lifestyles.

Mental Health and Well-being: There is a greater awareness and acceptance of mental health issues and a growing emphasis on self-care, mindfulness, and holistic well-being.

Work-Life Balance: People seek more balance between their work and personal lives, with an increasing focus on flexible work arrangements and the importance of leisure and personal growth.

Social Responsibility: There is a growing sense of social responsibility, with people seeking to make a positive impact in their communities and the world at large through volunteerism, activism, and philanthropy.

The COVID-19 pandemic has significantly impacted our society and has reinforced or changed norms, values, and behaviours.

The pandemic has emphasised the importance of health and safety, accelerated the trend towards remote work and learning, highlighted existing economic inequalities, significantly impacted mental health, brought communities together, and reinforced the value of solidarity and mutual support.

Many adjust their travel patterns and preferences in response to new values and norms in this dynamic sociocultural context.

Environmental sustainability: With world leaders and experts calling for action to protect the environment (e.g. Sustainable Development Goals or the Paris Climate Agreement), new trends have emerged in tourism, with people choosing more sustainable options, including electric or hybrid vehicles, public transportation, and eco-friendly accommodations.

As concerns about climate change and environmental degradation have increased, more people seek to reduce their carbon footprint and travel

eco-friendlier. This attitudinal change has led to a growing demand for sustainable travel options.

Health and Safety: The COVID-19 pandemic has profoundly impacted travel behaviour, with many people taking more precautions and being more selective about their travel destinations. This behaviour has increased demand for private accommodations, outdoor activities, and less crowded destinations.

Technology: Advances in technology have made travel more accessible and convenient, with many people using online booking platforms, mobile apps, and other digital tools to plan and book their trips. These advancements have also emphasised personalised and experiential travel, with people seeking individual experiences emphasising personal preferences.

Work and Leisure: The growing trend towards remote work has also impacted travel behaviour, with many people choosing to combine work and leisure travel or taking longer trips to work remotely from different destinations. This choice has led to a greater emphasis on work-life balance and flexibility in travel arrangements.

Cultural Sensitivity: As people become more aware of cultural differences and social issues, there is a growing emphasis on responsible

and respectful travel behaviour. This emphasis includes avoiding activities that harm the environment or exploit local communities and being mindful of cultural norms and customs.

In this dynamic sociocultural context, tourism, and hospitality (T&H) business adapt their strategies and practices to remain relevant and competitive.

Environmental sustainability: As concerns about climate change and environmental degradation have increased, the T&H business is proactively giving more attention to greener operations and products.

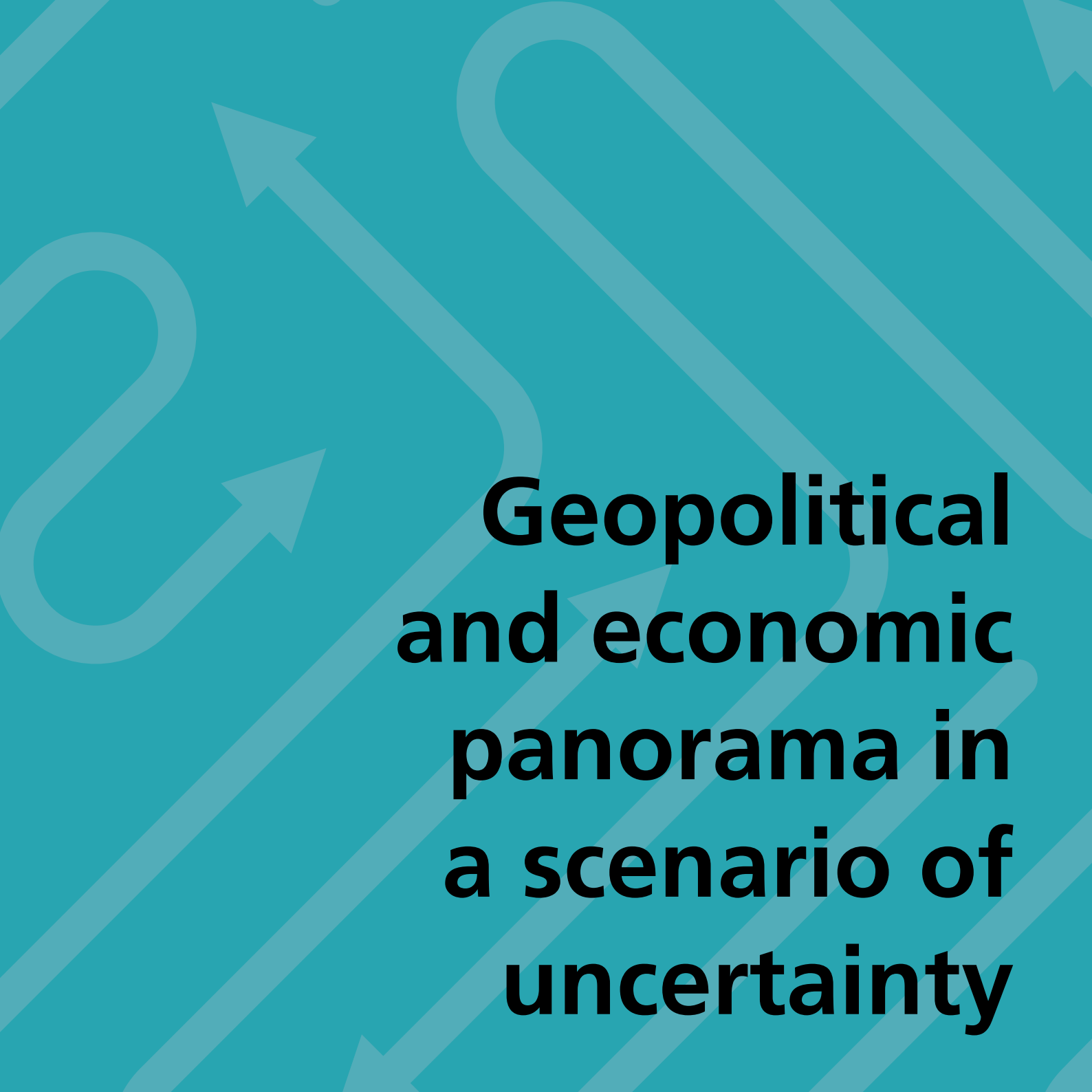
Health and Safety: The COVID-19 pandemic has impacted the T&H industry, with many businesses implementing new health and safety protocols to ensure the safety of guests and employees.

Technology: Technology advancements led many businesses to adopt digital tools to improve the guest experience and streamline operations. This adoption includes online booking platforms, mobile apps, and digital concierge services that allow guests to access information and services from their mobile devices.

Personalisation: As travellers become more discerning and individualistic, there is a growing emphasis on personalised and experiential tourism offerings. These preferences include customised travel itineraries, personalised recommendations, and unique and authentic experiences that allow guests to connect with local culture and communities.

Social Responsibility: As consumers become more socially conscious, T&H tourism businesses prioritise social responsibility and ethical practices, including initiatives such as fair labour practices, community engagement, and support for local businesses and artisans.



The background is a solid teal color. It features several large, light-blue, semi-transparent graphic elements. These include straight arrows pointing in various directions (up, down, left, right) and curved, looping paths that suggest movement and complexity. The overall aesthetic is modern and dynamic.

**Geopolitical
and economic
panorama in
a scenario of
uncertainty**

Geopolitical and economic panorama in a scenario of uncertainty

By
Montargil, F.
& *Rosário, J. F.*

The evolution of political and economic systems has shown very often, in a retrospective analysis, the capacity to be surprising and unpredictable. To use an often-quoted example, very few dared to imagine, in early November 1989, that the Berlin Wall would be dismantled, in such a spectacular and peaceful event, only a few days away. Therefore, this section's goal is not to predict a highly volatile evolution of economy and politics but to identify some trends with potential impact in these dimensions and, subsequently, in the tourist activity.

As we all have seen from 2020 to 2022, in a rather extreme demonstration of COVID-19, outbreaks, epidemics, and **pandemics** can take the world by surprise and storm. In a highly interconnected and interdependent global economy, this can significantly impact economic activity in the affected region and globally. The increasing ease and speed of international travel contribute to the swift spread of infections around the globe, and it is, therefore, one of the first potential victims of the development of epidemiologic phenomena.

But, if it seems challenging to risk whether pandemics will become more likely, it seems beyond discussion that global warming and **climate change** are a reality. And, with it, extreme weather events like storms, floods,

droughts, heatwaves, wildfires, and long-term trends, such as sea level rise and changes in the distribution of plants and animals. The potential to affect negatively economic and political systems is very significant, causing social and economic disruption due to the loss of life, injuries, displacement of people from their homes, damages in housing and infra-structures, loss of crops, disruption of power and communication systems, or the spread of disease.

These phenomena are not evenly distributed around the globe. Developing countries, particularly those in low-lying coastal areas or regions already prone to drought or flooding, are often most at risk.

Conversely, some countries can benefit from certain aspects of global warming in the short term. New opportunities can include the extension of tourism to new destinations, the extension of the tourism season, or the development of new services and products. Today, there is a small but growing number of sparkling wine producers using similar methods to Champagne, in the south of England, especially in the counties of Kent, Sussex, and Hampshire. The quality of these wines has been increasing, with some winning awards and recognition at international competitions. This award-winning wine would be impossible without climate warming in the South of England.

The last decades have shown that we live in swift **geopolitical change**. As countries like China, Russia, South Korea, Turkey, and India continue to rise in economic and military power (including nuclear weapons in some cases), the balance of power is shifting away from traditional Western powers. These geopolitical changes can increase tension between countries as they try to protect their interests and generate uncertainty about how they interact and compete. These tensions can manifest in trade disputes, diplomatic conflicts, and military action. In addition, it can increase the number of refugees and migrants as people flee from unstable regions.

Another dimension accounting for uncertainty regards geopolitics, international relations, and the evolution of domestic politics in many countries. Increased **political polarisation**, with growing divides between different groups and ideologies (sometimes associated with nationalism and populist movements), probably using extensive misinformation strategies in some cases, is a visible trend in many countries, including developed and developing countries, democracies, and non-democratic regimes.

