

Restarting tourism with a compromise between competitiveness and sustainability

The 4 C's Tourism Destination Competitiveness Matrix

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Abstract

In the midst of the whirlwind caused by the Covid-19 pandemic, we understand that it is necessary to promote positive communication to boost creativity and, together with economic incentives, relaunch this activity that has contributed so much to economic, cultural and social development worldwide.

In addition, it is necessary to promote compromises, returning to the most pressing issues that the sector had been discussing up until the end of 2019, with great emphasis on the sector's sustainability issues and on a sustainable future in general.

Our contribution to the sector and, in particular, to the promotion of compromises between competitiveness and sustainability, is the creation of an analysis tool called the 4 C's Tourism Destination Matrix.

Keywords: Competitiveness, Reset; Sustainability, Tourism, 4C's Matrix.

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1. Introduction

Our society has still had the post-World War II period as a major reference for socio-economic evolution. The entire path of recovery and development, as well as new technologies, in the transition from the 20th century to the 21st century, allowed the world to witness a period in which a great majority of citizens could live in dignified conditions (although many human beings still live below the poverty threshold) and, among other elements, have access to unprecedented health care (resulting in increased longevity, for example) and leisure (particularly through holidays and tourism trips).

However, the referred development was accompanied by an enormous degradation and, in many cases, destruction of Earth's natural ecosystems. Part of this development has contributed dramatically to climate change, making it one of the biggest emergencies that human beings must tackle in order to leave a healthier planet for future generations.

In this respect, one of today's great challenges is to stop the rapid degradation of the planet while promoting the construction of a global society in which human rights are guaranteed and all citizens have access to decent living conditions. Despite this challenge being already herculean, in the year 2020 the SARS COV II, or Covid-19, pandemic was declared. With the year ending, many experts speak about the need for a reset and restart. The threats and risks that humanity was facing up until the end of 2019 have passed into the background and the fight against Covid-19 and its impact on current and future society is now at the top of the global agendas.

Tourism is one of the sectors of global economic activity that is suffering the most negative impacts due to the pandemic. Therefore, it is important to revisit the topic at the same point it was at in the pre-pandemic period: tourist destinations were under pressure to continue to grow economically due to the weight of the sector in the GDP of many countries. They were also under pressure due to the competitiveness between the various tourist destinations, due to (mainly environmental) impacts, and due to the need to promote sustainability in the sector and contribute to minimising climate change.

Sustainability implies not only environmental protection, but also shared benefits between the tourist, the community and the economy. Therefore, when working for the post-pandemic period, it is important to ensure that the same path that was being followed to build a sustainable tourism sector still continues. Therefore, it is important to understand how to manage competitiveness and find mechanisms that can lead to a compromise between competitiveness and sustainability.

After an in-depth study on tourism destinations competitiveness (TDC), a competitiveness analysis matrix was built and validated, which, after being applied, allows the views of the main players – tourists, residents and managers – to be understood. Among other relevant aspects, which will be described later, the use of this analysis tool allows the possible excess of tourism in a given destination to be understood, thus contributing to the adjustment of policies and initiatives related to the necessary balance between the competitiveness and the sustainability of that tourist destination.

We understand that one of the fundamental factors for relaunching the tourism sector through a compromise between competitiveness and sustainability is the creation of synergies among stakeholders. This perspective was reflected in the data obtained through the convenience sample used in the last validation phase of the 4 C's TDC Matrix.

Another result obtained from the convenience sample of the tourist destination 'Oporto' indicates that tourists' and residents' views were very similar, while those of managers were slightly different.

Finally, focusing on the need for a compromise between competitiveness and sustainability, we believe that worldwide initiatives will be decisive in encouraging hope for a more sustainable 'post-pandemic' world. We also believe that the creativity and resilience of human beings are always able to surprise positively. Tourism has the 'wow' factors that the world needs; now it needs a boost and support from governments, experts, stakeholders, including researchers and scholars, etc., in order to reset and implement all the sustainability strategies and projects that are currently on hold at the end of 2020. Each and every one of us can contribute to the sector or sectors of our expertise.

2. Sustainable tourism

Sustainable tourism is defined by the World Tourism Organisation (UNWTO) as a “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”¹.

