

TRANSFORMING TOURISM

Flourishing beyond Sustainability



Anna Pollock, Conscious Travel
Toerisme Meetjesland
March 15th, 2018



- **WHY** it's time to re-think how we do tourism
- **The Nature, Focus and Direction of TRANSFORMATION**
- **Re-defining success from more to flourishing**
- **HOW** to start the journey

Adjusting to a VUCA world

**Environmental
Distress**



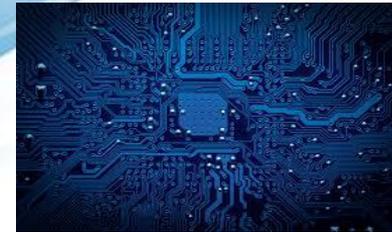
**Economic
Instability**



Volatile
Uncertain
Complex
Ambiguous

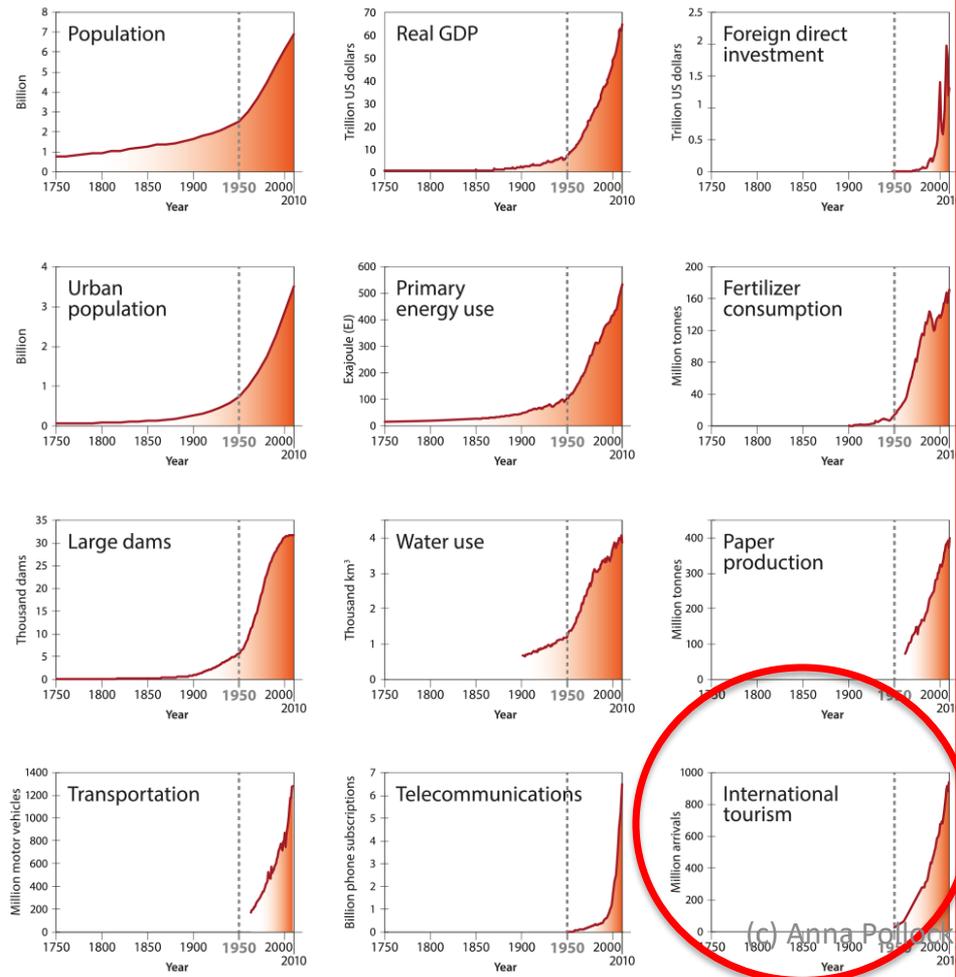


**Socio-Political
Unrest**

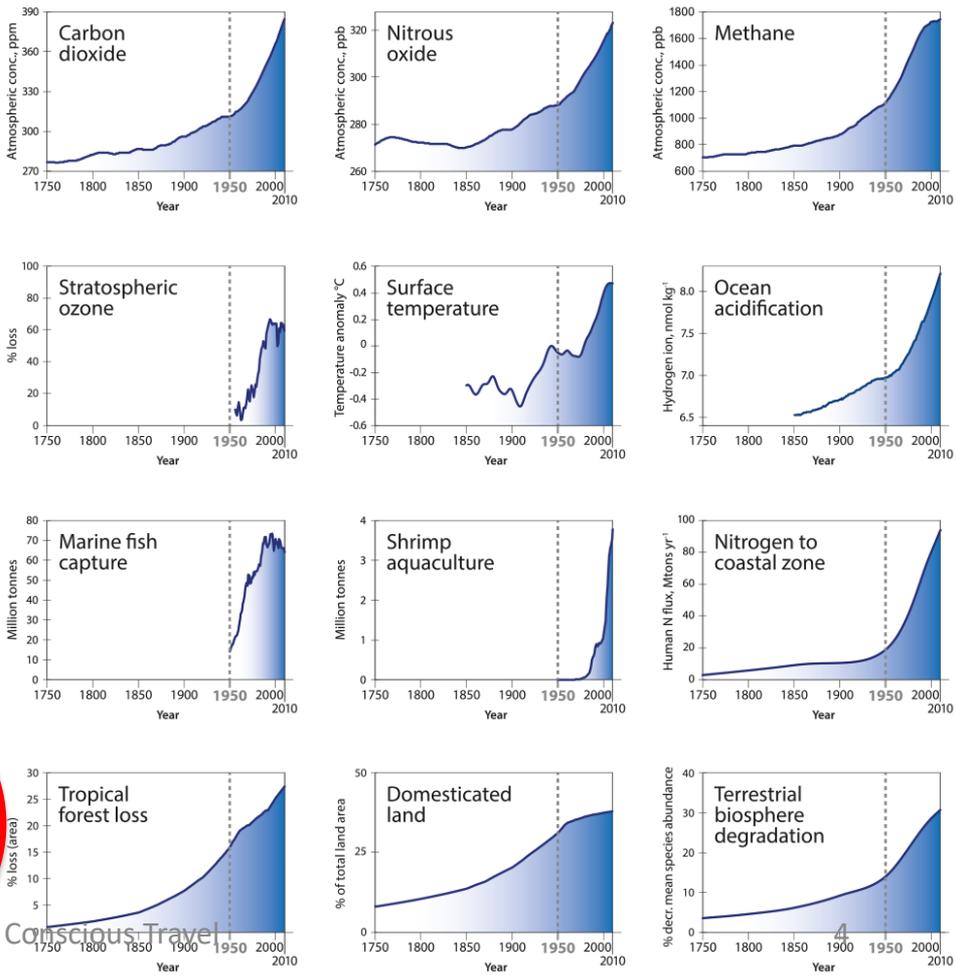


**Technology – that's
promising & terrifying**

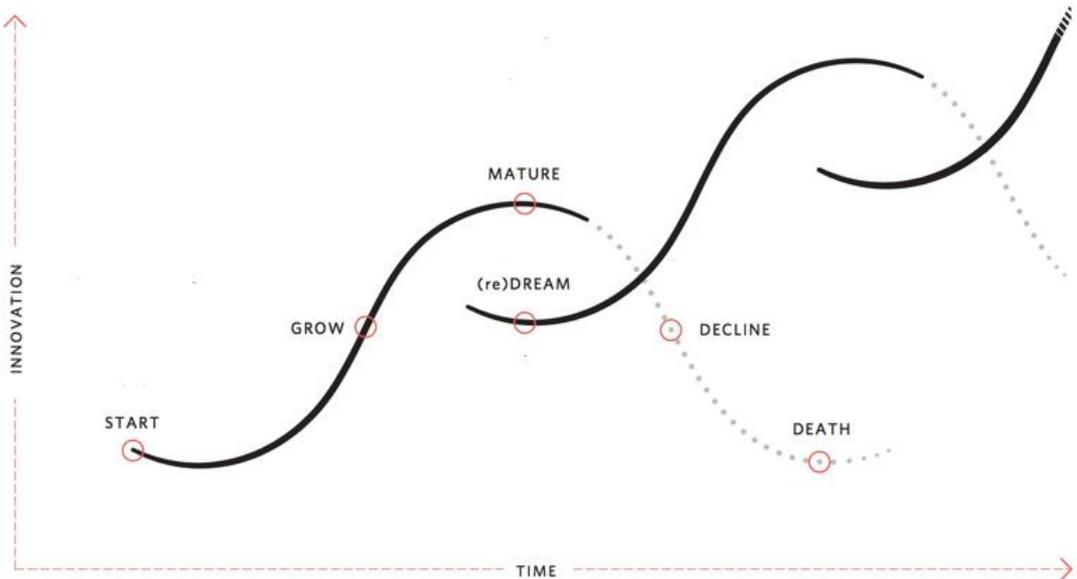
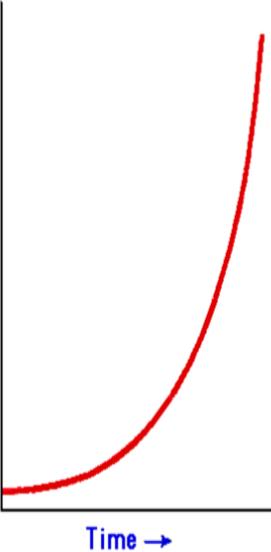
Socio-economic trends



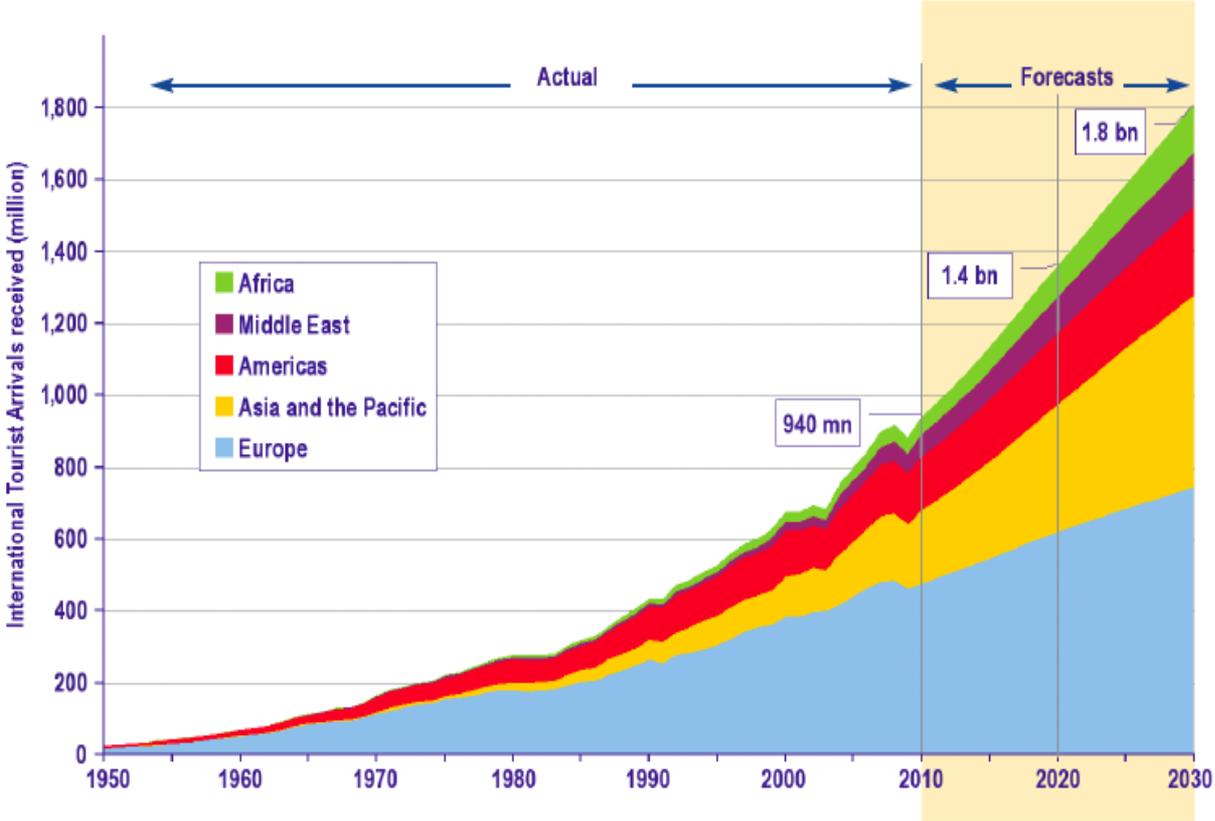
Earth system trends



Choose your pattern!



Phenomenal Success: But Systemically Flawed!



Tourism Borrowed the Production-Consumption Model



Travelers	→	Tourists
Places	→	Products
Experiences	→	Packages
Guests	→	Consumers
Hosts	→	Suppliers
Partners	→	Wholesalers
Fulfillment	→	Efficiency
Value	→	Price (cheap)

Standardization, homogenization,
automation, commodification

Internal Challenges

1. Tourism is an **extractive** economy dependent on finite resources
we must minimize our total footprint
2. Tourism is a **derivative, secondary** economy + demand is seasonal
subject to seasonality, boom and bust
3. We don't ship things, we move customers to have an **experience** for a specific unit of **time** in a specific **point in space** *creativity & innovation essential*
4. Virtually **no barriers to entry**, compete on price
we must significantly enhance value
5. Our processes are designed for **machines** when we're really a **human network, a living system**

DIMINISHING RETURNS ---- COST CUTTING & COMPETITION -- LOWER RETURNS -- GROWTH

Overtourism - Signs of a Tsunami crashing?