The divide in the United States between Democrats and Republicans, with the successive election of Presidents as different as George W. Bush, Barack Obama, Donald Trump, and

Joe Biden, is a sign of this. Relevant political polarisation can also be found in the United Kingdom (visible through the Brexit referendum results), France, Brazil (the presidential elections of 2022 provide an excellent example for this, in both cases), Hungary, Poland, and Turkey, among others. This political divide can add to the existing uncertainty due to the previously discussed factors.

Considering the **economic impacts**, a world still recovering from the financial crisis of 2007-2008 and a European Union recovering from the sovereign debt crisis that started in 2009 and ran through the 2010s, affecting mainly eurozone member states like Cyprus, Greece, Ireland, Italy, Portugal, and Spain, suffered the impact of the Covid-19 pandemic in 2020 and beginning of 2021. The pandemic caused a brutal fall in GDP worldwide because of the strict confinements in many countries to avoid the increase deadly casualties and rupturing the health systems. The global economy just paralysed in 2020, resulting in a deep recession with the world GDP decreasing by 3½% and GDP in the eurozone by 6¾%, with tourism as one of the most affected activities. Countries that supplied the world with all kinds of goods and had more strict confinement policies, like China, showed the fragilities of the world sup-

ply chains, and their disruptions caused the rise of supply-side inflation in 2021.

The ongoing Russian invasion of Ukraine, a war in Europe started by the end of February 2022, is an extreme example of the consequences of the geopolitical changes in the last decade, significantly impacting the economy because of added disruptions of energy flows from Russia and also of cereals and fertilisers from Russia and Ukraine, rising inflation that was already rising because of the impact of the pandemic in the world supply chains. All that resulted in a negative impact on economic growth and some disruption to financial markets because of the rise of interest rates by the central banks to tame inflation that reached the lower two digits.

Regardless of the duration and the outcome of this war in Ukraine, the factors accounting for uncertainty resulting from geopolitical change will remain after its conclusion. One of them, because of the role of Russia and also countries like China in this conflict, is expected to lead to at least a partial deglobalisation with Western countries fearing future disruptions in critical supply chains like chips because of some new pandemic situation or geopolitical changes and more rivalry between China and USA, and EU, and at the same time western countries starting to forbid critical technological components that

can be used in military systems to reach China and Russia. All these factors will impact the level of prices and world economic growth.

Meanwhile, other factors can play a relevant role in the economic evolution. The rapid pace of technological change (discussed in detail in the following section), including in Artificial Intelligence tools like ChatGPT, creates new opportunities and challenges for businesses and economies. As new technologies emerge, it can be difficult to predict how they will be adopted and what kind of impact they might have on economic activity, even if it is expected a rise in productivity that they will allow. On the other hand, economic inequality and demographic changes can also create challenges for economic growth and stability. For example, an ageing population can lead to reduced productivity and increased healthcare costs, while economic inequality can contribute to social unrest and political instability.

In this global context, uncertainty is unavoidable, and reality can be influenced by several of these trends. If economic activity may slow down as businesses and consumers become more cautious with their spending and investment decisions, public policies at the national and international levels can play a relevant role in the events and will impact tourism activity.



The background is a solid teal color. It is decorated with several light blue arrows of varying lengths and orientations, all pointing towards the center of the image. The arrows are semi-transparent and have a soft, glowing effect.

**Science,
innovation, and
technological
transformation**

Science, innovation, and technological transformation

*By
Madeira, R. N.,
Ramos, C. Q.
& Severino, F.*

The number of specialists conducting technology-focused research indicates that entrepreneurs should be aware of the importance of this macroenvironmental factor as a relevant trend.

Mobile computing dominates the literature on technological factors and their potential impacts on tourism, followed by big data, robotics, and digital transformation in a broader sense.

In the case of hotels, for instance, technology is critical in expanding the experience and value of guests, proving effective in the face of competition and improving the inherent obligations of the hotel business if appropriately managed. On the other hand, customer loyalty to mobile hotel reservations is heavily influenced by compatibility, convenience, performance expectations, and the system's simplicity or ease of use. Additionally, T&H entrepreneurs must improve communication technology and invest in human resources and infrastructure to use these tools, improving the company's financial status.

Furthermore, another trend is big data, which is widely recognised as advantageous to tourism organisations. It does, however, present ethical, privacy, and security problems. Further data governance and ethics research and the potential adoption of well-designed governance structures capable of providing quality data, effective

data security, and protection frameworks for all stakeholders are highlighted as viable answers.

When examining the robotics and artificial intelligence (AI) trend, it is clear that both these fields present opportunities and problems to workplaces in various ways, such as work redesign, job replacement, and role redefinition. The COVID-19 pandemic and the growing tourist demand for efficiency, dependability, empathy, individualised care, and safety before, during, and after service interactions have expedited the adoption of artificial intelligence, automation, and robotics. Robot-based hospitality (e.g., concierge and waiter robots) has been expanded to reduce the risk of spreading diseases and should be considered part of an intelligent ecosystem. Ambient intelligence (for example, temperature, music, and light) in hotel rooms, hotel restaurants, or other spaces based on memories, past experiences, or guest preferences and requests may improve tourist experiences while cutting operational costs. One practical application of robots in tourism is the self-service kiosks in hotels, which play an important role in eliminating queues in hotels while raising problems regarding financial viability and the level of adoption to be adopted. Consumer adoption of these kiosks was demonstrated by their ease of use, speed, and enjoyment, despite issues related to interaction and language.

Furthermore, robots and AI can act as a force to support human resources, where the role of frontline workers may evolve mainly into that of facilitator - of customers and technology, innovator, and coordinator, emerging a new role of "AI supervisor".

Digital transformation appears to be a significant trend nowadays. Nonetheless, fostering a digital transformation environment is vital, encouraging effective coordination through training and investing in innovative activities, especially with intangible capital. Marketing is one of its expanding areas, as the increased usage of digital marketing technologies has upended the status quo in the tourism business. Marketers must grasp digital marketing trends and be able to respond to changes, such as investigating travel apps focusing on organisations, destination enhancement, and social media itself, as well as technology such as virtual and augmented reality, to remain competitive. Also, the marketing tools interlinked with AI, like chatbots, can work with other digital marketing tools (like websites and social media) to meet customer needs for instant response communications.

Technology provoked a change of direction in markets centred on the consumer since the scenario of information asymmetry, where suppliers were previously the only providers of informa-

tion, changed decisively with the introduction of technologies related to social media, which also caused changes in consumer bargaining power and decision-making processes. In this environment, and to stay competitive, marketers must pay more attention to interactivity in the relationship with the consumer, resorting to strategies of more dynamic, mobile, omnipresent, interactive, collaborative, and consumer-centric nature of emerging e-tourism technologies and innovations, need to incorporate geolocated data into analyses and decisions in combination with textual analysis from various social media platforms.

Digital marketing has been a catalyst for the development of tourism, where cloud technologies and artificial intelligence will be the main drivers of the individualisation of tourism services, green awareness, informatisation and modernisation of the business, including gamification to transmit complex information through entertainment and reward users for good practices.

The digital transformation trend is taking shape with digital marketing, blockchain technology, and virtual tourism. Blockchain technology allows for cost savings, bitcoin acceptance, and the development of new holistic ecosystems. As a result, more development and diffusion of this technology are advocated, subject to the availability and value of incentives. On the other

hand, virtual tourism highlights the need and usefulness of using it during crises and pandemics, whether in the issuing or receiving country, even if it cannot replace real-world tourism in the long run. Similarly, virtual tourism can help underdeveloped countries and persons unable to participate in active tourism.

Other technologies, such as the expansion of social media and shared economies (such as “Uber” and “Airbnb”), can likewise alter and affect tourism. As long as quality assurance, security, and privacy protection are taken into account, technology plays a role in monitoring tourism security, managing tourism and marketing, as well as promoting strategic plans and trends in hospitality and tourism development, such as 3G, 4G, and 5G technologies, the Internet of Things (IoT), Virtual Reality (VR), Augmented Reality (AR), and Mixed Reality.

IoT allows, for instance, historic buildings, user trails, and mobile devices, creating an intelligent travel service system, helping to manage traffic flow, reducing travel costs, and contributing technological support to create virtual tourism in these places. IoT enables the coordination of smart beaches and smart transportation and creates new possibilities for medical travel (smart medical devices can detect the local environment through built-in communication functions). It can

improve the personalised care experience affected by the epidemic to make decisions in real-time information on hotel occupancy and guest dining options, for instance.

It enables virtual tourism, which enriches the offer of online tourism products, allowing people to travel without leaving home through live online transmission and remote interpretation. Combining IoT, AI, VR/AR, and other technologies ensures hygiene and cleanliness at all touchpoints in a hotel. It also improves museum ticket booking services, helping to develop digital museums and promote the history and culture of the local people.

Digital transformation also affects the sustainability of destinations, which is why creating an innovative ecosystem based on the so-called Smart Tourist Destinations is necessary. It is necessary to carry out a new configuration of destinations, propose new indicators and measurement systems to adapt the term “tourism competitiveness” to the current digital age and provide policymakers with tools so that they know when their destinations and attractions require specific actions, based on indicators of tourist pressure, lack of innovation, digital reputation or any other aspect that affects the competitiveness of destinations. As a result, it is thought that there is a trend toward innovation and technological and digital transformation, with

information and communication technologies and digital technologies dominating. T&H stand to benefit significantly from these new technologies, provided they spend adequately in terms of structures and human resources, always keeping in mind consumer perception in their various target markets.





**Sustainability and
development:
dilemmas and
challenges**

Sustainability and development: dilemmas and challenges

By
*Calisto, M. L.,
Costa, T.
& Machado, A. T.*

The definition of “sustainability” comes originally from the document “Our Common Future” by the World Commission on Environment and Development in 1987, through the concept of sustainable development, which means “satisfying the needs of the present generation without compromising the ability of future generations to meet their needs”.

Over time we realised the contradiction of the junction of the terms “sustainable” and “development”. The first term underlies the idea of control, limiting the use of resources so that they last over time; the second one implies the need to use resources to satisfy growing human needs (development). Perhaps this concept has been applied flexibly, according to different stakeholders’ interests in strategies to promote sustainability. Acting in an absolute force field, the status quo insists on putting pressure on the driving forces, asking for a tricky balance. So, the dilemma between development and environmental sustainability arises because economic development often requires exploiting natural resources, which can have negative environmental impacts.