Based on the United Nations (UN) General assembly resolution 70/193, 2017 was declared as the International Year of Sustainable Tourism for Development². According to the UN’s Sustainable Development Organisation, tourism is one of the world's fastest growing industries and an important source of foreign exchange and employment, while being closely linked to the social, economic, and environmental well-being of many countries, especially developing countries. Maritime or ocean-related tourism, as well as coastal tourism, are, for example, vital sectors of the economy in Small Island Developing States (SIDS) and Coastal Least Developed Countries (LDCs), (Affairs and Institute 2017).

UNWTO’s Secretary General, Taleb Rifai, declared that “the International Year of Sustainable Tourism for Development has been a unique opportunity for all of us to come together to promote a tourism contribution that shapes a better future for people and for the planet, and to contribute to making this world a better place”, adding that “we are counting on you as we embark on this exciting new journey towards 2030. I trust that together, as a sector, and as people with the same vision and commitment, we will go far”³.

Five key reasons for tourism’s global importance were highlighted then, and are still valid today: 1. Inclusive and sustainable economic growth; 2. Social inclusiveness, employment and poverty reduction; 3. Resource efficiency, environmental protection and

¹ Sustainable tourism development. Retrieved from: <https://www.unwto.org/sustainable-development>. Last accessed on 28.09.2020.

² Sustainable tourism. Retrieved from: <https://sustainabledevelopment.un.org/topics/sustainabletourism>. Last accessed on 28.09.2020.

³ Legacy of the International Year 2017. Retrieved from: <http://www.tourism4development2017.org/news/roadmap-towards-2030-legacy-international-year-sustainable-tourism-development-2017/>. Last accessed: 28.09.2020.

climate change; 4. Cultural values, diversity and heritage; 5. Mutual understanding, peace and security.

In spite of its importance, some authors such as Mullis (2017) question if tourism may ever be sustainable. Nevertheless, after deeper analysis the author concluded that there is a substantial opportunity for businesses, visitors, host communities and residents to derive greater benefit from tourism. The strategic use of private, public and community partnerships, for example, supports destination-level tourism strategies, empowers host communities to protect their tourism assets and creates opportunities for private sector enterprises and NGOs throughout the tourism value chain. Residents' well-being and the visitor experience are improved in the process. Many problems can be addressed through: The use of collaboration and collective impact methodologies; The principles of circular economy; Evidence-based policies and planning; Regulatory simplification; Strategies, like the sharing economy, market-driven enterprise and product development; Measurement of economic, environmental and social impact; Monitoring and reporting across relevant spatial scales.

Cumulatively, these efforts will support science-based decision-making and help to mitigate tourism's negative effects. Furthermore, they can reduce commoditisation of the beautiful and historic places that the tourism industry depends on, while providing more opportunities for travellers and tourism businesses. When travel and tourism activities are planned and executed with the impact on communities and commerce in mind, tourism as an industry can live up to its potential as a great catalyst for economic, social and environmental prosperity (Mullis 2017).

In the 2030 Agenda for Sustainable Development (SDG), target 8.9 aims to, "by 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products". The importance of sustainable tourism is also highlighted in SDG target 12.b., which aims to "develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products".

Tourism is also identified as one of the tools to, "by 2030, increase the economic benefits to Small Island developing States and least developed countries", as comprised in

SDG target 14.7. (Platform n.d.); the sustainable tourism related SDG's are: Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all); Goal 12 (Ensure sustainable consumption and production patterns) and Goal 14 (Ensure sustainable consumption and production patterns).

To achieve the SDG's, the OECD Tourism Trends and Policies 2020 underlines how sustained development of the sector depends on the destinations' ability to promote adaptations to economic, social, political, and environmental trends, highlighting the emergence of integrated policies—with the participation of the private sector and local communities—in order to promote more inclusive growth (OECD 2020).

But, for the tourism industry to be sustainable⁴—environmentally, socially and economically—we must: Ensure tourism businesses are financially successful in the longer term; Protect and enhance the environment that tourism businesses depend on; Maintain and enhance support from local communities; Ensure our customers have outstanding experiences in all their tourism activities;

This notion is also shared by Guerreiro (2019), who declares that making tourism more sustainable is a continuous process of making optimal use of environmental resources, respecting host communities, and ensuring viable, long-term economic operations, providing fairly distributed benefits among tourism stakeholders. This is a complex activity, with a number of economic, environmental, social, and political challenges, which require adequate management and evidence-based public policies (Guerreiro 2019).