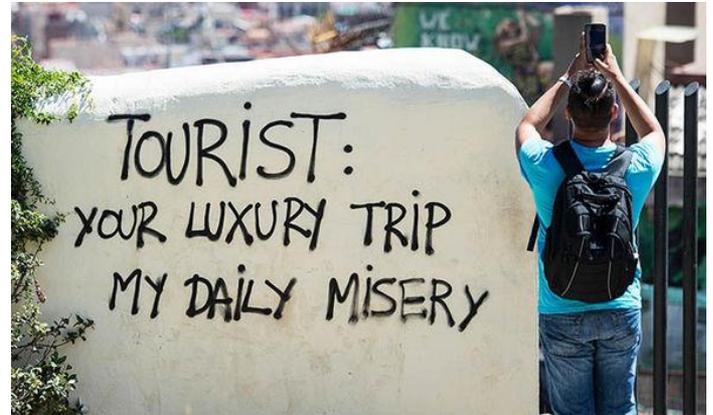


Success starting to Hurt

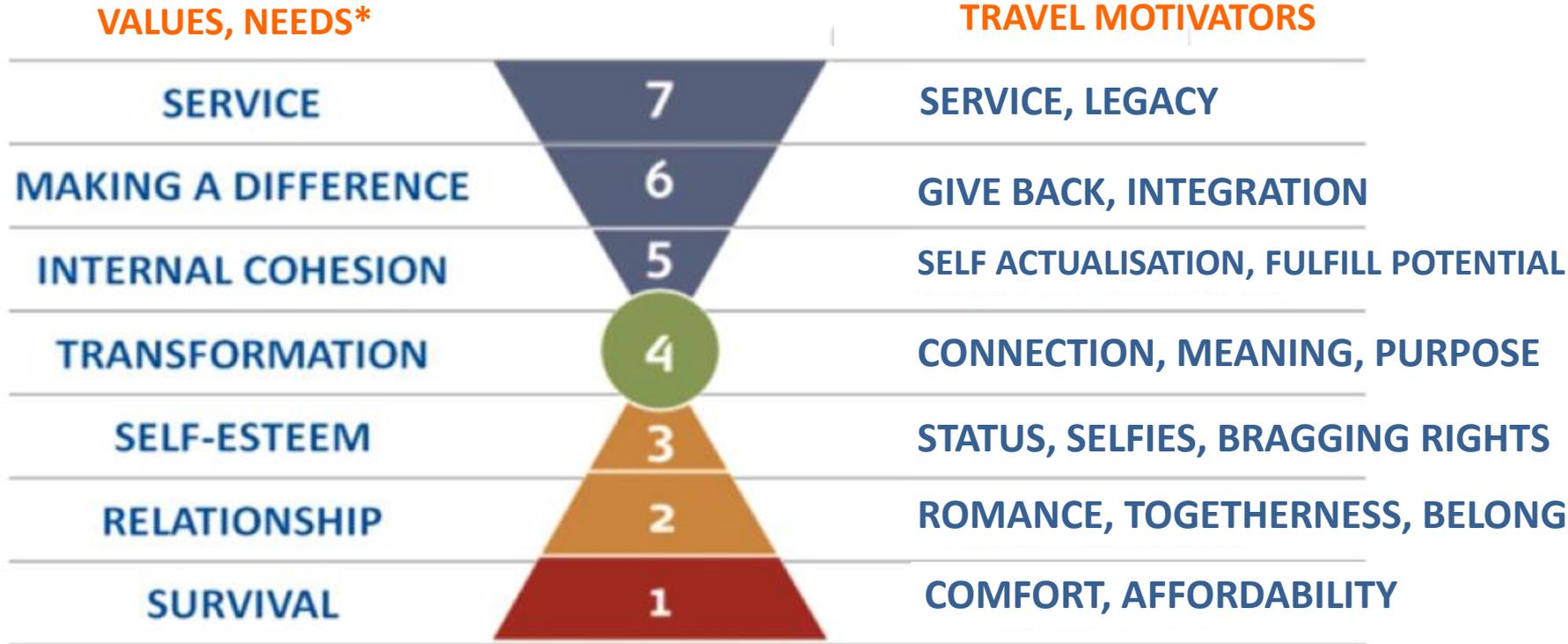
Is this the writing on the wall?

OR

Are we running into a wall?



Satisfying Changing Values



* MASLOW, BARRETT

Changing Travel Motivations – growth on the inside

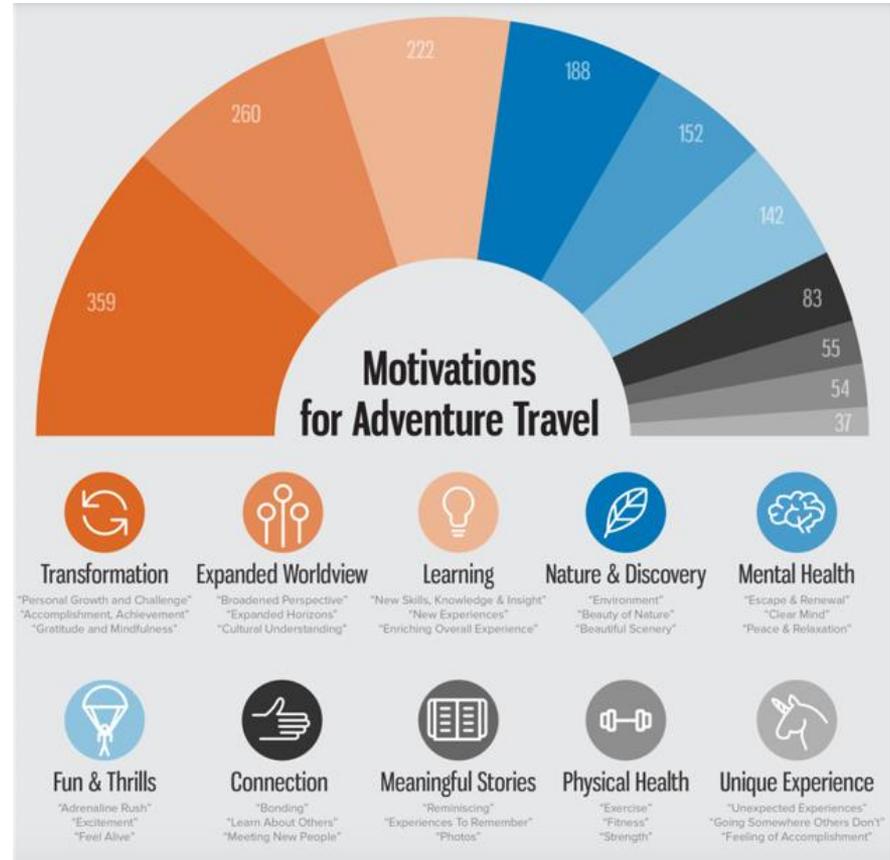


An **inner** adventure

A journey of becoming

An **outer** adventure

A journey of exploration





Welcome to a community
of dreamers and doers
united by a love of exploration
and doing good.

We are **Travel+SocialGood**

This value shift is changing the Purpose of Business



Milton Friedman,
1970s

The sole purpose of a
business is to make money
for its shareholders...

(Any business executives
who pursued a goal other
than making money were),
unwitting puppets of the
intellectual forces that
have been undermining the
basis of a free society
these past decades.

... from Profit as primary to Profit as secondary and as an outcome of Purpose



Paul Polman, CEO of Unilever.

“If you want to be a successful company in the future, you have to go beyond CSR and make a contribution” Polman

PURPOSE: “making sustainable living commonplace”

Deloitte.

To reach the Sustainable Development goals, **we cannot rely on economic growth. Business as usual will not work.** Sectors need to understand the role they can play in removing obstacles to social progress and work together to create healthier societies.

PEOPLE WANT TO BE HEARD



The Commercial Rationale for Change

1. We need to adapt to a VUCA world

Volatility calls for greater resilience, adaptability, diversity, innovation

Uncertainty calls for a capacity to discern patterns, anticipate, stay calm

Complexity calls for understanding systems, connection, collective intelligence

Ambiguity calls for clarity, focus, authenticity and integrity

2. The planet is now FULL – we need to retain our **Social Licence** to operate granted by host communities

3. By showing and increasing the real, positive **NET BENEFITS** to all stakeholders – that means delivering more VALUE to more people

4. Aligning with *what matters* – the changing aspirations and fears of our customers and stakeholders

Will 'Being Sustainable' be enough?