Some main dilemmas between development and environmental sustainability are land use, energy use, water use, waste management or infrastructure development. It seems consensu-

al that development often involves the conversion of natural habitats into urban or agricultural areas, which can lead to a loss of biodiversity and natural resources.

Using fossil fuels for energy generation significantly contributes to climate change and air pollution; however, it is an essential driver of economic development. Economic development also often requires large amounts of water for agriculture, manufacturing, and other activities. This usage can lead to the depletion of water resources and the degradation of water quality. Moreover, economic development generates large amounts of waste, which can be challenging to manage and dispose of safely without causing environmental harm. Finally, constructing infrastructure such as highways, airports, and ports can destroy natural habitats and cause fragmentation.

Balancing the need for economic development with the need for environmental sustainability is a complex and ongoing challenge. However, it is possible to achieve economic development by adopting practices and policies that promote responsible resource use, environmental protection, and social equity.

This achievement requires a collaborative effort among governments, businesses, and commu-

nities to find sustainable solutions that meet the needs of the present without compromising the ability of future generations to meet their own needs. This collaborative effort is also crucial to face future development challenges and the environment.

Climate change is one of the most significant challenges facing development and the environment. The impacts of climate change, such as rising sea levels, extreme weather events, and changes in precipitation patterns, can have significant economic, social, and environmental consequences. Another critical challenge is the depletion of natural resources such as water, forests, and minerals can have long-term environmental and economic impacts, particularly in developing countries. Another challenge is that pollution from industry, agriculture, transportation, and other sources can adversely affect human health, wildlife, and ecosystems. The loss of biodiversity is also an important challenge because it can have significant ecological and economic impacts, including the loss of ecosystem services such as pollination, water purification, and soil conservation. It is essential not to forget that development and environmental challenges often disproportionately affect vulnerable communities, including low-income populations and indigenous peoples. On the

other hand, the lack of effective governance and policy frameworks can hinder efforts to address development and environmental challenges, leading to unsustainable practices and exacerbating environmental problems.

Addressing these challenges requires a comprehensive and integrated approach considering development's social, economic, and environmental dimensions. This includes promoting sustainable resource use, reducing greenhouse gas emissions, protecting biodiversity and ecosystems, promoting equity and social inclusion, and improving governance and policy frameworks and, consequently, good interaction between environmental and social policy to ensure the development of adequate policies for both deeply connected areas.



**What
do the
experts
say?**





The background features a light pink spiral that starts from the center and winds outwards. Overlaid on this spiral are numerous semi-transparent arrows of varying sizes and orientations, all pointing towards the center of the spiral. The overall color palette is a range of soft pinks.

Prior & brief analysis

Prior & brief analysis

By
*Calisto, M. L.
& Severino, F.*

Tourism is vulnerable to external factors, particularly adverse events. Despite being one of the fastest-recovering activities after the COVID-19 pandemic, returning to or exceeding its peak demand, it is not exempt from the consequences of future events in the macro environment. Thus, examining tourism's potential future makes sense, considering which events will most likely occur in the medium term.

After a careful interpretation of previous studies, the opinions, and expectations of experts from various fields (demography, generations, economy, technology, sustainability, security, public health, and public policies) regarding the most probable future events affecting tourism were investigated, and then deepened at the "Future of Tourism – International Meeting" conference.

One of these probable future events directly relates to the **environment**, particularly climate change and its consequences. Climate change is causing more disasters, such as floods, fires, and rising sea levels, causing environmental migrations. However, due to a lack of political will, the current economic model, and a dearth of execution capacity, these issues will not be resolved in the short term, resulting in future challenges regarding human security and food chain disruption.

Other events concern **cybersecurity**, specif-

ically computer crime and increasing information technology security needs. Computer crime jeopardises human security, such as personal data, organisational security, and national security. As a result, attention to security is becoming increasingly important.

The **economic model** is also emphasised, as regionalisation is more defensible than ever in light of globalisation failures and recent events highlighting global interdependence's dangers. In addition, it appears inevitable that the economic model's short- to medium-term drivers will be digital transformation, energy transition processes, and the circular economy, which presents itself as the primary economic development paradigm for the future.

In **demography**, the increase in life expectancy and the growth of migrations stand out. While it is almost certain that the population will live longer in the future, the issue of migration (and how it will affect demography) is uncertain, as people are increasingly relocating due to deteriorating living conditions and climate change.

When discussing **innovation**, it is relevant to highlight current advancements in health and technology. In the first case, the difficulty of gaining access to health-related innovations and developments relating to new robotics ap-

plications, disease-curing discoveries, and a new model for health-related research and development are expected developments for the future. In terms of technology, biometric applications, new robotics and blockchain applications, and the potential of the metaverse, virtual and augmented reality will all increase.

Pandemics and diseases are also considered probable future events, with increasingly pressing health challenges with no immediate/medium-term solution. These include multi-resistant bacteria in the hospital environment and problems/diseases associated with food to the use of antibiotics in agriculture and livestock. Thus, pandemics caused by food production and environmental factors (such as heat waves and floods) are to be expected.

The 2030 European Union financial framework, energy and health policies, and environmental policy are highlighted in the public policy domain. Environmental and sustainability policies are designated for their effects on business management and society, while security policies prioritise human security.

Once the potential areas for future events had been identified, they were discussed and delved into round tables with specialists invited to the congress, separated by the "Big Issues" which are addressed in the following chapters.



**Postmodernity:
a society in
transformation**

Postmodernity: a society in transformation

By
Machado, A. T.
& Nunes, S.

(Based on the debate in the Congress “Future of Tourism: International Meeting”:
Inês Tavares, Paula Odete,
and Sandra Rodrigues speakers)

The notable growth of migrant populations in the national geographic and social space brings clear impacts at the socio-demographic and economic levels.

In Portugal, for example, current migratory movements have impacted population balances, making the migration balance positive (since 2017) and contributing to the revitalisation of the population. In 2019, the downward trend in the resident population began to reverse, with significant effects on the rejuvenation of the population, as migrants of working age predominate.

In the observatory of social inequalities, a study was carried out on students of the Portuguese public education system, in which a significant number of migrant students located in areas of the country’s interior were identified. How will it be possible to settle these students in these territories of the country in the future, given that it is an opportunity to maintain the population of the Portuguese territory?

The cross-border area of the district of Bragança, Portugal, heavily affected by desertification and an ageing population, provides an example of how research projects and municipal policies jointly can overcome these two problems. That region is much sought after by young migrants seeking a second degree to enter the job mar-

ket and obtain better living conditions. In the end, this population is intended to start their own business and thus establish themselves in the region, which is already happening.

On the other hand, the elderly population holds ancestral stories and significant wisdom. There are several projects developed whose objective is to disseminate and convert this knowledge into cultural heritage. In addition to promoting active ageing, these regions now have tourist attractions, breaking isolation and opening up new business opportunities.

The COVID-19 pandemic was a destabilising factor with socio-economic consequences but has also led to an increase in remote working and other ways of carrying out work activities, which are more practical, more comfortable, generate more uptime and facilitate living in areas geographically distant from the workplace. Despite these advantages, some associated risks are, among others, the greater control by employers and the elimination of socialisation, which is very important for people who only have that opportunity in the workplace.

The pandemic has also led to generational inequality. A group of children and adolescents did not have access to a normal childhood/adolescence during this period. They were denied a set

of experiences, face-to-face schooling, and access to sports and recreational activities, which will undoubtedly have consequences in the future. It is, therefore, essential to pay attention to the development of these generations, not only in their connection to the digital world, which has become exponential but also to a set of other experiences that they did not try out.





**Postmodernity:
a society in
transformation**

Postmodernity: a society in transformation

**A contribution by
Paula Odete Fernandes**

Professor at
"Escola Superior de Tecnologia
e Gestão" of "Instituto de Bragança"

Areas with low population density and an ageing population characterise the cross-border region of the district of Bragança, in Portugal. Aware of the wisdom and richness of the memories of the local population, because of its longevity, research projects have been carried out aimed at the preservation of this cultural heritage. Thus, the interaction between the local population and the research teams materialises in registering, publishing, and disseminating these ancestral stories.

If, on the one hand, these projects dynamise the daily routine of local populations, on the other hand, they create attractions for these regions, which are now visited by tourists who enjoy experiences based on interaction with the local population. Thus, the isolation these populations are subject to, and who like to receive and live with different people, is broken and the seasonality of tourist visits to these places is reduced.

New technologies support the sharing of information on all tourist destinations. Nowadays, people relate to each other through social networks, especially the younger layer, which means this type of sharing of experiences reaches the less young layer. In this context, intergenera-

tional tourism emerges, integrating families, especially during the most critical phase of the covid-19 pandemic. Rural tourism grew exponentially, and interior places became better known and more visited.

Desertification in this region has been compensated by attracting young non-Portuguese students. The Instituto Politécnico de Bragança (IPB) is very popular with students from different backgrounds (Asians, Portuguese, and Brazilians). Although already graduated, these students re-enrol in higher education to have a Portuguese certificate, thus making it easier to enter the job market. These young people want better living conditions and, above all, to learn the Portuguese language.

IPB initiatives supported by municipal policies and the proximity of these small urban centres encourage these young people to create their businesses. In the last censuses, there was population growth in some parishes due to the number of migrants living there. It is not an exponential growth, but these young emigrants have gradually moved towards some villages where they settle down.





**Postmodernity:
a society in
transformation**

Postmodernity: a society in transformation

A contribution by
Sandra Prata Rodrigues

Professor at
Escola Superior de Ciências Empresariais
of Instituto Politécnico de Setúbal

The presence of immigrants in the Portuguese labour market is increasingly remarkable, mainly in sectors considered less attractive for native citizens, requiring fewer qualifications, and offering greater instability, lower wages, and harsher working conditions, such as agriculture, industry, and construction. These are some of the report's conclusions on the analysis of immigrant integration indicators promoted by the Migration Observatory (ACM, 2021), corroborated by the annual data from the Portuguese Immigration and Border Service reports and the demographic statistics from Statistics Portugal official body.

The considerable growth of migrant populations in the national geographic and social space brings visible impacts concerning the revitalisation of Tourism. The most recent data reveal an increase in the number of resident foreign citizens with professional occupations linked to the Hotel and Restaurant industries but also bring news as to the entrepreneurship manifested in the creation of small businesses linked to commerce, services, and restaurants.