The new generation of tourism strategies require, according to Guerreiro (2019), a completely new approach in terms of data, to enable real-time decision-making, especially of crisis management operational decisions, and broaden the dimensions of destination management. Ultimately, technology and data generated by the rise of the digital economy can make destination management more efficient and improve tourism's sustainability. Global tourism experienced steady growth for more than six decades,

⁴ As per the vision of the Tourism Sustainability Commitment. Retrieved from: <https://tia.org.nz/advocacy/tia-projects/tourism/>. Last accessed in 05.10.2020.

benefiting from the rise in technological advances that have made travel easier and cheaper. Now, it is time to use technology as a tool for managing tourist flows and for improving the experience of both visitors and residents (Guerreiro 2019).

Further proving tourism's global recognition, for the first time ever a UN Secretary-General sent a message of support to the WTO Executive Council, recognising tourism's key role for people and the planet. SG António Guterres stated that: "Tourism can be a force for good in our world, playing a part in protecting our planet and its biodiversity, and celebrating what makes us human: from discovering new places and cultures to connecting with new people and experiences. This Executive Council is an important platform for collaboration, for exploring the way forward, and for supporting the future of tourism, on which millions of people's livelihoods depend. The decisions you take today can help to shape the future of tourism, making it more resilient and sustainable, driving green economic growth and supporting jobs" (Guterres 2020) .

Nowadays, in order to restart tourism, it is necessary to work together to build a tourism sector that works for everyone, where sustainability and innovation are part of everything we do, defends UNWTO Secretary-General Zurab Pololikashvili⁵.

Within the current pandemic context, it is more urgent than ever for global stakeholders to cooperate in simultaneously managing the direct consequences of the COVID-19 crisis. Some examples are already available. For instance, in order to improve the state of the world, the World Economic Forum is starting The Great Reset Initiative⁶.

3. The 4 C's Tourism Destination Competitiveness Matrix

After a study of the main theoretical models on the analysis of the competitiveness of tourist destinations, including: 1. Calgary Model by Ritchie and Crouch (1999), (Ritchie, J. R. B., & Crouch 2003); 2. Dwyer and Kim Model (2003), (Dwyer, L., &

⁵ The Executive Council of the World Tourism Organization (UNWTO) has met in-person and virtually for its 112th session. This was the first major in-person event involving tourism that the United Nations has held since the COVID-19 was declared a pandemic. The Executive Council was able to gather 170 delegates from 24 countries, who all agreed to support the Tbilisi Declaration with its commitment to making international travel safe again. Retrieved from: <https://www.unwto.org/news/unwto-executive-council-backs-strong-united-plan-for-global-tourism>. Last accessed 30.09.2020.

⁶ The Great Reset initiative. Retrieved from: <https://www.weforum.org/great-reset/>. Last accessed 10.10.2020.

Kim 2003); 3. Enright and Newton Model (2004), (Enright, M. & Newton 2004); 4. Gooroochurn and Sugiyarto Model (2005), (Gooroochurn, N., & Sugiyarto 2005); 5. World Economic Forum Models (2007), (Aguillar 2017), (Forum 2013); 6. Mazanec, Wöber and Zins Model (2007), (Mazanec, J. A., Wöber, K., & Zins 2007); 7. Hong Model (2008), (Hong 2008); 8. Kim Model (2012), (Kim 2012); 9. Cvelbar et al Model (2016), (Cvelbar 2016);

We came to understand that these models are mostly analytical and lack agility and the ability to promote a quick reaction, which is necessary in order to correct weaknesses or produce indicators that lead to the creation and implementation of services or products that facilitate the success of organisations and the respective tourist destinations. It is considered important for research to adjust to new realities. In the perspective of TDC analysis, it is necessary, from our point of view, to include fundamental current factors such as the level of digital transformation and the respective impact on the competitiveness of a tourist destination, as well as the comparison between destinations. Another fundamental factor is to compare the opinions of tourists, residents and managers and policy makers, to ensure that the pyramid (tourist/resident/manager) remains sustainable for the tourists, the destination and naturally for the residents, because as several authors defend, namely Ritchie & Crouch (1999) and Dwyer & Kim (2003), the competitiveness of the tourist destination must aim towards the socioeconomic prosperity of the destination and contribute to increasing the well-being of the local population (Ribeiro, Machado, and Henriques 2020b).