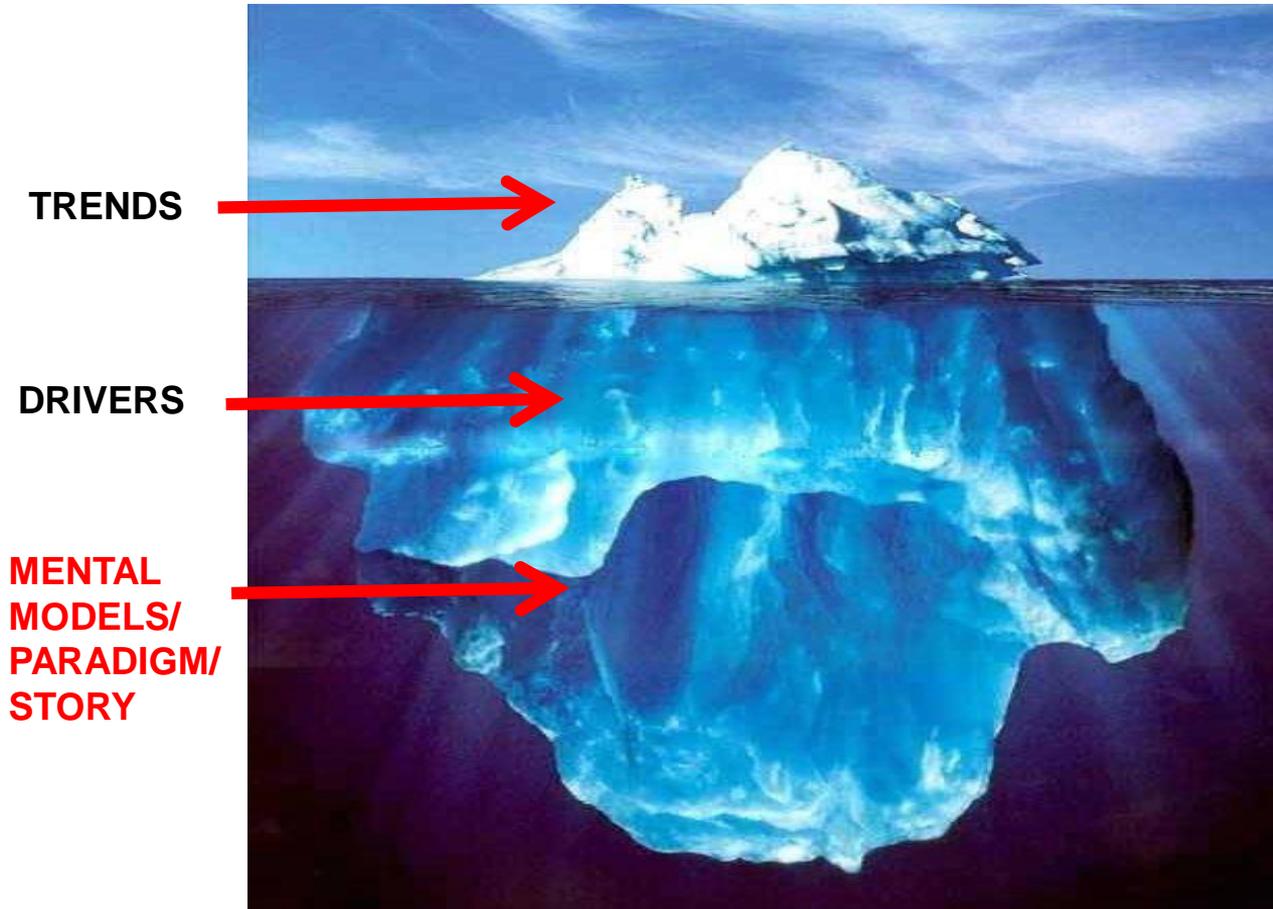


- Shrink our footprint
- “Does less harm” or maybe
- “Does some good”
- Cope – can we manage our way out?
- But is this enough?

COPING WITH SUCCESS
MANAGING OVERCROWDING IN TOURISM DESTINATIONS

 McKinsey & Company

Search for ROOT CAUSE



Examples of Tactical Responses

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Joe Dodgshun in Berlin
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Europe's beauty spots plot escape from the too-many-tourists trap



