

Flourishing Enterprises

Growing Net Benefit

Reizen Naar Morgen 2.0
Lier, October 15th



Anna Pollock, Conscious.Travel

Addressing Two Really Big QUESTIONS

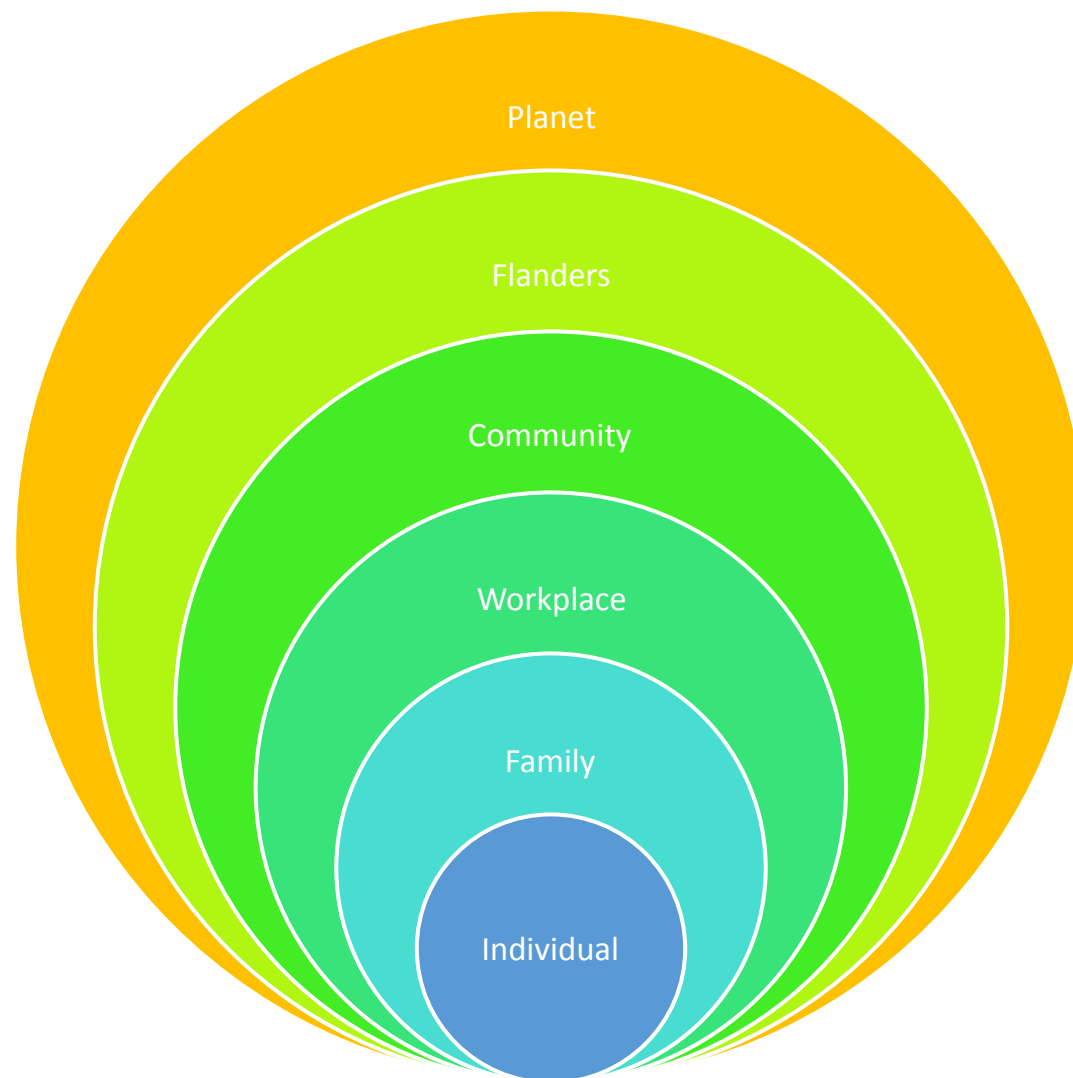
How can **we** co-create and sustain a Visitor Economy that tangibly enables / supports resident **individuals, businesses** and **communities** in Flanders to **survive, thrive** and **be healthy** in every way.

How do we shift Flanders' Visitor Economy from being **extractive** to **regenerative** in nature in order to generate more NET value that's social, cultural, biophysical and financial in nature.

The desired outcome: Increased NET BENEFIT from tourism

What's YOUR role?

The Context for Flourishing



The Context for Flourishing

Biophysical Distress



Wealth disparity/instability



OVERTOURISM



SYSTEMIC FLAWS



Society-Values-Travel



**Technology versus
humanity**

Seeing Connections, spotting opportunities?

- **Anticipate, Prepare, Imagine!**



A story about anticipation



Think about a new source of competition in the near future?