Based on the described vision, we started in search of a simpler and more agile instrument, capable of presenting systematic results about the TDC of a certain destination. The result was the creation of the 4 C's Tourist Destination Competitiveness Matrix. The construction of the matrix comprised 4 phases, Preliminary, Preparation, Test and Evaluation: 1. In the preliminary phase, a theoretical review was carried out on Tourist Destination Competitiveness Models (Ribeiro, Machado, and Henriques 2020a); 2. In the preparation phase, the Delphi method was used, inviting specialists in the field of Economics and Tourism to contribute with their experiences in the construction of the survey instrument (Ribeiro, D., Machado, LP, & Henriques 2020b); 3. In the test phase,

the questionnaire was validated through the Content Validity Coefficient (CVC) (Ribeiro, D., Machado, LP, & Henriques 2020a); 4. In the evaluation phase, a non-probabilistic approach was used: a convenience sample to obtain answers from tourists, residents and managers of the destination.

In the preliminary phase, a theoretical review of the tourist destination competitiveness models was carried out. These models were very complex and there were inherent difficulties in using them in the analysis of tourist destinations, which is why in several articles observed, the instruments used to measure the competitiveness and attractiveness of tourist destinations, namely questioning tourists, end up being created by the researchers themselves on a case-by-case basis.

The wide dispersion of issues and the range of approaches makes the investigative process difficult and does not help in the organisation and systemisation of the research questions; on the other hand, it does not allow, in a simple way, for destinations to be compared with each other, nor for the opinion of tourists who visit the destinations to be compared with the opinion of those responsible for it (i.e. of the host managers at the destination), as well as the comparison with the opinions of residents of the destination itself - key piece in the relationship: tourist/ manager/resident.

Thus, there was the need to create an instrument that would allow for the information to be organised and systematised, through an individual survey and that would answer questions that were considered essential, in order to establish and understand the alignment between the opinion of tourists in the destination and stakeholder strategies. This instrument should organise information and allow quick access to results.

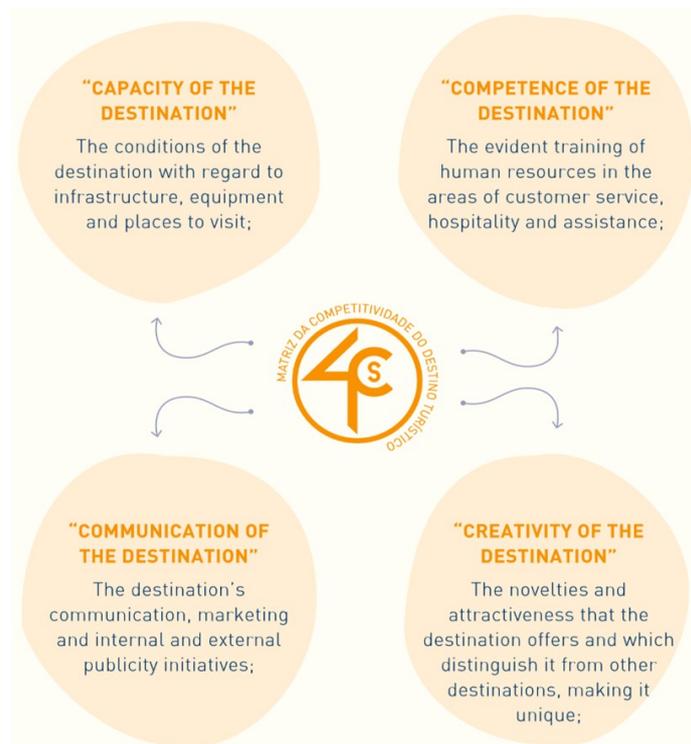
In the Test phase, the Delphi method was used, inviting 10 experts in the field of Economics and Tourism who contributed to the selection and organisation of the questions. This is a method that allows for the collection of the opinions of a group of experts - called the Delphi panel - by conducting a series of questionnaires, each of which is called a 'round'. In each round, participants are presented with a series of specific propositions so that, in each case, individually, they can be ordered according to a given established criterion. The results are then aggregated and delivered to the specialists so that they can reformulate their opinion about the proposals presented. The number of

rounds carried out varies according to the degree of consensus reached by the specialists (Grime and Wright 2016).