It's not enough to slow down, or do less ha



S.S. Titanic

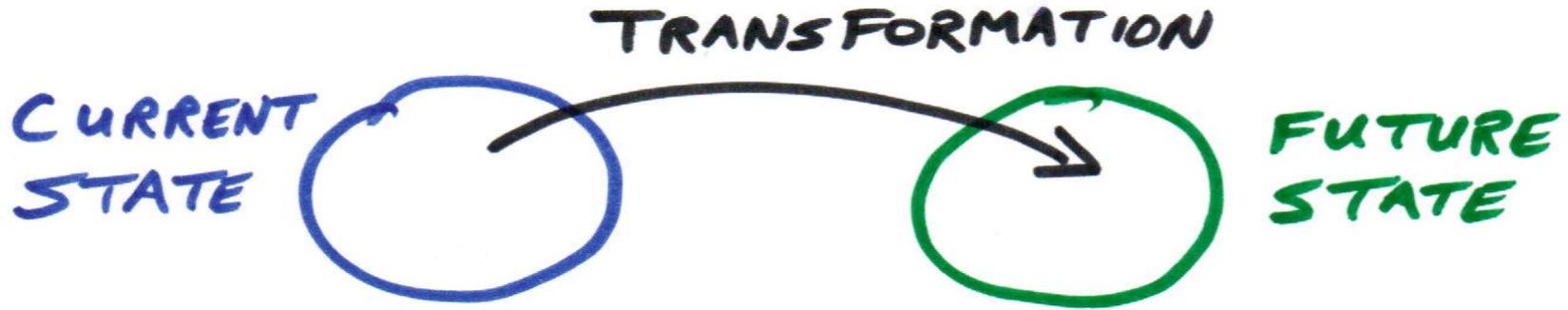
+



Symphony of the Sea

We must turn the tourism ship around

Turning around is another word for Transformation



THE DIFFERENCE BETWEEN TRANSFORMATION AND CHANGE

Source: Richard Barrett, The Values Centre

**Change is
doing things
differently.**

Adjust Business as Usual

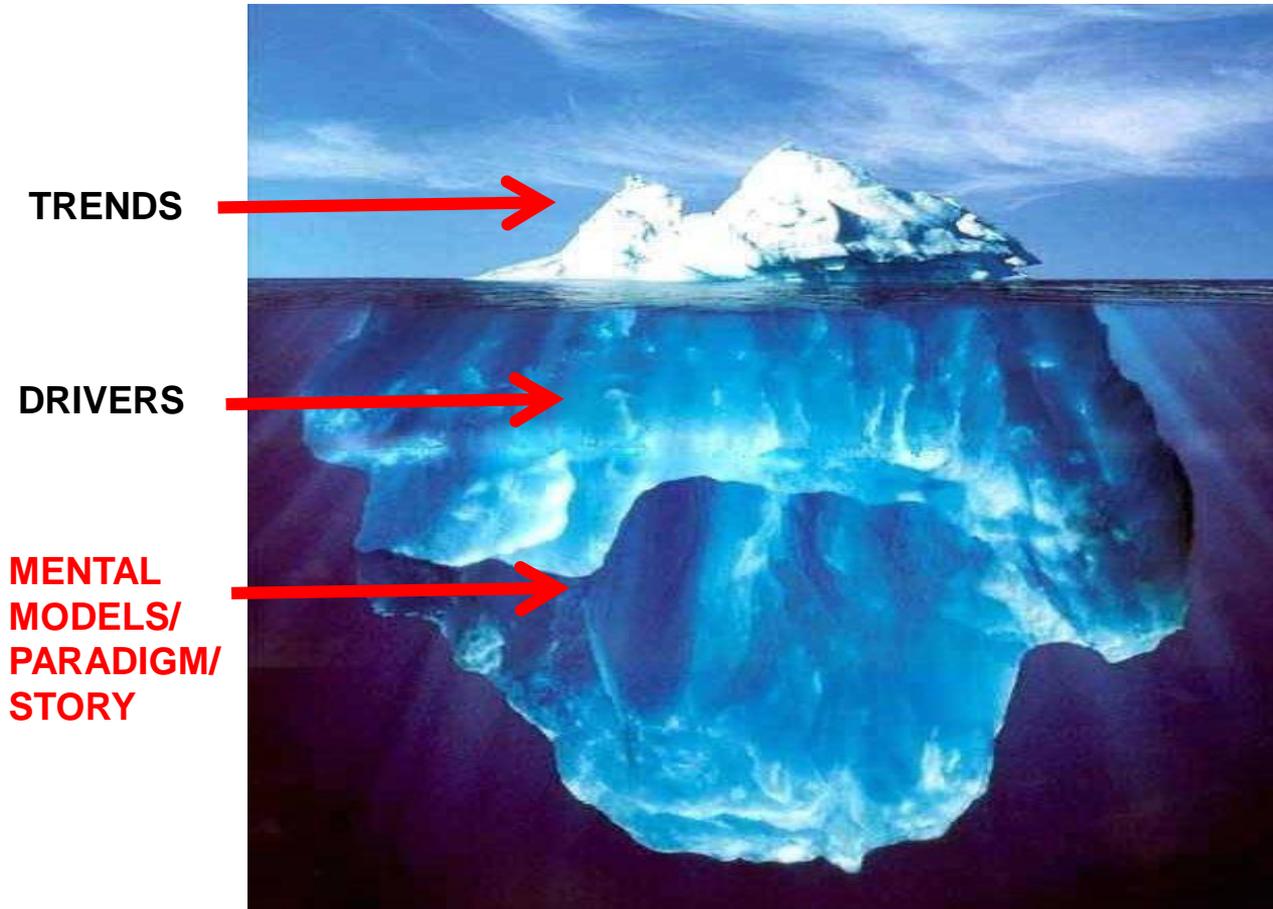
A shift in behaviours

**Transformation
is a new way of
being.**

and seeing

A shift in values

Search for ROOT CAUSE

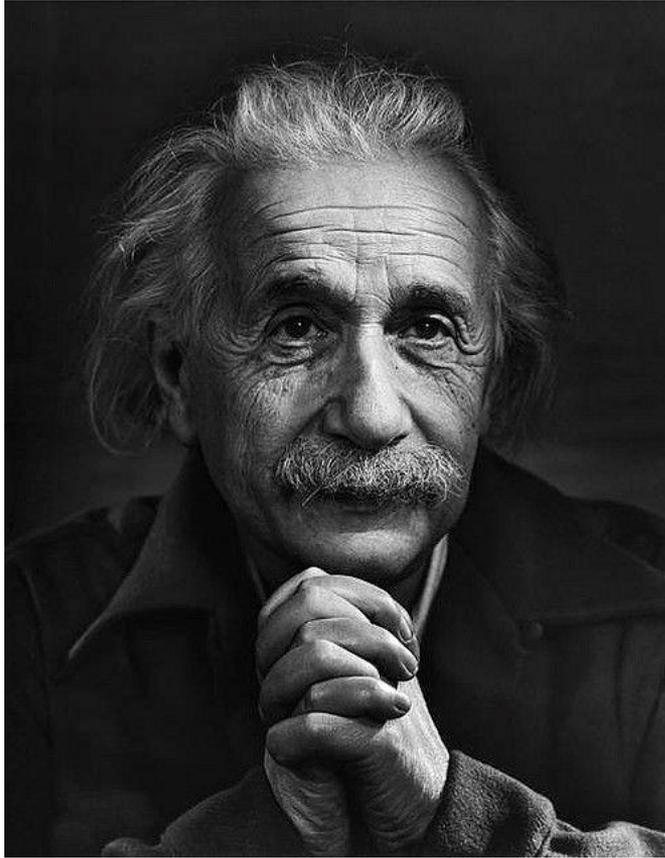


WHAT IS THE ROOT CAUSE?

A Crisis in Perception



*We are at the beginning of **a change of world view** as radical as the Copernican Revolution - a shift from a **mechanistic** to a **holistic and ecological** view, from a value system based on **domination** of nature to one based on **partnership**. Fritjof Capra*