The current migratory movements follow a growth trajectory that has equally impacted the population balances, making

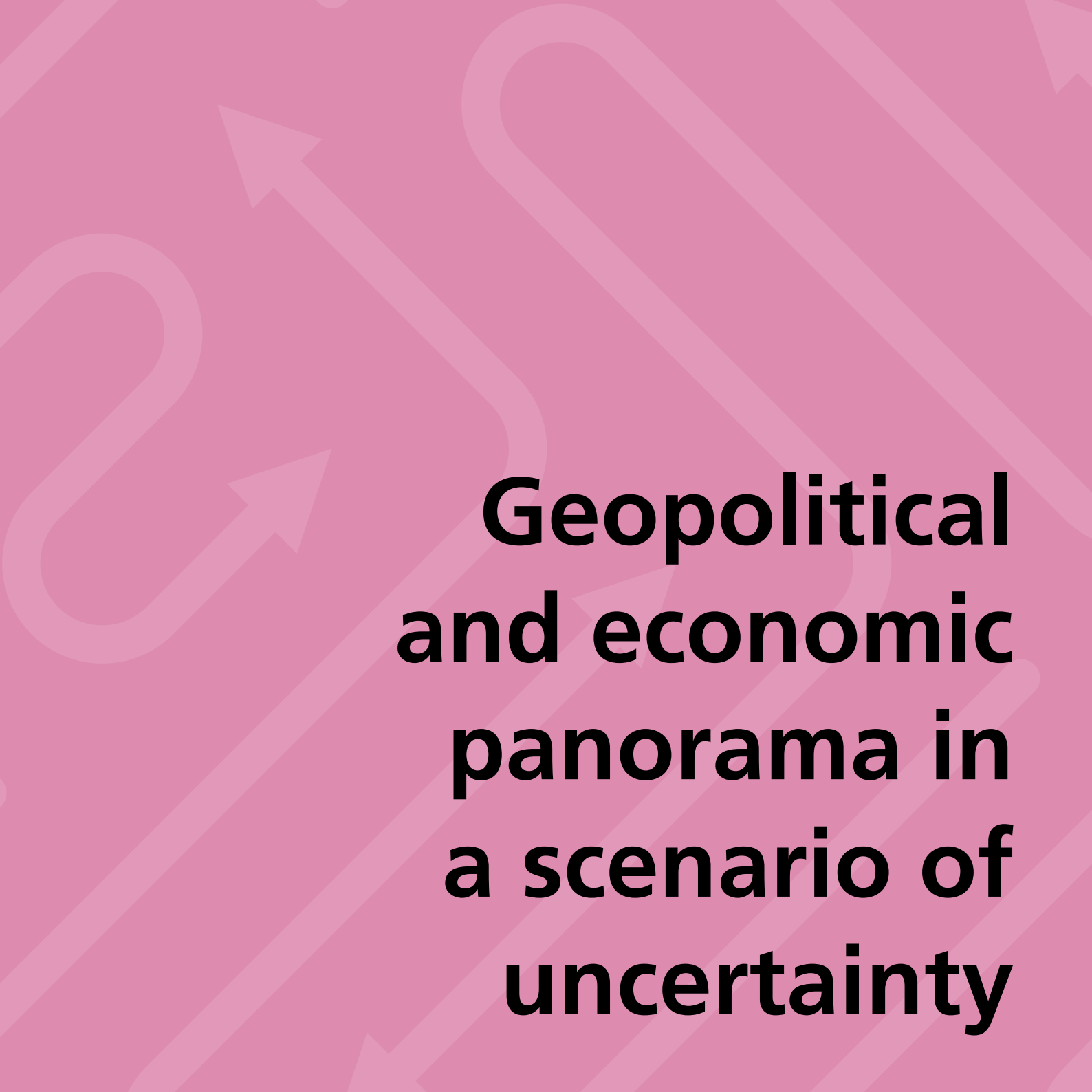
the migratory balance positive (since 2017) and revitalising the population. In 2019, the downward trend in the resident population began to reverse, with significant effects on the rejuvenation of the population, so it is possible to perceive through the analysis of the predominant age groups in migratory movements, with significant expression in the working age.

Within this framework, it is necessary to discuss and consider some complex issues that define these migratory movements, namely their actual qualifications, the difficulties experienced in housing and living conditions, and work opportunities and conditions.



ZAHIR MINIMERCADO

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**Geopolitical
and economic
panorama in
a scenario of
uncertainty**

Geopolitical and economic panorama in a scenario of uncertainty

By
Montargil, F.,
Rosário, J. F.
& Severino, F.

(Based on the debate in the Congress “Future of Tourism: International Meeting”:
Luís Coelho, Luís Machado Barroso, and Pedro Braz Teixeira speakers)

Over the past several decades, globalisation and the shifting patterns of interconnection with China’s high-growth economy have been crucial elements of the global economy. Despite this, the global financial crisis of 2008 and 2009 impacted the Western model of globalisation, leading to a halt in its advancement and even a retreat. The pandemic exacerbated this tendency toward deglobalisation, as did the growing need for reindustrialisation and a decreased reliance on foreign suppliers, particularly from China.

The Russian invasion of Ukraine drew attention to the issue of energy, food, and fertiliser dependence on Russia. As a result of this problem, it is necessary to reduce dependence. As an illustration, due to the “fracking” revolution, the United States no longer has a significant reliance on imported petroleum; they have achieved energy independence, whereas China obtains only twenty per cent of its energy from external sources, and the European Union obtains sixty per cent or more from outside the union, which is an unsustainable situation.

Considering the global manufacturing industry, the aftermath of the pandemic harmed the output of several factories, such as in China, with its strict restrictions. In contrast, countries such as the United States saw a significant increase

in commodity demand. The restrictions resulted in disruptions to supply chains, an increase in energy costs, and inflation, all of which already existed six months before the outbreak of the Ukraine conflict. Initially, central banks believed inflation to be a temporary phenomenon. Despite this, projections indicate that 2023 will be a year with economic growth that is roughly half of what is typical and that 2024 will be closer to normal, with inflation decreasing gradually over that year. The return to normalcy is predictable in the absence of an unexpected occurrence.

Despite low unemployment rates, many countries in Europe are experiencing a decline in purchasing power due to rising inflation and mortgage interest rates. In contrast to France and Germany, where the vast majority of mortgage loans have a fixed interest rate, Portugal has an adjustable interest rate that has a more significant impact on consumers.

The increasing fragmentation of the world, dependence on a set of countries and economic actors' interests, and disparities in the development of different countries cast doubt on the promised democratisation of societal prosperity brought about by globalisation. Additionally, the resurgence of unusual social movements in Europe makes it possible for the far right to gain

power in traditionally left-leaning countries.

The current international system, which prioritises economic and financial issues, will likely be replaced by one that prioritises political-strategic issues, as determined by an assessment and analysis of strategic issues associated with the West's most significant threats and risks. Strategic considerations will influence a substantial proportion of economic and financial structural decisions due to the shift in emphasis.

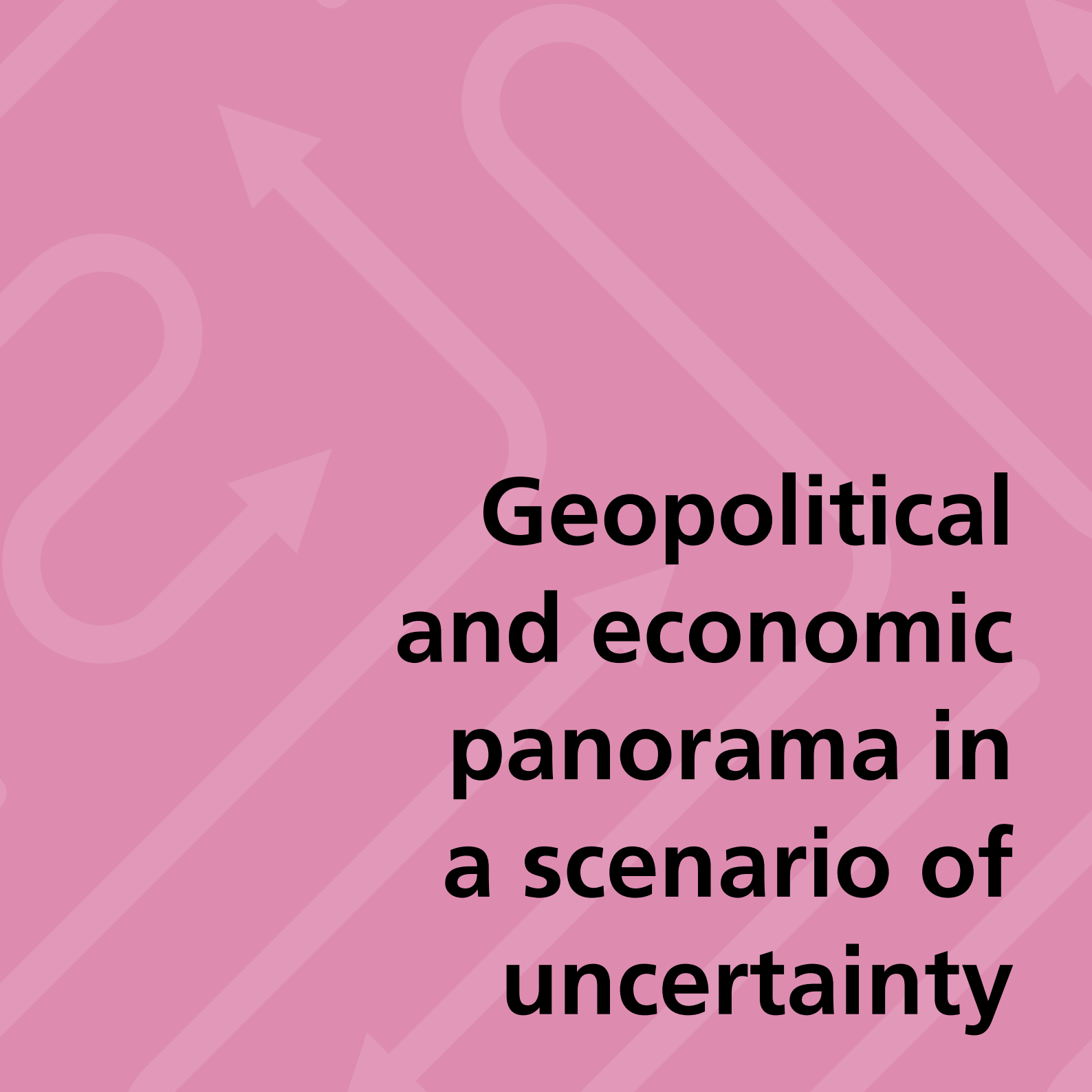
These global trends have a few positive outcomes despite their adverse effects. Even though deglobalisation is fragmenting the world, there is a trend toward cooperation. This development is essential for implementing global responses to address climate change, pandemics, and other crises.