This method is essentially distinguished by three characteristics: anonymity, interaction with controlled feedback and the group's statistical responses. One of the great advantages of this method is that it allows people who do not know each other to create a joint project without having to reveal their personal opinions to each other, and it allows them to reach a general agreement on a given area of interest (Marques and Freitas 2018; Martins Cunha, Pereira de Almeida Neto, and Stackfleth 2016; Rozados 2015). Three rounds were held: 1. the first round consisted of a face-to-face interview with each of the 10 specialists in order to obtain suggestions about questions to be asked in the questionnaire; the suggestions received were integrated into the webQDA qualitative research software in order to allow the proposals to be organised, structured, compared and homogenised; 2. in the second round, each expert was sent a list of the questions proposed in the 1st round (in alphabetical order), requesting their distribution according to the categories created on webQDA in the meantime, based on the contributions from round 1, (Infrastructures and facilities; Human Resources, Promotion and Marketing, Destination Identity); 3. in the third and last round, the survey containing 10 questions in each of the quadrants (40 in total) was sent to the panel; they were asked to select and order the questions according to their relevance.

Based on the contributions received in the third round of the Delphi method and the gap identified at the beginning of the investigation, the analysis instrument was then created. This instrument groups the questions and, in turn, the results, in 4 dimensions, all identified by a word beginning with the letter 'C' – hence the designation "4 C's Tourism Destination Competitiveness Matrix". Schematically the matrix is presented as follows:

Figure 1 – The four dimensions of the 4 C's Matrix



- The Capacity dimension summarises the items that are representative of the conditions of the destination in relation to infrastructure, equipment and places to visit, namely historical places such as museums, classified buildings and other points of interest; attractions such as infrastructure for relevant events such as stadiums, arenas, etc.; tourism sites such as beaches, countryside, mountains, rivers, etc.; places of entertainment and tourist entertainment such as theatres and cultural events; nightlife venues such as pubs, discos, etc.; restaurants and other gastronomic highlights, including wine experiences; land and air links with other cities and countries.
- The Competence dimension integrates items related to the training of human resources to assist, welcome and accompany tourists, from receptions in public buildings (museums, etc.), transport (ticket sales and passenger assistance), reception in the various infrastructures such as restaurants, clubs, etc.
- The Communication dimension, aggregates items related to the communication, marketing and internal and external dissemination initiatives of the destination such as signposting at the destination – in the metro and on public transport, at the exit of the airport or train stations to the city centre or places where events are held; promotion and dissemination of on-site events, from leaflets, physical

and virtual city maps, relationship between public and private institutions in promoting the destination, communication on social networks, easy access and purchase of tickets for travel and events through online ticket offices, specialised websites, and internet platforms; Accessibility of information, contacts, reservations, bookings and reservations through the main platforms available on the internet or APPs, such as Tripadvisor, Booking, Momondo, eDreams, Airbnb, Trivago, GetYourGuide, TheFork, among others.

- The Creativity dimension includes the items that represent the novelties and attractiveness that the destination provides and that distinguish it from other destinations, making it unique; namely, dynamics and innovation in the destination, differentiation from other destinations, awards received (tourism, gastronomy, etc.); destination preparation for events, conferences, etc., differentiation by segmentation (mountain, beach, etc.) attraction for major structuring events, such as sports finals, World Expo, International Galas, international meetings, etc., relationship and development of structural projects.

The final survey contains 30 questions in total, distributed as follows: 9 in the capacity dimension; 10 in the competence dimension; 6 in the communication dimension; 5 in the creativity dimension.

Next, the idea was to validate the survey according to the relevance, clarity and coherence of the questions. To this end, CVC - Content Validity Coefficient was used (Ribeiro, D., Machado, LP, & Henriques 2020a). Four guests from the previous Delphi Model application panel participated in the jury.