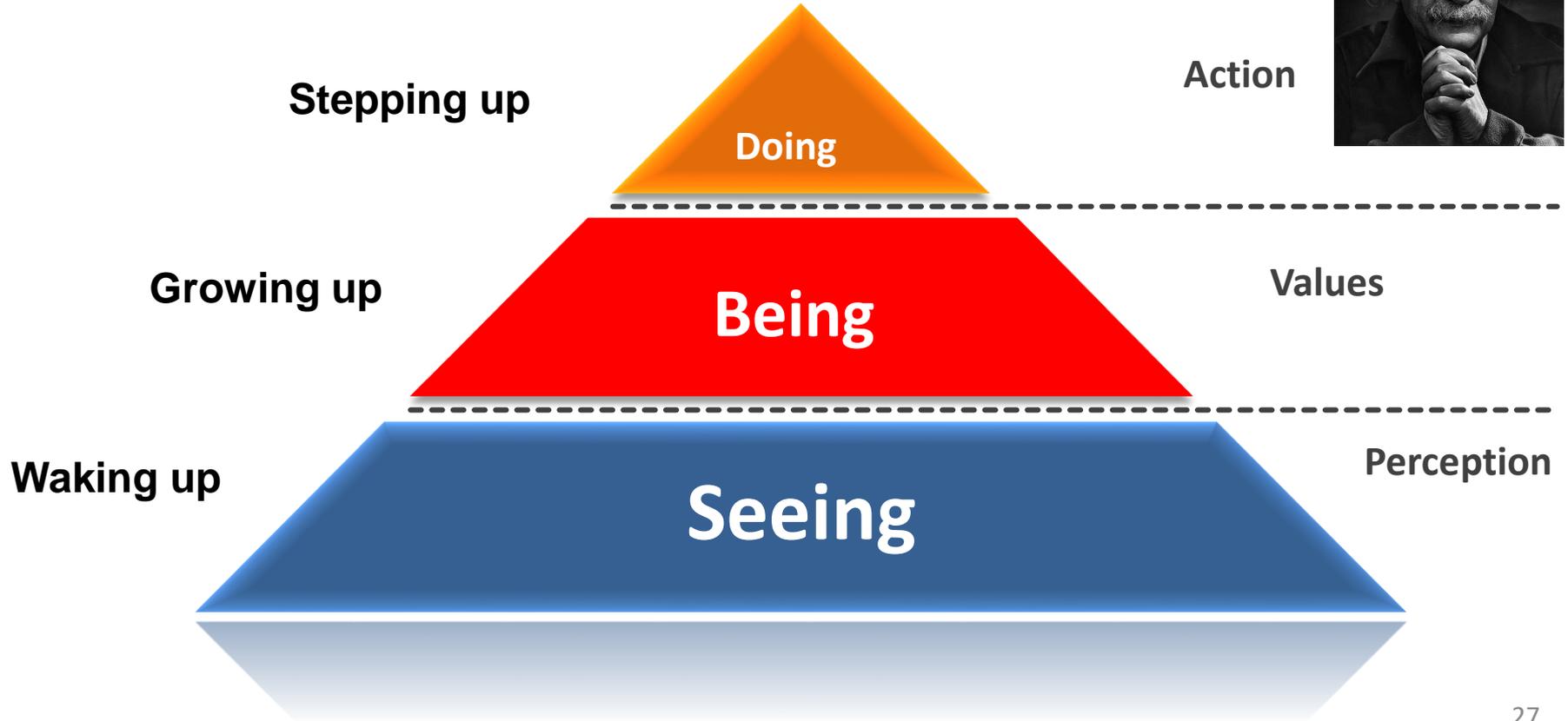
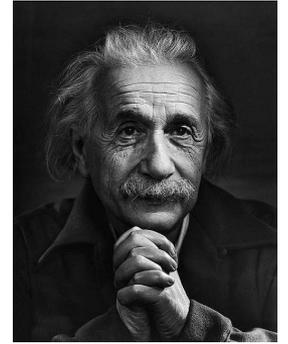


“The world we have created is a product of our thinking; it cannot be changed without changing our thinking.”

No problem can be solved with the same consciousness that created it.”

So we must learn to
see the world anew...

How do we do that?



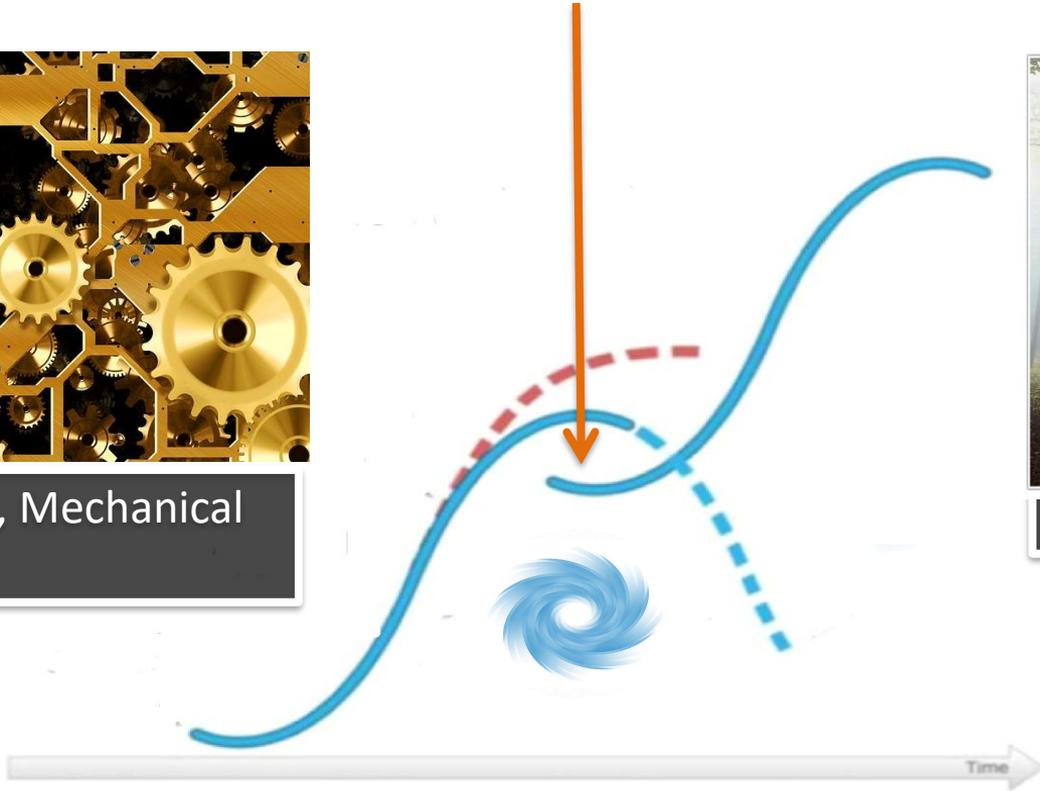
This shift in STORY (in SEEING & BEING) is happening all around tourism



Material, Mechanical
View



Living System View



Re-framing as Seeing ourselves differently

Old extractive



NOT as a collection of industrial production and consumption machines made up of independent separate parts competing to expand.