Moreover, despite the pandemic and the conflict in Europe, the first months of 2023 were better than the first months of 2019, in most countries, for activities such as tourism. Tourism professionals anticipate a high demand during the summer, which raises the question of why people continue to travel and make purchases despite the current financial climate.

Nevertheless, concerns remain regarding the nation's economic competitiveness, and most

businesses are struggling with excessive debt. Considering the recent increase in interest rates, which has the potential to impact both business activity and employment, the risk posed by the level of debt in businesses is cause for concern.

Future generations will be confronted with the difficult task of addressing the challenges of globalisation and their associated obstacles in a very different world than ours. This task will become more complex as humanity continues to fragment and geopolitical events continue to affect the global economy.

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**Geopolitical
and economic
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Geopolitical and economic panorama in a scenario of uncertainty

*A contribution by
Luís Machado Barroso,
Coronel Tirocinado (OF-5),*

Professor at “Instituto Universitário Militar”

When we discuss geopolitics, we are discussing how geography influences politics. Politics is understood in two critical dimensions: policy (the art of governing peoples, pertaining to the rules, principles, or guidelines that guide political decision-making) and politics (the acquisition or maintenance of power over a group or society, pertaining to the political decision-making process). Both dimensions are inextricably linked to the occurrence of war. And these are processes that, despite having been extensively studied, remain poorly understood.

The war in Ukraine has much to do with Russia’s internal decision-making processes and existing regime. Important factors include the acceptability of Putin’s regime and the role that Russia could play in the international system. These issues can be linked to a revisionist position and how Putin may view the West after President Joe Biden’s decision to withdraw all U.S. troops from Afghanistan, which other NATO members followed.

There will likely be a transition from a system in which economic and financial issues play a central role in the relationship between states to one in which political-strategic issues play a more significant role.

This transition implies that an increasing proportion of economic and financial structuring decisions will be based on evaluating and analysing strategic issues associated with the West's perception of the greatest threats and risks.

Recent history, perhaps from the middle of the nineteenth century to the present, demonstrates that when the great maritime powers are challenged, they emerge much more potent even if they appear weakened. This occurred in England in the 19th century and the United States in the 20th century, and it may occur again within the next five to ten years.



The background is a solid light pink color. It is decorated with numerous white arrows of varying lengths and orientations, all pointing towards the center of the image. The arrows are semi-transparent and overlap each other, creating a sense of movement and convergence.

**Science,
innovation, and
technological
transformation**

Science, innovation, and technological transformation

By
Calisto, M. L.
& Madeira, R. N.

(Based on the debate in the Congress "Future of Tourism: International Meeting":
Carla Pereira, Cátia Pesquita,
and Soumodip Sarkar speakers)

New I&D&I model

It has long been known that the patent model to protect research and development does not work. Nowadays, we are living in a world of open innovation. Additionally, an artificial intelligence (AI) agent may author many future innovations, not people. For instance, we must be prepared for new drugs to be developed by AI systems at an astonishing rate.

It is not just patents that will become obsolete, but the whole mechanism of regulation, authorship, and intellectual property, and we will have to face these challenges. For example, it is already complicated to patent software. It will be even more difficult with software being written or co-written by these AI systems. Therefore, we must prepare ourselves for a world where it will be challenging to maintain intellectual property, regardless of its protection mechanisms.

In health, we will also have a significant change. Some countries have already adopted a new model with research priorities centring on people. Research is focused on what research teams and evaluation panels consider a priority and what results from listening to and involving citizens. Citizen science has been discussed in the United Kingdom for a decade.

Breakthroughs in health

Recently, the term 'pandemic' associated with a respiratory disease entered the language of citizens. Still, there was already talk about a pandemic of particular diseases in the world of neurology. In the past two decades, Alzheimer's disease numbers have tripled. The epidemiological data for neurodegenerative diseases are frightening. Several factors are associated with the disease, with a significant weight of ageing. However, it is also partly due to climate change, the use of toxic products and the growth of intensive agriculture. It is increasingly known that climate change impacts health and that an average increase of one degree in temperature will represent an additional 2% of cardiovascular risk. We, therefore, have significant challenges for the future.

Despite that, life expectancy is increasing. However, the objective is for people to live with a better quality of life, reducing the number of years they live with a disability. Technology already contributes to this goal, with predictive models guiding the clinician's decision-making. In the beginning, there was much fear that AI would make decisions for health professionals but, more and more, one realises that it is not the case. AI came to support decision-making that will always be the prerogative of professionals and patients alike.

AI, IoT, robotics and cloud computing

AI already has several applications in health regarding diagnosis and prognosis and the monitoring of chronically ill patients. So far, there has been a focus on what happens after disease onset, predicting the progression of that disease, and making treatment recommendations. However, we may expect some movement towards preventive medicine supported by AI. Preventive medicine is going to be the big trend of the next decade. We want people to live longer and with quality of life.

At the European level, there is already much demand in the future investment program for this area combining the amount of data that health services collect across Europe with the capabilities provided by AI for analysing data. This will not only help people who are sick but will allow everyone not to get sick or not to get very sick. AI in health currently lives inside hospitals, rehabilitation centres, and clinics and will start to be inside people's homes and used in their daily lives. We must be prepared for this reality: the focus on prevention. This transition also concerns the Internet of Things (IoT). We already have sensors scattered across cities, making them 'smart'. However, sensors will also be in our bodies, giving us information and advising us on the best decisions to avoid disease.

The world is changing in health, arts, advertising, and many activities that will be developed at much lower costs. We must know how to live with these new technologies and take advantage of them as much as possible. From an ethical point of view, there are relevant issues to resolve. Soon it will be challenging to detect whether or not a text or any other product was created by an AI. The challenges will be more complex when joining AI with the metaverse.

Augmented reality, virtual reality and the metaverse

We are moving increasingly towards a virtual world. In medicine and many other areas, the metaverse will be a reality. Any citizen in any part of the world can access the best courses in the metaverse and experience a classroom from home. We will have disruptive innovations in education and tourism, too. Many will have a virtual tourism experience in any destination via the metaverse. The metaverse can be disruptive in many areas, and many companies are working very seriously in this reality.

All that is missing is a good working example; so that all other companies can follow. Perhaps, we will have it in less than a year. However,

there are still some challenges. A few years ago, Google launched augmented reality glasses that were expected to revolutionise how we interacted with technology. However, few units were put up for sale, and questions arose regarding other people's privacy. We also have the example of Second Life. We have had innovations that end up not working at scale. Sometimes a technology that seems to have much potential, and to be disruptive, can face significant challenges when entering the real world.

This is the great challenge of the metaverse. Some people get bored with virtual reality (VR) glasses, a great challenge for companies in this area. A considerable percentage of the population (perhaps 20%) cannot interact in this environment without getting seasick. Moreover, another 15% of the population needs to get used to it and may never overcome the difficulties in using VR. User experience can be a big hurdle to overcome in the metaverse. However, there have been positive experiences in which VR has brought a motivational dimension, for instance, to the practice of physical activity of patients with neurodegenerative diseases because it allows activities to be easily adapted to the tastes and preferences of users.

Another question with the metaverse is the digital divide. The division between those with access and those without access. Between the rich and the poor, between those with good internet connection and those without. How will societies minimise the digital divide?

Privacy, security and cybercrime

We can all imagine a future where everything will be connected. We will move from cloud computing (where our data goes to mega computing centres where it is processed) to edge computing (where computers at various points process the data closer to where the answer is needed). What is the implication of having AI, the metaverse, edge computing, and IoT everywhere, in cities, organisations, homes, people, and operating globally?

The web has no borders. We are in the EU, which has legislation that regulates AI. However, nothing prevents us from using an application hosted outside the EU (for example, ChatGPT); in those cases, we are not protected under EU regulation. Therefore, regulating something without borders will be a considerable challenge in the coming years.

There are two pertinent issues concerning privacy and data protection. There is the issue of regulation and crime (cybercrime), such as invasion of privacy or data theft. However, there is also an ethical problem – what can and should we do with data? This ethical problem is societal. We give big tech companies much more data than we realise but also give it away because we get something in return. People must be heard about how technology can be used. Technology may meet people's needs as long as this is what people want.

From a security perspective, the biggest challenge is that the scale of cyberattacks will increase. Many of these attacks happen because of vulnerabilities in the software and others because people are the weak point. So, we are going to have two types of attacks. Attacks on software vulnerabilities because it is impossible to make perfect software (more than 20 000 vulnerabilities are detected in commercial software per year) and attacks where people are targeted by phishing schemes, inadvertently giving access to credentials that allow hackers to get into systems. Cyberattacks are inevitable. Therefore, the big topic in cybersecurity is not prevention; it is resilience – how, after these attacks, organisations and management systems minimise the effect of the attack and quickly have their services available to customers again.

From the point of view of privacy, we currently have a third wave of the web (web 3.0; decentralisation with blockchain algorithms), but we will enter a web 4.0 where we will be interacting on the web with AI agents without knowing they are not people. Our privacy will depend on our ability to interact and be educated for that interaction with these AI agents. We must consider the balance between the degree of our privacy that we are willing to give up in exchange for the benefits we can obtain from sharing our data.

Hybrid intelligence, a collaboration between AI and people, could give higher agency to citizens. These hybrid mechanisms can create a balanced situation so we do not fall into a 'big brother' situation. They can also enable the collaborative creation of something better than what would result from what AI or people would do alone. Society 5.0 will be one where everyone is allowed to be not only a consumer of technological results but rather an agent that collaborates, cooperates, is at the centre, interacts and, somehow, ends up being heard and controls the purpose of the collaboration.



**Sustainability and
development:
challenges and
dilemmas**

Sustainability and development: challenges and dilemmas

By
Costa, T.,
Santos, Z. R.
& Severino, F.