The Content Validity Coefficient is a methodology widely used in the literature to measure the agreement of a panel of experts in a given area on certain aspects of a questionnaire (Alexandre and Coluci 2018; Silveira et al. 2018; Souza, Alexandre, and Guirardello 2017; Yang 2002; Yao, Wu, and Yang 2008). Content validity is an essential step in the construction and development of data collection instruments. Some researchers use CVC to measure the representative importance of questions on a given topic; others use the method when translating questionnaires from other languages,

thus ensuring the clarity of the translation (Silveira et al. 2018). In the case of the 4 C's TDC Matrix, the intention was to create an instrument that is: uniform and balanced in terms of the number of questions, clear in terms of formulating each of the questions, and consistent with the objectives of the dimension and the questionnaire.

Through the use of CVC, each item was initially analysed individually, and then the questionnaire as a whole. This method uses a Likert scale (Retnawati 2016). In the evaluation, a scale of 1 to 5 was used: 1 for not at all relevant and 5 for very relevant to the issue; 1 for not at all clear and 5 for very clear, and finally regarding the coherence of the issue, 1 for not at all coherent to 5 for very coherent.

Content validity involves the subjective judgment by a committee of specialists, who evaluate the proportion in which the items of a measurement determine the same content and whether they are relevant and representative of a given construct (Martins Cunha, Pereira de Almeida Neto, and Stackfleth 2016). In the 4 C's TDC Matrix, the intention is to ensure that the instrument's content is, as mentioned above: relevant, clear and coherent. In the case of the validation of 4 C's Matrix, the 10 initial participants were selected based on this assumption (experience in the areas of economy and tourism); the reduction to a jury composed of 4 judges for this phase took into account the experience in methodological processes in the areas of economics and tourism (and also the availability expressed among the specialists).

In the last CVC column of each question, we find the overall rating from the 4 judges for each of the questions, calculated by adding together the ratings from each of the judges, dividing by 4 judges (average) and then dividing by the highest point on the Likert scale used (5).

Equation 1 - CVC formula for each parameter evaluated

$$M_x = \sum_x / J$$

Average per item: sum of the values from the Likert scale (x) by the number of judges (J)

We obtained the following values for each of the evaluated parameters: Relevance=0.99; Clarity=0.83; Coherence=0.88.

For the CVC of each judge for the scale as a whole, we start by calculating the CVC of each question regarding relevance, clarity and coherence by adding together the assessments and dividing by 4 to obtain the average.

It was then divided by the number of questions (30) and we obtained the CVC for each judge for each question. Applying the following formula:

Equation 2 - Calculation of the CVC for each judge of the scale as a whole

$$CVC_j = \frac{\sum_j^e}{V_{\max_e}}$$

the sum of the assessments of each of the judges calculated and then divided by the Likert's scale maximum (5), we obtained the following evaluations for the scale as a whole: Judge 1= 0.891; Judge 2=0.902, Judge 3=0.864; Judge 4=0.942.

To obtain the CVC of the scale as a whole, we calculated the average of the 4 judges and arrived at the value of 0.90. The literature recommends the calculation of the instrument error using the formula:

Equation 3 - Error calculation

$$Pe_j = \left(\frac{1}{N_j}\right)^{N_j}$$

We have come to an error of 0.0039. Finally, subtracting the error=0.039 from the CVC of the scale as a whole =0.90, we get to the **CVC of the instrument as a whole =0.8961**.

Validation through the CVC was another decisive step in the process of creating the 4 C's TDC Matrix. Once the new matrix was built and validated, it was applied using a convenience sample. To this end, a non-probabilistic approach was used. That is, a convenience sample to obtain responses from tourists, residents and destination managers was used.

100 responses from tourists, 100 responses from residents and 10 responses from hotel and restaurant managers were collected. The surveys were conducted in person, made available on iPad, between 1 and 27 February 2020, to tourists, residents and managers. All responses were considered valid.

To analyse the quantitative responses of the Convenience Sample, the statistical treatment of SPSS software was used; to analyse the answers to open questions, the webQDA software, to support qualitative research, was used.