New regenerative



BUT as Living human ecosystem of interdependent self organizing participants who have learned to collaborate in order to create and co-evolve

CURRENT SCIENCE UNDERMINING OLD STORY

How NATURE & LIFE work

QUANTUM PHYSICS &
COSMOLOGY

NETWORKS & COMPLEXITY

BIOLOGY – EVOLUTION

BIOMIMICRY

ECOLOGY

How HUMANS work

NEUROSCIENCE

POSITIVE PSYCHOLOGY

PERFORMANCE

CREATIVITY-INNOVATION

MULTIPLE INTELLIGENCES

WORKPLACE ENGAGEMENT

If it's a Crisis of Perception



THE CANON EOS LENS RANGE. PORTRAIT, MACRO, LANDSCAPE AND SPORTS.

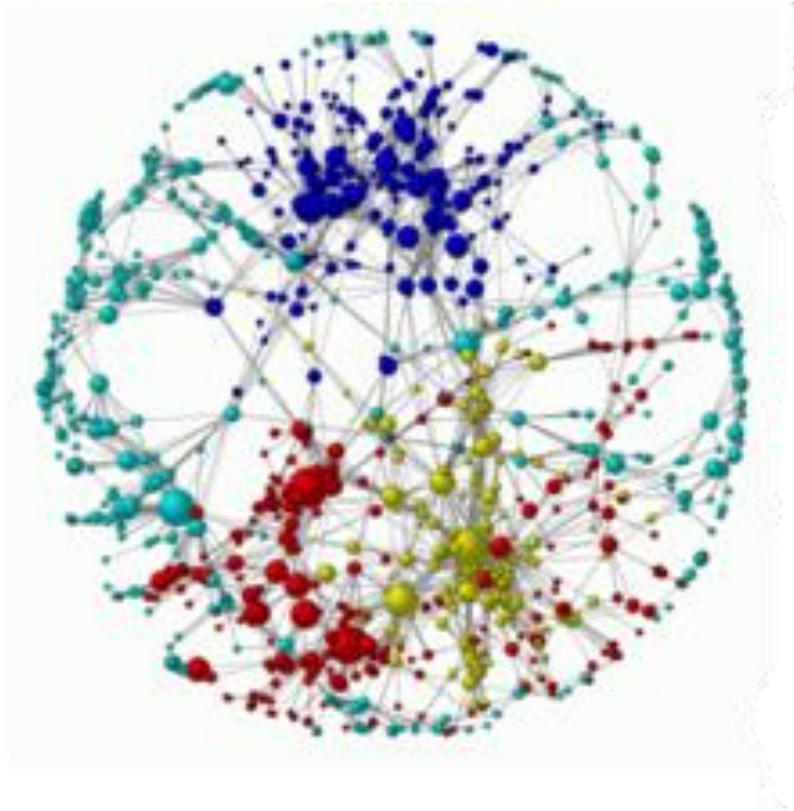
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no one sees it like you

When this is reality?



People: hosts, guest, investors, suppliers, employees, regulators, marketers

Relationships:

Organisational structures and rules:

**Constantly interacting with a CONTEXT –
NATURE**

Not DEAD but ALIVE!

From OLD ways of seeing to NEW

OLD STORY (Machines)

Dead, Material

Matter Mind Body

SEPARATE Parts

Reductionism (nothing but)

Static

More

Nature an "IT" apart

NEW STORY (Living systems)

Alive!! Energy & information

+ Heart (feelings & soul)

INTER-DEPENDENT Relationships

Emergence – synergy (everything and)

Dynamic

Better

We are part of nature, we are nature

From OLD ways of **thinking** to NEW

OLD STORY (Machines)

Parts

Objects

Objective, analytical thinking

Quantity (more)

Structure

Looking for content

NEW STORY (Living systems)

Whole

Relationships,

Contextual thinking, participative

Quality (better)

Process

Looking for **patterns, cycles, flows**

From OLD ways of **BEING** to NEW

OLD STORY (Machines)

I

Talking, being right

Fixing or controlling

Valuing material wealth

Exclusive

NEW STORY (Living systems)

We

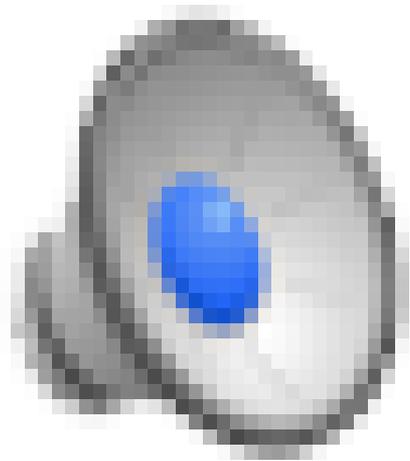
Listening, contributing

Caring, stewarding

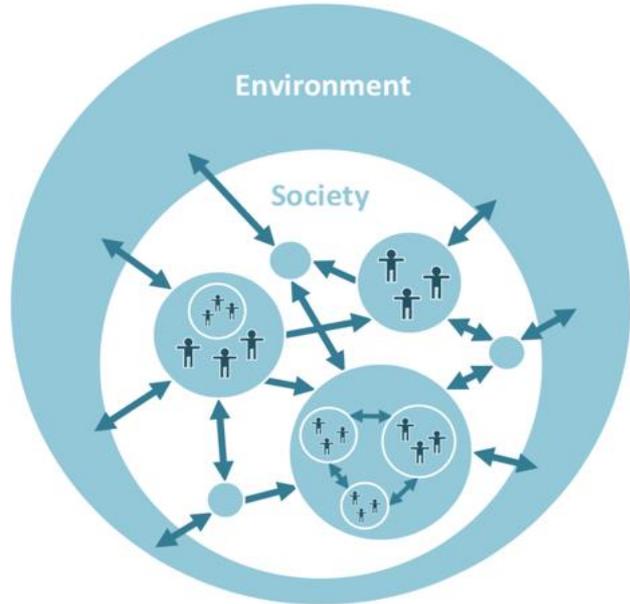
Valuing well-being

Inclusive

What Might a Forest Teach Us?



What Might a Forest Teach Us about being a **DESTINATION**?



A **destination**:

- Is a **single organism with a membrane**
- Has **diverse parts**;
- Connected by an internal web of **relationships** of give and take; that
- Express a **convergent, emergent whole** (the place) who is more than the sum of its parts and
- Expresses a **unique identity** over time – with unique potential that's ever changing and adapting;
- Is a **member of and contributor** to a larger system
- Made possible by a **self-organizing**, integrating **principle called LIFE** so that
- We know whether she is **healthy or languishing**