(Based on the debate in the Congress "Future of Tourism: International Meeting": Antje Disterheft, Dolores Gallardo-Vázquez, and Fernando Perna speakers)

Sustainability and development are two closely related concepts. The world faces tough challenges regarding sustainable development and environmental management.

Thus, six topics are currently highlighted regarding this theme: environment, deglobalisation, digital transformation, circular economy, energy transition and European public policies.

For the transition to a sustainable development model, citizens, companies, and institutions must interiorise the pillars of the 2030 European Agenda. Society must rethink the current economic model and envisage the UN Objectives of Sustainable Development (OSD) to build a sustainable future. The transition begins with the citizens reviewing their roles and potential contributions to a more sustainable world. Leverage points, such as reconnecting with nature, rethinking the institutions and their roles in society, and how knowledge is created and applied, are crucial for sustainability. The citizens must feel they are part of the system, build their inner development goals, and act urgently. The institutions should be open to a more interdisciplinary and holistic knowledge approach involving cognition and emotions.

The transition to a sustainable development model implies structural changes regarding the social, environmental, and economic dimensions.

The citizen is the centre of the social dimension. Nevertheless, the attention must focus on different scales, from citizens to communities, such as places, cities, and regions. It requires a balance between the needs of all involved in the process.

Regarding the environment, it encompasses protecting natural resources, and biodiversity, reducing the carbon footprint, and mitigating the negative impact of societal development, while responding to that society's needs.

Economically, a model based on the circular economy is critical. Innovating and developing new technologies that mitigate the negative impacts on the environment is paramount. Public and private organisations must combine efforts for sustainable strategies while envisaging profitability and competitiveness.

The specialists put forward a fourth pillar, the institutional extent, as a bridge to link all the other dimensions. Institutions must work together and support citizens' or communities' initiatives to contribute to a sustainable development model.

Related to the challenges of deglobalisation, individuals, as citizens or consumers, play a vital role in the process. They must shift their mindset to change their actions towards a sustainable

world. On the one hand, society should decelerate its way of living, be conscious of the result of its actions on nature and allow nature to keep to its timetable to mitigate the consequences of climate change. On the other hand, not all social groups or communities have the same wealth level, which will entail unfair efforts from the most vulnerable. Equity ensures that the benefits and costs of development are distributed fairly. When it does not happen, assigning the responsibility for conscious actions equally to all citizens, communities, countries, or regions is unfair.

An obstacle to regions or communities' development is their distance from power. Respecting regions or communities' decision capacity and holding them accountable for their actions is crucial for their development. A weak decision capacity in an area limits the role of the stakeholders to plan, invest and take action.

The transition from globalisation to regional globalisation relies on supporting sustainable services based on innovation and technological development, resilient and competent stakeholders, and conscious and proactive citizens.

Also, the energy transition and European public policies are fundamental challenges. The EU has become a global leader in the energy transition. Climate change and environmental degradation

are severe threats to Europe and the world. To overcome these challenges, the European Green Deal aims to transform the EU into a modern, resource-efficient and competitive economy, ensuring net emissions of greenhouse gases by 2050 and promoting economic growth dissociated from resource use.

EU's energy policy is now a decarbonisation policy supported by several pillars: decarbonisation and competitive, secure, and integrated energy markets. The big challenge is to transform ambition into strategies and concrete actions. So, it is vital to clarify decarbonisation pathways, define the key priorities, and adopt suitable instruments and policies. But it is also crucial that citizens understand the high financial burden of the transition. Cost efficiency and fair redistribution of costs and dividends among citizens, Member countries, economic sectors, and territories will be necessary.

Companies and governments must work together to promote the Green Deal implementation and address the challenges and opportunities presented by this transition. Instead of focusing on taxes and penalties, European public policies should encourage and support innovation and technological development to achieve the intended goals. In parallel, national governments and institutions should implement the conditions to boost the transition by acting

on the development of the competencies needed to embrace the opportunities and of the infrastructures more aligned with sustainable development.

Citizens must contribute to the new development model by embracing a new way of thinking and incorporating conscientious and fruitful actions into everyday life.



**Sustainability and
development:
challenges and
dilemmas**

Sustainable Transformation Through Inner Development Goals

**A contribution by
Antje Disterheft,**

Post-doctoral researcher
at Center for Research
in Environment and Sustainability
at “Universidade Nova de Lisboa”

Transition and transformation start with us: the Inner Development Goals (IDGs) are a critical bridge to achieving the Sustainable Development Goals (SDGs) and as an approach to transformation.

Mindfulness, empathy, and compassion should be considered as relevant characteristics of sustainability.

Also, approaches related to the “Deep Leverage points for transformation” (Abson et al., 2017) and “Inner transformation as a deep leverage point” (Woiwede et al., 2021) help guide us in our transformation endeavours:

1. Reconnect people to nature

E.g., Outdoor classes/learning in nature, vegetable gardens, etc.

2. Restructure institutions

For example: Going beyond the disciplinary divisions of faculties and departments, reflecting inter- and transdisciplinarity in the curriculum.

3. Rethink how knowledge is created and used for sustainability

For example: Include more holistic approaches (body and mind), integrating embodied knowledge, indigenous wisdom, etc.

I invite you to (i) include the idea of regeneration in our economic, social, and environmental thinking; (ii) develop a vision based on the intrinsic value of all forms of life – human and beyond human, and that promotes the preservation of life.

Concerning the second question, I would like to add the term deceleration to deglobalisation. This accelerated pace is not sustainable, and as the philosopher Byung-Chul Han wrote, our society is characterised by tiredness (“The burnout society”).

Otto Scharmer (MIT) makes us reflect that in today’s world; we collectively create results that nobody wants. So, the first challenge is to become aware and identify patterns we would like to avoid repeating. This challenge arises at the political level but also the company and individual level. We can review how we would like to collaborate differently and better at each level.

We can be more inspired by and in nature and learn from and with it. As Lao Tzu says:

“Nature does not hurry, yet everything is accomplished.”

Regarding the consumer and citizen role: we all have a fundamental role in the trans-

formation towards a better future; however, one should not wait for more conscious choices from the consumer or citizen as the leading promoter of change. We have too much inequality to make a paradigm shift promoted by purchasing power and more conscious/sustainable choices. I do not think it is right to place consumers as primarily responsible for their unsustainable choices. Here I see a great need to strengthen public policies and legislation, create new frames of reference and force companies to change.

The public policies already adopted, namely the European Ecological Pact, constitute, in my view, a significant opportunity on the way to change the paradigm.

*“We cannot solve our biggest problems if we do not come together. It is not only about institutions or processes. It is in the first instance about our mindsets.”
(Antonio Guterres, UN Secretary-General, 2021)*





**Sustainability and
development:
challenges and
dilemmas**

The importance of sustainable development in Tourism

**A contribution by
Dolores Gallardo-Vázquez**

Full Professor at
"Universidad de Extremadura"

The achievement of Sustainable Development is something necessary in the field of tourism. As the World Tourism Organization indicates, sustainable tourism is that "which fully takes into account the current and future, economic, social and environmental repercussions to satisfy the needs of visitors, the industry, the environment and the host communities". Ultimately, the one that meets the demands and needs of all interest groups.

We plan a more social, economic, and environmental tourism model, as these are the three classic dimensions of sustainability.

From the social point of view: There is a need to focus on bringing tourism to all people, considering it a benefit to which we all have a right. For that, it is necessary to start with the analysis of the different groups of interests (people, cities, regions, countries,), knowing the needs and demands of each one of them, as well as the offer existing in the territory, in such a way that it allows designing models that present a balance with the population and the territory or surroundings in which tourism can be enjoyed. At the same time, the existing natural riches in the surroundings will be enhanced.

From the environmental point of view: A well-designed sustainable tourism plan will minimise the negative impacts of climate change and global warming, considering the indications of governments and international organisations. Of course, the United Nations (UN) and the World Travel have proposed a carbon-free tourism plan. It is necessary to identify the factors with incidence, greater or lesser, in the emission of greenhouse effect gases. And awareness about it and sustainable planning will help to minimise the negative impacts and maximise the positive ones.

The previous one connects directly with the circular economy. State-of-the-art operating systems are needed, which contribute to the so-called decarbonisation; sustainable fuels and energy are needed to allow us to achieve what we plan. And therefore, the support of governments and institutions is needed for research, start-up and follow-up of the use of the new technologies.

An advantage of the transition to a sustainable tourism model is achieving the needed balance and guaranteeing profits for those who dedicate themselves to the sector and other social and environmental aspects. The transition is a win-win in the triple sense:

economic, social and environmental. For example, when planning on a destination, it will have an impact on the employment of the inhabitants of that destination, on the investment of new services in the area, on the need for a more focused education on different services offered, on the integration of the inhabitants in such services, in social benefits for the inhabitants, in the number of services that are offered, in the type of energy that is offered, in how the accommodations are managed concerning energy, ..., a series of aspects with social and environmental repercussions, as well as economic ones. From my point of view, good management, in the triple sense, is a clear advantage for an adequate transition.

Incorporating new technologies, artificial intelligence in tourism, big data, etc., will determine a significant challenge. They are tools to be used in a technological sector and offer many possibilities to any sector and scope of work. Therefore, preparation of the current and future generations is required in these tools capable of designing new sustainable tourist models.

Finally, without forgetting, development and technological innovation. The World Tourism Organization proposes more re-

silient, innovative, sustainable companies based on digitisation and alliances to rebuild tourism to create a more sustainable model.

The role of the individual is fundamental because there are many of us in the world, and we can do a lot, but awareness and action are needed. We can say that knowledge exists on the subject because, thanks to all the available means, today, everyone knows that we are in a delicate moment, that the phenomenon of climate change exists, and that something is needed to limit the adverse consequences.

The individual as a consumer has the significant role of deciding on good consumption habits; has to know how to satisfy their needs in the most optimal way possible, what type of energy to consume, at what temperature to put the heat, what to do with waste, ..., a multitude of questions that are easy to incorporate into our life.

And ultimately, individuals can be concerned about the quality of life without significant actions, just day by day. In such a way, the sum of these individual actions can become a mountain with a brutal weight in sustainability.

I believe governments and companies can implement sustainability policies, but they have plan them as an obligation to carry them out. The observed change would be enormous, and the transition towards a sustainable model could become a reality if we all act consciously.