Regarding the use of the tool, the simplicity of the treatment and processing of the sample is highlighted, as well as the presentation of the results (the intention in the future is to create a specific software for entering the data, so that tables and graphs are obtained automatically, thus allowing greater simplicity in the analysis and comparison of results between destinations).

Intellectual property and the logo were registered with the INPI - National Institute of Industrial Property, the national institution responsible for registering trademarks and patents in Portugal.

Subsequently, the survey was translated and printed in 11 languages: German, Arabic, Chinese, Spanish, French, English, Italian, Japanese, Hebrew, Portuguese, Russian, South Korean, being ready to apply in the city of Porto to around 9000 respondents (as soon as pandemic conditions permit).

Merchandise was also developed in order to create a positive experience for respondents, consisting of 1 gift kit, a cover, a pen and a postcard.

In the future, the goal is to replicate and automate the analysis (possibly through a web platform or an app) so that a large amount of data can be collected and subsequently analysed simultaneously.

4. Final considerations

The pandemic, regardless of all the impacts that are being experienced, came, from our point of view, to intensify the view that it is necessary for the growth of the sectors (in this case, tourism): that of “business as usual” and thinking differently. Above all, we understand that it is about integrating long-term thinking into financial decisions, using new instruments such as impact economics and natural capital, as well as taking full advantage of the potential of new technologies.

Fostering strategic thinking and planning during the 'slow down' phase is, from our point of view, an essential element for the sector's relaunch, emphasising sustainability

and competitiveness as well as the necessary paradigm shift regarding economic growth; this is undeniable, but it is urgent that we emphasise the impact economy and purposeful investments. Both cases argue that gains are fundamental, however, the timing for obtaining profits is longer.

Likewise, as we pointed out, it is necessary to promote initiatives that promote resilience, but also creativity, in parallel with financial support to the sector. These, in our view, are urgent, but they must take into account the creation of sustainability on the planet, in the tourism sector and, ultimately, in tourist destinations. In this respect, the decisions of the policymakers will be decisive. As António Guterres warned about the sustainability of tourism: “the decisions you take today can help to shape the future of tourism, making it more resilient and sustainable, driving green economic growth and supporting jobs” (Guterres 2020).

In our opinion, in addition to decisions, it is necessary that planning for the post Covid-19 period promotes the commitment to sustainability. This is possible, especially through collaboration and the creation of synergies between the various stakeholders, based on decisions based on real data regarding the views of the main stakeholders: tourists and residents.

Thus, with regard to the creation of the 4 C’s TDC matrix, it is believed that this new analysis instrument will be highly valid for managers and other people responsible for tourism, as a way of understanding the areas on which they should focus their intervention, in order to adjust their performance to the opinions and expectations of tourists and residents, especially with the aim of increasing their level of satisfaction with the service provided.

As for the instrument itself, the simplicity of the treatment and processing of the data is highlighted, as well as the presentation of the results (the intention in the future is to create specific software for entering the data, so that the tables and graphs can be obtained automatically, thus enabling greater simplicity in the analysis and comparison of results between destinations).

Although we worked with a convenience sample, this allowed us to conclude that the use of the tool can effectively constitute an asset and an innovation in this area. The

next step, transforming it into a technological tool, will be even more significant, in our vision.

As for the results of the convenience sample, these allowed us to verify that the perception of tourists and residents is, in general, coincident, while the view of managers/guardians is often more optimistic.

In general terms, we understand that there is a need for greater interconnection, collaboration and the creation of integrated strategies and synergies between stakeholders, thus making it easier and more viable to create compromises between the competitiveness and sustainability of tourist destinations.

Finally, we understand that, particularly in this exceptionally negative period that humanity is experiencing, everyone can make their contribution in the sectors they specialise in, both in the business and academic world; being connected to both, our contribution has been made through active and, in this case, specific intervention through the creation of an instrument that allows researchers and decision makers to analyse their tourist destination with agility and speed, or even carry out performance comparisons between destinations.

Tourism has the ‘wow’ factors that the world needs; it now needs a boost and support from governments, experts, stakeholders, including researchers and scholars, etc., in order to reset and implement all sustainability strategies and projects that are on hold at the end 2020. The world also needs integrated global initiatives such as the Great Reset Initiative, which call for the simultaneous collaboration of stakeholders to improve the state of the world.

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