Relevance to re-defining success

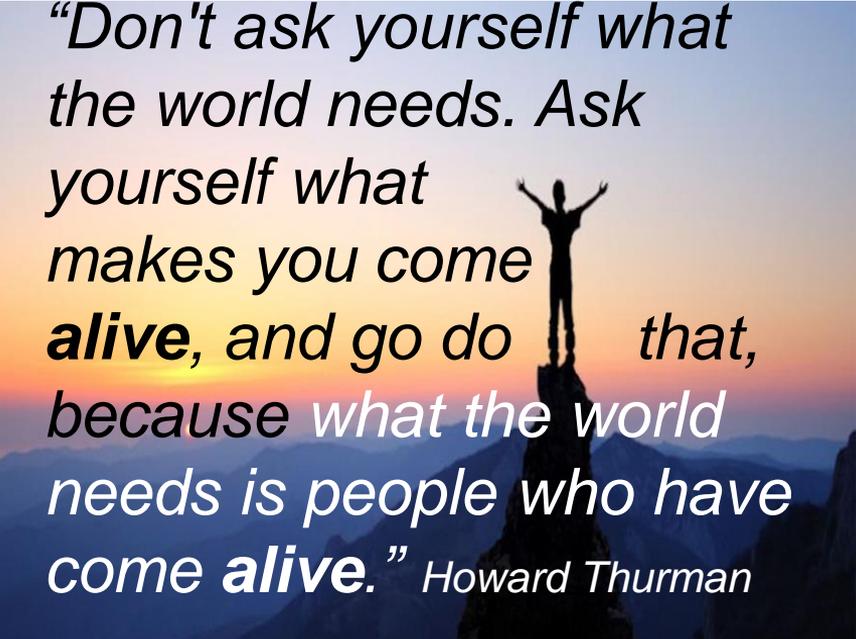
- If the destination and the nested **living** systems connected to it are living systems then it's relevant to ask...
- *How do we assess the performance of a living system?*
- Health is not associated with size but “**fitness**” within its context (environment)
- Health = health of each sub-system (organs, sub-systems)
- **What is health** - “**aliveness?**” *what contributes to aliveness?*
- Is is capacity to adapt, evolve, self generate?

What does a “Successful” Living System in Nature look like?

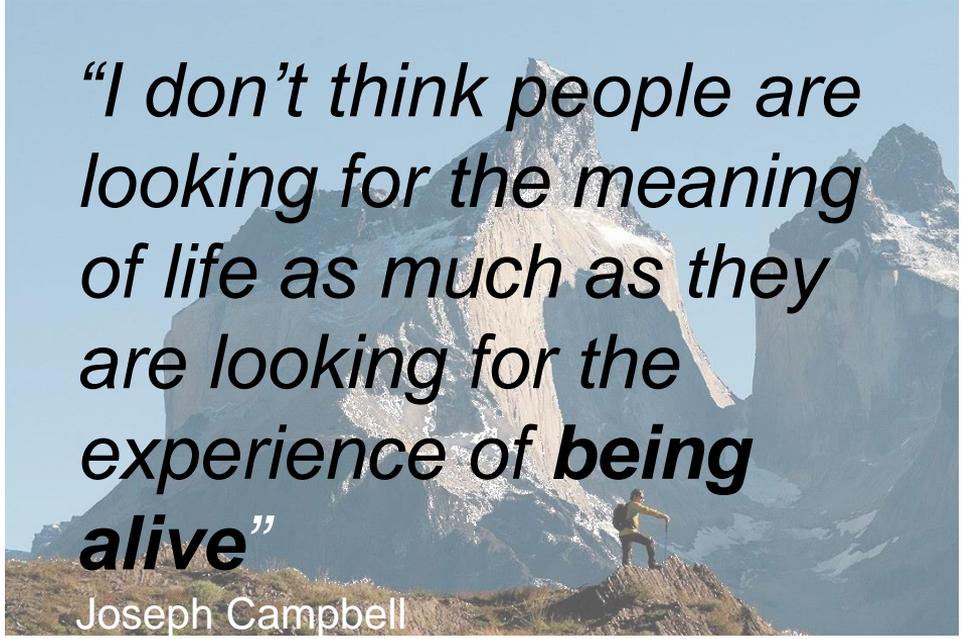
- It's **ALIVE** – vitality; robustness;
- It's **self-organizing**
- Creates **conditions for other life to exist**
- Adaptable, constantly changing (learning)
- Efficient - Zero waste
- It's evolving – greater order, complexity, beauty - dynamic equilibrium
- Unique, distinctive
- Balance

• **Resilient**
ALIVE, HEALTHY & FLOURISHING!

If tourism is a people business, what do they want?



*“Don't ask yourself what the world needs. Ask yourself what makes you come **alive**, and go do that, because what the world needs is people who have come **alive**.”* Howard Thurman



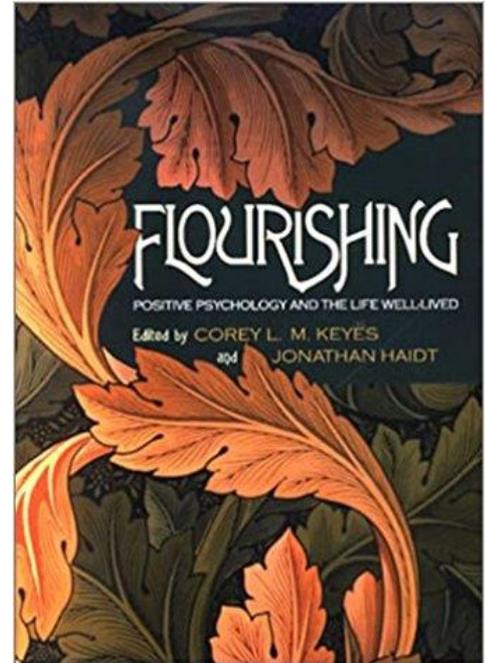
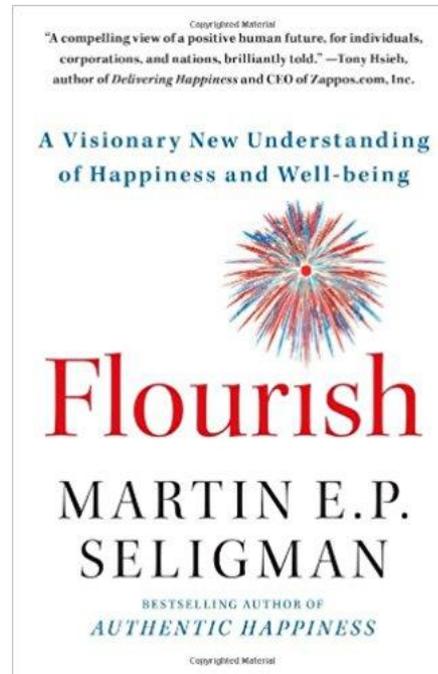
*“I don't think people are looking for the meaning of life as much as they are looking for the experience of **being alive**”*

Joseph Campbell

What does a “Successful” Human (Living System) look like?

POSITIVE PSYCHOLOGY

- Positive Emotions
- Engagement (passion)
- Relationships, connections, caring & cared for
- Meaning, sense of purpose
- Autonomy, Sense of mastery,



A word for healthy, thriving, vitality applied to a living system is...

FLOUR-ISH - *Function: verb*

To grow vigorously and healthily; to prosper, thrive, be in prime;

to be in a state of activity or production; to reach a height of development or influence

Shift Purpose-Direction

from

MORE to BETTER

Quantity to Quality

Growth to Health

Numbers to Flourishing

How can Tourism contribute to FLOURISHING?



**Individual hosts,
guests, investors,
suppliers**



**Enterprises, agencies,
associations**



**Communities –
neighbourhoods,
villages**

We can only do that one community at a time

More Questions

- What are the conditions for
 - Human (individual) flourishing?
 - Enterprise flourishing?
 - Destination/Community flourishing?