Need to change?



**Tourism and
Hospitality:
rethinking
the future**

Tourism and Hospitality: rethinking the future

By
Umbelino, J.

This text stems from my participation in the event 'The Future of Tourism: International Meeting', more precisely as the moderator of the panel 'Tourism and Hospitality: rethinking the future'. I thank the participants in this Panel – Jorge Humberto, Raúl Ribeiro Ferreira, and André Tomé – for sharing their thoughts.

Thinking about the future is always a huge challenge and an obvious risk. One of the most precocious and prominent futurists, Alvin Toffler (1928/2016), even said no earnest futurist is dedicated to making predictions. Thinking about the future implies reflecting on the past and the present, anticipating the most likely or interesting worrying or urgent scenarios for debate.

Without being exhaustive in the references, much less seeking to rank them according to their projected importance, I begin by referring to the emergence and consolidation of the concept of experience applied to tourism. Not really because it is a recent phenomenon, but rather because the recognition of its importance in tourist purchases obliges the supply agents to plan and execute their operations under this renewed understanding of how to satisfy their customers/guests. It is no longer enough to offer the resources and products available in each destination. It is also necessary to anticipate

how they can be part of a rewarding experience for those who consume them, focusing on the desired repetition of visits and good reviews on the platforms where they may happen.

Another interesting subject is globalisation. Never having been an uncontroversial matter, it seemed, in the eyes of many, to be a (the) way for progress and the quality of life of more people, especially those living in less developed territories. However, the growing concerns with the issue of sustainability, namely environmental sustainability, have called this conviction into question while at the same time giving rise to the belief in a life returned to proximity spaces. On the other hand, the so-called good environmental practices by companies not infrequently also prove to have an economic gain. Could we be moving towards a tourist business based on demands for geographic proximity? Will we finally be able to include in sustainability practices a committed participation of local populations and their services and products in the tourist and hotel offer?

Still, about sustainability and sound environmental practices by companies, particularly in the tourism and hotel sectors, are we already in a time where everyone, including the demand side, practices these principles coherently and robustly? Alternatively, are we still in a

time when the goodness of these ideas, politically correct and easily recognised and shared, are still not diligently practised? Will setting benchmarks and demanding their continuation be more helpful, or will we be more successful if we take smaller but safer steps towards a progressive adaptation of procedures and attitudes? What are the effects of the so-called energy transition? Will we maintain consumption and work only on the most sustainable forms of energy production, or will we change energy consumption patterns?

Following the issues discussed in the meeting panel mentioned above, it is necessary to consider the ageing of the tourism population, meaning the necessary adjustments in the offer to serve a population with different characteristics. These characteristics concern how and when they seek tourist services. Older people need profound adaptations, both in the physical dimension of the offer and the services provided by the companies. We live in a time when it becomes normal for people to live 20 or 30 years after retirement, and progressively, people aged 80 or 90 continue to want to be tourists. Thirty or forty years ago, far fewer people reached this age and, additionally, they had been born and raised in a time when being a tourist was not a habit and much less a need. However, times

have changed, and now, more and more, we will have to incorporate the attractive economic potential led by these newer/elderly consumers.

Another topic draws our attention in the context of the European Union. Can the matter of the tourist offer bring some news soon, in the sense that the European Union comes to consider the approval of a common European policy for tourism? How could this affect the EU members' understanding of how they should program their offer?

From recent memory, what is the future effect of the COVID-19 pandemic on tourism, if any? Will the tourist model of 2019 be progressively resumed, or will the lessons learned from the pandemic and its subsequent period induce changes? The same can be said of the future effects of the recent war in Europe. Will we be able to continue to rely on the well-known wide circulation of people and goods, or is it more advisable to return to past economic models in which places and regions governed themselves more independently and autonomously?

What about the digital transition? Will we continue deepening it, expanding its effects to wider areas? Or will there be domains of human activity, particularly in tourism and hospitality, where certain limits on dismissing human inter-

vention will never be exceeded? How will deepening the use of digital tools impact our security and privacy, from purchasing to the simple presence in public and private spaces in tourist locations?

Returning to Alvin Toffler, he said, at the age of 40, that he had been born in the middle of history, in the sense that, since he was alive, as many transformations and novelties had already taken place as in all previous time. Today, such a statement would have to be uttered by a very young child.

In the end, there is no alternative to the challenge of scrutinising the future, in what is exciting and what it is frightening.

The background of the page features a complex, light blue graphic. It consists of a central spiral that winds inward from the outer edges. Overlaid on this spiral are numerous arrows of varying lengths and orientations, all pointing towards the center. The overall effect is one of dynamic movement and convergence.

Policy brief

Policy brief

*By
Calisto, M. L.
& Costa, T.*

Historically, tourism has shown a solid capability to adapt, innovate and recover from adversities. However, the most recent adversities, such as the COVID-19 pandemic, showed how new approaches and robust multi-level response and partnerships are an opportunity for the sector to transform and become more resilient, inclusive, and sustainable.

To boost tourism business transformation, better planning, and management, including improved measurement and monitoring systems, are crucial to guide adequate policies. These policies must also consider how tourism interconnects with other dimensions of society, such as social issues, the economy and geopolitics, society, science and digital transformation trends, and environmental concerns.

Society

Tourism policies must prioritise people's well-being. Therefore, governance institutions must concentrate on tourism's impact on livelihoods, employment quality, and opportunities for millions worldwide. Workers' rights must be protected, the work-life balance ensured, and jobs preserved.

Additionally, tourism governance must promote the engagement of all society's stakeholders, developing strong partnerships across the affected communities. The engagement of local, national and international communities has shown to be important in the recent pandemic crisis. Therefore, policies must create the context to protect those involved in tourism, from workers to travellers, in future crisis scenarios.

Economy and geopolitics

Considering the recent economic and geopolitical developments, there is a need to rethink the structure of tourism economies to build resilience and improve competitiveness.

Resilience depends, for instance, on developing the tourism infrastructure, improving service quality and the visitor's experience through new tourist products related to the cultural heritage and creative industries. Resilience also depends on increased interconnection with other related sectors, thus boosting economic growth and promoting investment opportunities. This interconnection provides a repurpose of skills and competencies to diversify beyond tourism and establish a "smart sector mix" in places where tourism is the main economic activity, providing

alternative income sources for tourism-dependent communities and building territories' resilience and inclusiveness.

Science, technological transformation and innovation

Given the speed of scientific and technological innovation, resilience will also depend on T&H's capacity to take advantage of technology. Policies should incentivise translating those innovations into practice. These policies could be related to developing and implementing digitalisation and other innovative solutions to improve operational efficiency, promote networked processes, expand travellers' experiences, and better understand and monitor travellers' needs and consumer trends, among other technology applications.

Moreover, this technological transformation is also directly connected to supporting sustainability measures, for instance, reducing waste generation, water, and energy use.

Environment

Finally, policies should press tourism towards a resilient, resource efficient and carbon-neutral sector. Action on climate change and investments in low-carbon infrastructure and R&D can generate broad-based economic growth and create millions of new jobs. Tourism design, operations, and supply chains must foster sustainable consumption, production models, and circularity to ensure increased efficiency.



SHIFT PROJECT TEAM

Authors

SHIFT PROJECT TEAM

Principal Investigator

Costa, T. – Teresa Costa holds a PhD in Management and developed her Post PhD in Entrepreneurship and Social Capital in Tourism at the University of São Paulo. She is a coordinator professor in the Department of Economics and Management at the Business School at the Polytechnic Institute of Setúbal. She is a researcher at CiTUR - Center for Applied Research in Tourism, member of the scientific board of CITUR-Estoril, editor-in-chief of EJTHR (European Journal of Tourism, Hospitality and Recreation) during 2018-2021. She is an invited professor at several national and international universities where she collaborates in several masters and doctoral programs Her current research interests focus on entrepreneurship, innovation, social capital, networks, governance, and sustainability in tourism. Her research has been published in journals such Journal of Business Economics and Management, Global Business Review, Journal of Small Business and Enterprise Development, Management Studies, Int. J. Knowledge-Based Development, Tourism & Management Studies. She has also published several book chapters and co-editions of handbooks and eBooks related with entrepreneurship, innovation, social capital, and networks with IGI Global. Currently she is the principal investigator of SHIFT project (PTDC/EGE-OGE/2146/2021) funded by FCT and she is investigator of several other research projects (FCT, EU, PDSE/Capes, IPS/CITUR). She also participates as project coordinator of 8 other different research projects (EU, PDSE/Capes, IPS/CITUR funded) in the area of entrepreneurship, innovation, networks, and social capital.

Co-Principal Investigator

Calisto, M. L. – Maria de Lurdes Calisto has a PhD in Management. She is an Assistant Professor at Estoril Higher Institute for Tourism and Hotel Studies. She is a member of the General Council of the Institute, coor-

dinates CIDI – Centre for Research, Development and Innovation and co-coordinates the Master in Hotel Management. She is a member of CiTUR - Center for Applied Research in Tourism. She develops research with an emphasis on Management and Business Studies, particularly in the context of tourism, hotel, and food service companies. Her research interests are business strategy, strategic marketing, intrapreneurial behavior, corporate entrepreneurship, human resources strategic management, and service innovation. She has experience as a principal investigator and co-PI of competitive research projects and supervises doctoral theses. She has several publications with global book editors and top-rank journals and is frequently invited as a lecturer for Portuguese and foreign universities and by the industry. In addition to her academic career, she has many years of experience in the business context in management roles.

Research Team

Belo, M. – PhD in Tourism, Miguel Belo is an invited Adjunct Professor at the Estoril Superior School of Hospitality and Tourism (ESHTE). He is an integrated member of CiTUR - Center for Research, Development and Innovation in Tourism and co-coordinates the Degree in Tourism Management at ESHTE. Develops research with an emphasis on Management and Business Sciences. His research interests are dark tourism, strategic management of tourist destinations and strategic management of tourism products. Participated in several competitive and national research projects. He has published several articles and book chapters and has several oral communications at international scientific congresses.