Machine mindset

IMPACT

Ecological Mindset

*Energy, water,
waste*

*Health / Vitality
Regeneration*

BAU
Bad

GREEN
Less Bad

SUSTAINABLE
Zero – 100% less bad

RESTORATIVE
Net Positive

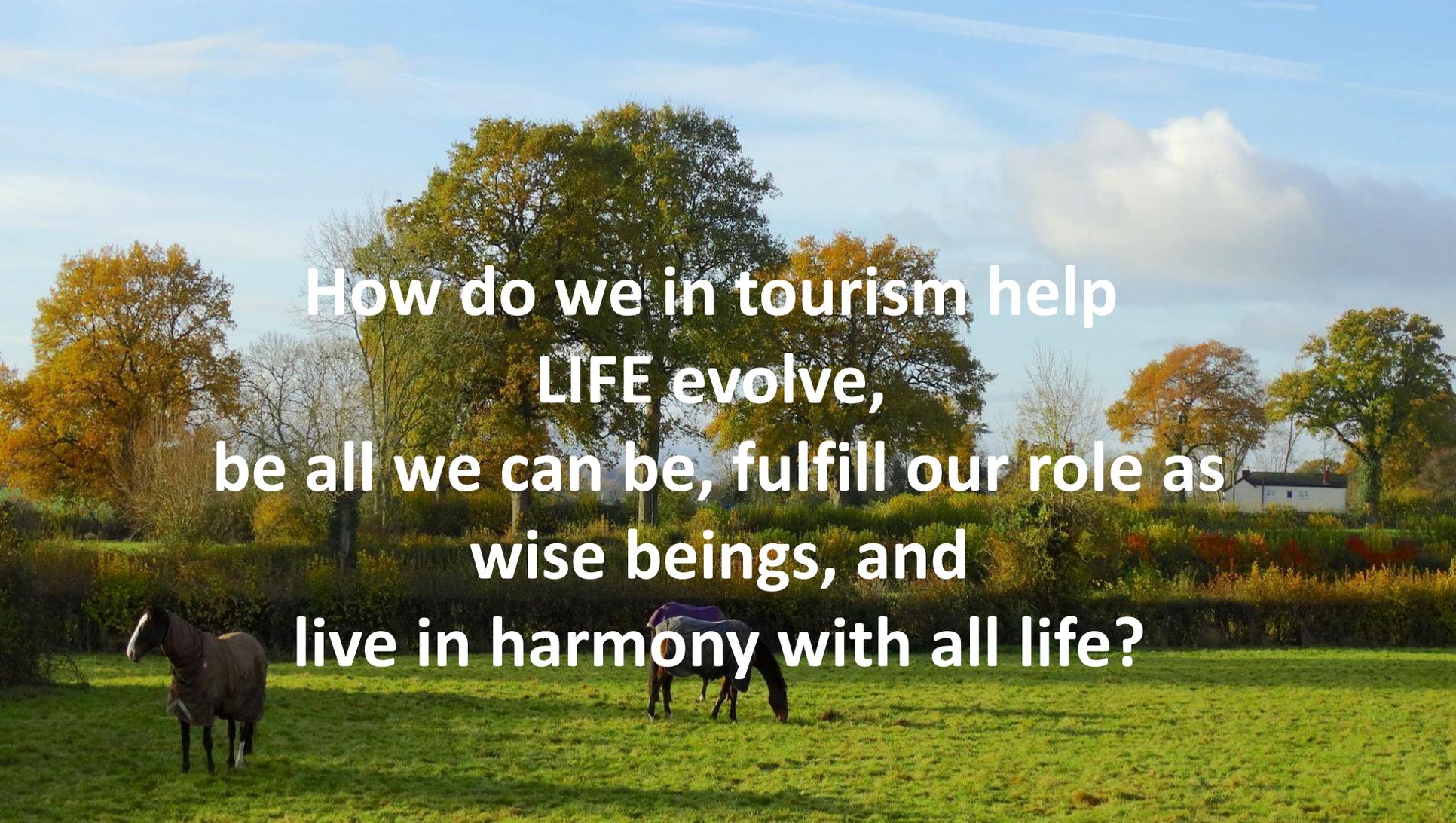
REGENERATIVE
Co-evolutionary

Degeneration

Disease

OLD INDUSTRIAL ECONOMY
Goal: growth

NEW EMERGING ECONOMY
Goal: flourishing

A scenic landscape featuring a green field in the foreground with two horses. One horse is dark brown and the other is lighter brown. In the background, there are trees with autumn foliage in shades of yellow and orange, and a white house with a dark roof. The sky is blue with scattered white clouds. The text is overlaid in the center of the image.

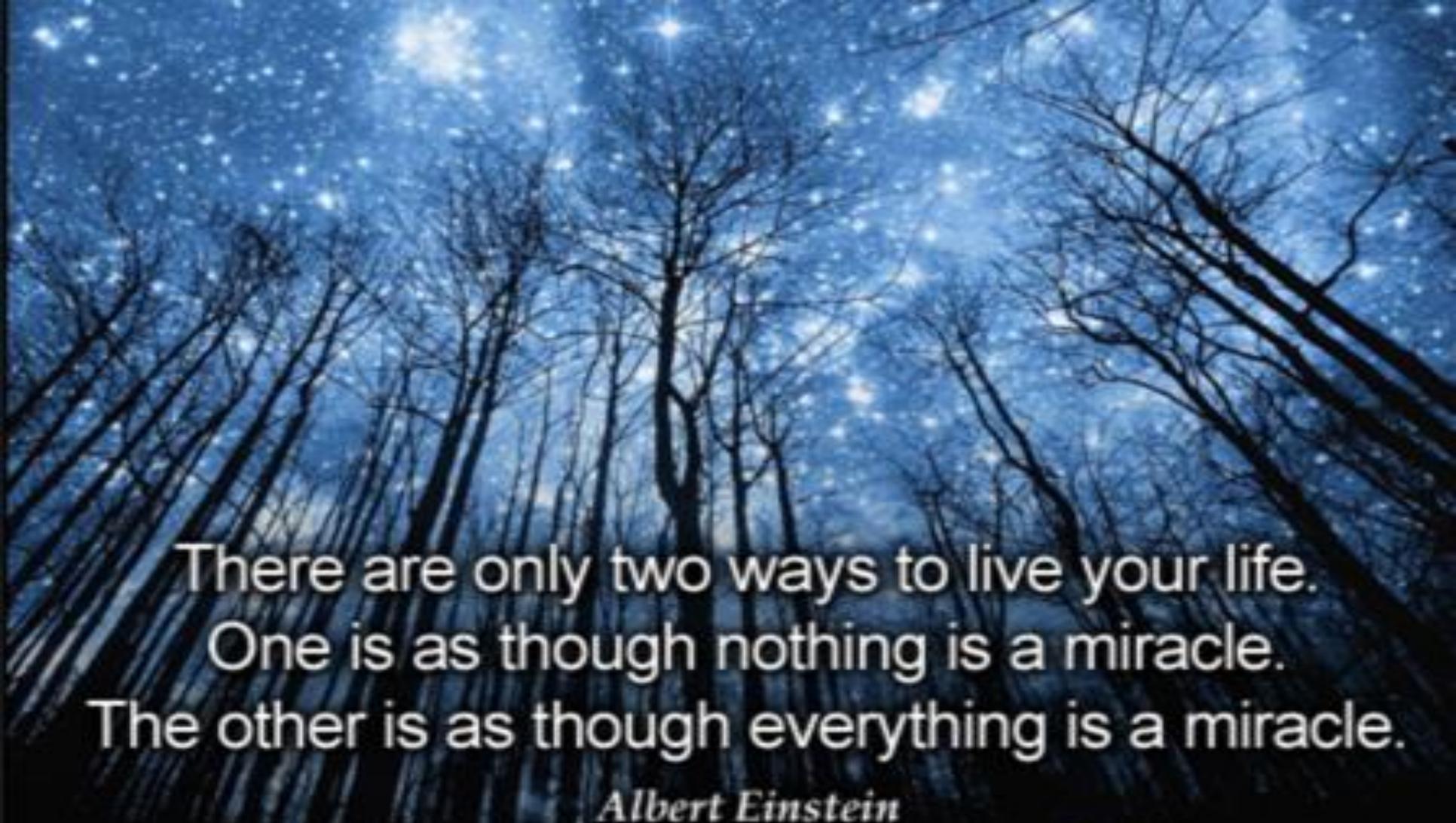
**How do we in tourism help
LIFE evolve,
be all we can be, fulfill our role as
wise beings, and
live in harmony with all life?**



Revitalise tourism one community at a time

“If each place on earth is healthy, we can build the kinds of reciprocal relationships between the human communities and their ecosystems, so that they contribute something unique to the world, we have a world whose sum total is health”

(c) Anna Pollock, Conscious Travel

A low-angle photograph of a forest of bare trees against a starry night sky. The trees are dark and silhouetted against a deep blue sky filled with numerous bright stars. The perspective is looking up from the forest floor, creating a sense of height and reaching towards the stars.

There are only two ways to live your life.
One is as though nothing is a miracle.
The other is as though everything is a miracle.

Albert Einstein

Thank you and good luck

Anna Pollock, Founder, Conscious Travel

For more please ask!

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www.conscious.travel