Machado, A. T. – Ana Teresa Machado has a Ph.D. in Management since 2011 from the Higher Institute of Economics and Management of the University of Lisbon. She has a Master of Science in Electron-

ic Information Management since 1996 from the Information School- at the University of Sheffield, having completed a degree in Economics in 1983 at the Faculty of Economic and Business Sciences of the Catholic University of Portugal, where in 1994 she successfully completed his postgraduate MBA with a specialization in Marketing. She began her teaching career in 1993 and since 2021 has been Coordinating Professor at the Higher School of Social Communication of the Polytechnic Institute of Lisbon, currently coordinating the master's degree in Advertising and Marketing, a position she has held since 2018. In scientific-pedagogical terms, its fields of action are Digital Marketing, Social Media Marketing, and Marketing Analytics. As a researcher, she has been a collaborating member at the Center for Applied Research in Tourism (Citur-Estoril), since 2020. She is currently participating in the research project, funded by the FCT (PTDC/EGE-OGE/2146/2021)-SHIFT - Sustainability-oriented, Highly interactive, and Innovation-based Framework for Tourism marketing.

Madeira, R. N. – Rui Neves Madeira is an assistant professor at School of Technology, Polytechnic Institute of Setúbal, in the Systems and Informatics Department, having a strong background in Computer Science (MSc, PhD). Currently, he teaches and is responsible for Mobile Computing, Web (Full-Stack) Programming, among other courses, in different degrees. He is a researcher since 1999 and has participated in several European and national funded projects. He is a founder member and the head of the Research Centre for Engineering a Sustainable Development (Sustain.RD-IPS). Rui is also an integrated researcher (full member) at NOVA Laboratory of Computer Science and Informatics (NOVA LINCS), FCT, NOVA University of Lisbon, which has always been evaluated with Excellent grade. His general area of research activity is Multimodal Systems, with particular interest for personalization

of human interaction with smart spaces and objects/ machines, across different applications and using Natural User Interfaces, Gamification and Serious Games concepts. Rui has been leading several projects under Digital Health, but h also presents interest and experience focused on Sustainability and the digitalisation of processes and systems. Rui supervised 1 PhD thesis and is currently supervising 4 more PhD thesis. He supervised several MSc dissertation(s) and graduation/ undergraduate course completion projects. He presents experience in using Participatory Design and Co-Creation approaches towards User-Centred design.

Montargil, F. – Filipe Montargil is a Professor at the School of Communication and Media Studies (ESCS), in Lisbon, since 1998. Coordinator of the master's course in Audiovisual and Multimedia since July 2018. Invited Professor at NOVA IMS, Principal Investigator of the Living Lab on Media Content and Platforms and Vice-President of the board of the Institute of Communication and Media of Lisbon. He has collaborated with the European Commission, as an external expert, since 2015, and was also a professor at the Cardinal Stefan Wyszyński University, in Warsaw (Poland), at ISCSP, Universidade Católica Portuguesa, Universidade Lusíada and Universidade Lusófona, in Lisbon. He is a member of the scientific committee of several journals and conferences and authors and co-authors several dozen scientific publications, through national and international publishers. Executive Director of the Óbidos Technological Park and its business incubators, from 2008 to 2012. Founder and CEO of Data Crítica, Market and Opinion Research, and co-founder and Research Director at Netsonda, Consulting and Market Research, from 1998 to 2002. Filipe holds a degree in Sociology, by ISCTE, a Master in Communication, Culture and Information Technologies, by the same institution, and a PhD in Sociology, by the University of Évora.

Nunes, S. – Sandra Cristina Dias Nunes holds a PhD in Mathematics, with a Specialization in Statistics, from the Faculty of Science and Technology, New University of Lisbon. Is a Coordinator Professor in the area of Quantitative Methods, in Department of Economics and Management, Higher School of Business Sciences, Polytechnic Institute of Setubal. Investigates in areas of Multivariate Statistics applied to Business Sciences (Linear and Logistics Regression, Factor Analysis, Cluster Analysis, Forecasting). Member of the Center for Mathematics and Applications of the Faculty of Science and Technology of the New University of Lisbon (CMA/FCT/UNL) and of Research Center in Business Sciences (CICE-IPS). The work developed was in several indexed journals. Has also published some book chapters. Was involved as a researcher in the field of statistics and as a member of the CMA / FCT / UNL, in a project in Risk management in droughts: Identification, monitoring, characterization, prediction and mitigation financed by the Foundation for Science and Technology. Is involved in several projects promoted by CCISP and IPS, namely in the project that studies the economic impact that polytechnic institutes have in the municipality where they are implemented; in the project that analyzes school dropout at IPS and simultaneously promotes academic success. Is involved in two projects in the field of Tourism, still under development, financed by IPS.

Ramos, C. Q. – Célia Quitério Ramos holds a PhD in Quantitative Methods applied to Economics and Management, in the specialty of Econometrics, by the University of Algarve. Master in Electrotechnical and Computer Engineering by Instituto Superior Técnico. Graduated in Computer Engineering from the University of Coimbra. Also, is an integrated researcher of CinTurs - Research Center for Tourism, Sustainabil-

ity and Well-Being. Holds a Professional Diploma in Digital Marketing from Digital Marketing Institute in Dublin, Ireland. She is Coordinator Professor at School for Management, Hospitality and Tourism, also in the UALG, where she lectures computer science, mainly Information Systems, Business Intelligence, Information Systems for Management Support Decision. Currently, she was President of the Pedagogical Council, since 2017 until 2021, and Director of the degree in Marketing and member of the coordination of the master's degree in Hospitality Management, from 2015 to 2019. Areas of research and special interest include conception and development of information systems, tourism information systems, data analytics, business intelligence, social media marketing, internet marketing, etourism, ict applied to tourism and hospitality, website evaluation, econometric modelling, and panel-data models. Célia Ramos has published in the fields of information systems, marketing, and tourism, namely, she has authored a book, book chapters, journal articles and conference papers. She is reviewer of several scientific journals. At the level of applied research, she has participated in several funded projects. Also, she is reviewer of many international journals.

Rosário, J. – João Ferreira do Rosário is a Ph.D. in Management and is an Adjunct Professor of Marketing at the Escola Superior de Comunicação Social (ESCS), Instituto Politécnico de Lisboa, Portugal. Coordinator of the Advertising and Marketing Department, Coordinator of a Research Line at ESCS "Communication, Strategies and Creativity". Member of the Technical-Scientific Council and Pedagogical Council of ESCS. Professor in the degree and master's degree in Advertising and Marketing and in the master's degree in Strategic Management of Public Relations. Researcher-Collaborator at CiTUR - Center for Applied Research in Tourism. With published sci-

entific articles, communications, and book chapters in the areas of research in Marketing, Tourism and Information and Communication Technologies. Editor and reviewer of scientific journals and reviewer of scientific conferences and books. Portuguese coordinator of trans-European academic projects Businet HedCom, Businet International Trade Mission, REVE-IP and IP ISTAR-DOT-Erasmus. Coordinator of Research Projects at IPL-IDICA and member of the research team of the "SHIFT" project (FCT R&D Projects in All Scientific Domains).

Santos, Z. R. – Zélia Raposo Santos holds a PhD in Information Management from Information Management School (Nova IMS), Universidade Nova de Lisboa (UNL), specialising in Market Research with an emphasis on Marketing. She has a Master in Statistics and Information Management from Instituto Superior de Estatística e Gestão de Informação (UNL), is an undergraduate in Applied Mathematics by Universidade Lusíada de Lisboa and has a DEA in Social Comunicación from Universidad Complutense de Madrid. She is an Adjunct Professor at the School of Communication and Media Studies (ESCS), Politécnico de Lisboa (IPL), Sub-coordinator of the master course in Advertising and Marketing at ESCS, collaborates with the ESCS Bureau of Quality Support, and is an Invited Associate Professor at Nova IMS, UNL. Her research is mainly focused on social media marketing and consumer behaviour. She has published several articles in top-rank journals, has participated in research projects in Marketing, Tourism and Journalism, and collaborates as a reviewer in several scientific journals.

Severino, F. – Filipe Segurado Severino holds a PhD in Tourism since 2022, having completed his thesis in the field of events. He earned his master's degree in Hotel Management in 2017, focused on event

tourism, and his bachelor's degree in Leisure Management and Tourism Entertainment in 2011. He is a Post-Doctoral Scientific Research Fellow in the SHIFT Project (Sustainability-oriented, Highly interactive, and Innovation-based Framework for Tourism Marketing) at the Estoril Higher Institute for Tourism and Hotel Studies. In addition to his primary occupation, he is an Assistant Professor of tourism area, at ISG | Business Economics School. He is a scientific researcher of tourism, events, hospitality, leisure, event tourism, event management, tourist entertainment, contents tourism and Japanese popular culture. His professional background is in education, events, entertainment, and tourist information.

OTHER AUTHORS

Umbelino, J. – Member of the SHIFT project Advisory Board. Jorge Umbelino is a Geographer, MSc, PhD and "Agregado" in Geography and Territorial Planning (New University of Lisbon). He is currently a Full Professor at the Estoril Higher Institute for Tourism and Hotel Studies (ESHTE), Portugal, and a researcher at the Center for Tourism Research, Development, and Innovation (CiTUR) and at the Centre for Geographical Studies (CEG). His current scientific interests are tourism, tourism planning and accessible tourism. He has presented over 100 oral communications at scientific and professional meetings and publishes regularly. Jorge has played some academic roles, including National Director of CiTUR, Chairman of the Technical-Scientific Council of ESHTE and Director of the scientific journal GeoINova. Outside the academy, he held some leadership positions, such as President of the Institute for Tourism Training, Member of the Board of the National Authority for Tourism and Deputy-Director for Tourism.

Uncertainty is the new normal, especially in Tourism. Old and new constraints from the supply side and new needs and behaviours from the demand side require a transformative approach to tourism.

Tourism marketing efforts are often made independently by various tourism stakeholders, even though collaborative efforts have been recognised as a source of competitive advantage in tourism. This is even more relevant in a digitally driven and sustainability-oriented world, where tourism small and medium-sized enterprises (TSMEs) face a paradigm shift. More than focusing on recovery, TSMEs must rethink their role in a new economic order.

SHIFT (Sustainability-oriented, Highly interactive, and Innovation-based Framework for Tourism marketing) project aims to develop a framework, with an interdisciplinary approach, for a new collaborative tourism digital marketing paradigm. The framework will address how tourism agents may transition into that new paradigm, identifying the necessary preconditions, agents, motivations, processes, and expected outcomes.

We believe that this book will be valuable and useful for all those involved in Tourism.