Travel



Trends



Technology

Anticipating a new source of competition, 2004

Growth in second
homes

Impacts of a
recession

Peer to peer
technologies

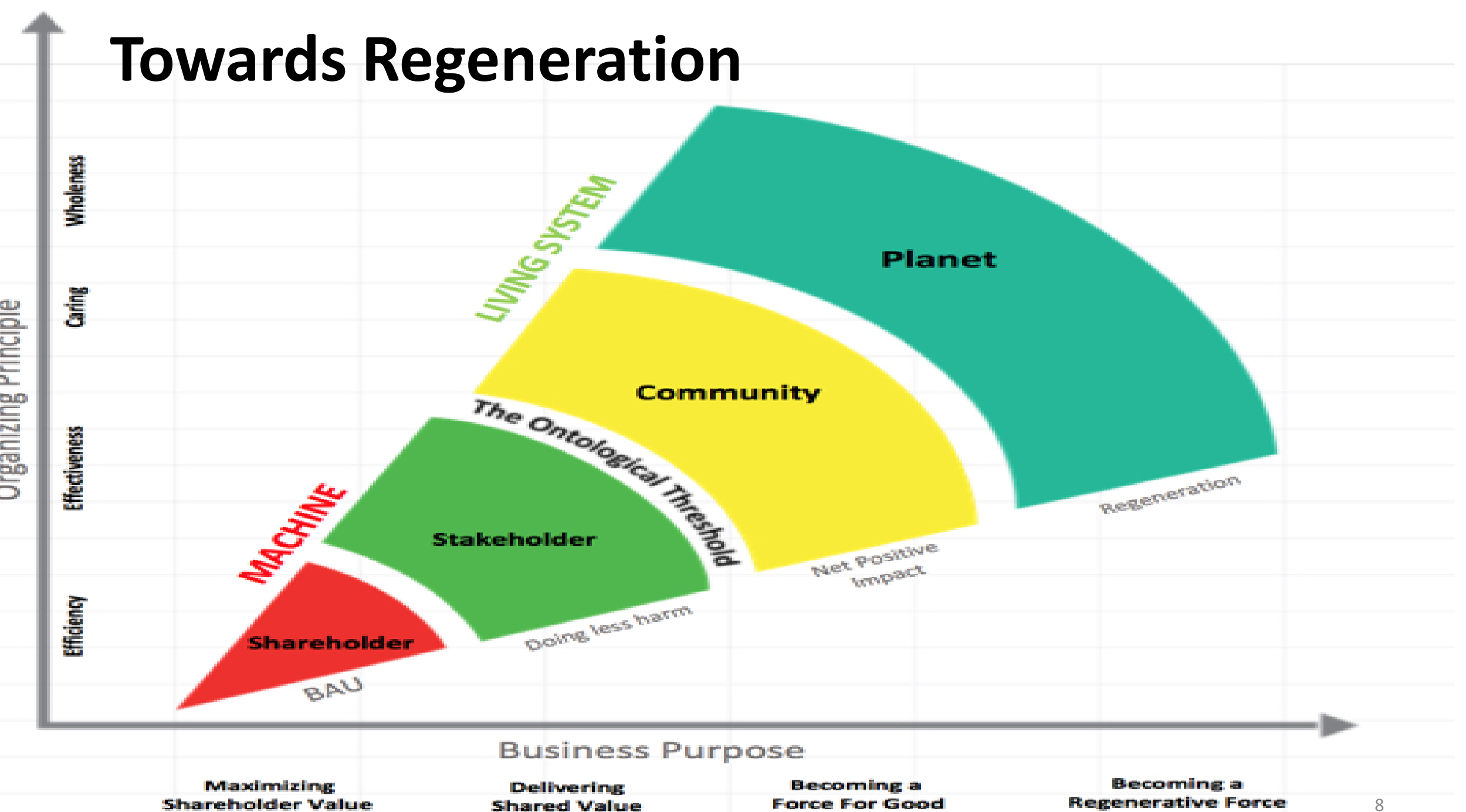


Demand for
LOCAL travel

Quirky, authentic
experiences

Three frustrated
freshmen

Towards Regeneration



America's CEOs Seek a New Purpose for the Corporation

For more than two decades, the influential Business Roundtable has explicitly put shareholders first. In an atmosphere of widening economic inequality and deepening distrust of business, the powerful group has redefined its mission.

By **Alan Murray**

August 19, 2019

<https://fortune.com/longform/business-roundtable-ceos-corporations-purpose/>

Sustainable investing is finally 'going mainstream', BlackRock claims



PURPOSE AT A TURNING POINT



64%

Share of Americans who say a company's "primary purpose" should be "making the world better."

[SOURCE: JULY SURVEY BY NEW PARADIGM STRATEGY GROUP, FOR FORTUNE]

41%

Share of *Fortune* 500 CEOs who say solving social problems should be "part of [their] core business strategy."

[SOURCE: MARCH POLL FOR FORTUNE, THROUGH SURVEYMONKEY]

BlackRock's new report charts the rapid growth of green finance in the US and EU since 2013





GLOBALCITIZEN.ORG

Jacinda Ardern Says Economic Growth Is Pointless If People Aren't Thriving

In European First, Proposed Constitutional Amendment in Sweden Would Enshrine Rights of Nature

"When we're in the beginning of an ecological and climate collapse," said the lawmaker who introduced the measure, "I hope we can re-think our relationship with Nature."

by Jon Queally, staff writer



22 Comments



Pine forest in Sweden. The proposed amendment to Sweden's Instrument of Government would secure the Rights of Nature to "*existera, blomstra, regenerera och utvecklas*"—which translates as "exist, flourish, regenerate, and evolve"—in order to provide the people and government of Sweden the ability to defend and enforce these rights on behalf of Nature. (Photo: Peter Lesseur /



WE Consumers are Changing

J. WALTER
THOMPSON
INTELLIGENCE

THE NEW SUSTAINABILITY:
REGENERATION

They care about the state of the planet...

89% care personally about protecting the planet

They are trying to be more sustainable...

92% claim to be trying to live more sustainably

They accept their duty of care for the next generation...

57% know it's important to preserve the planet for future generations

They want to choose sustainable products...

83% would always pick the brand which had a better record of sustainability

Take Your Stand through Brand Democracy

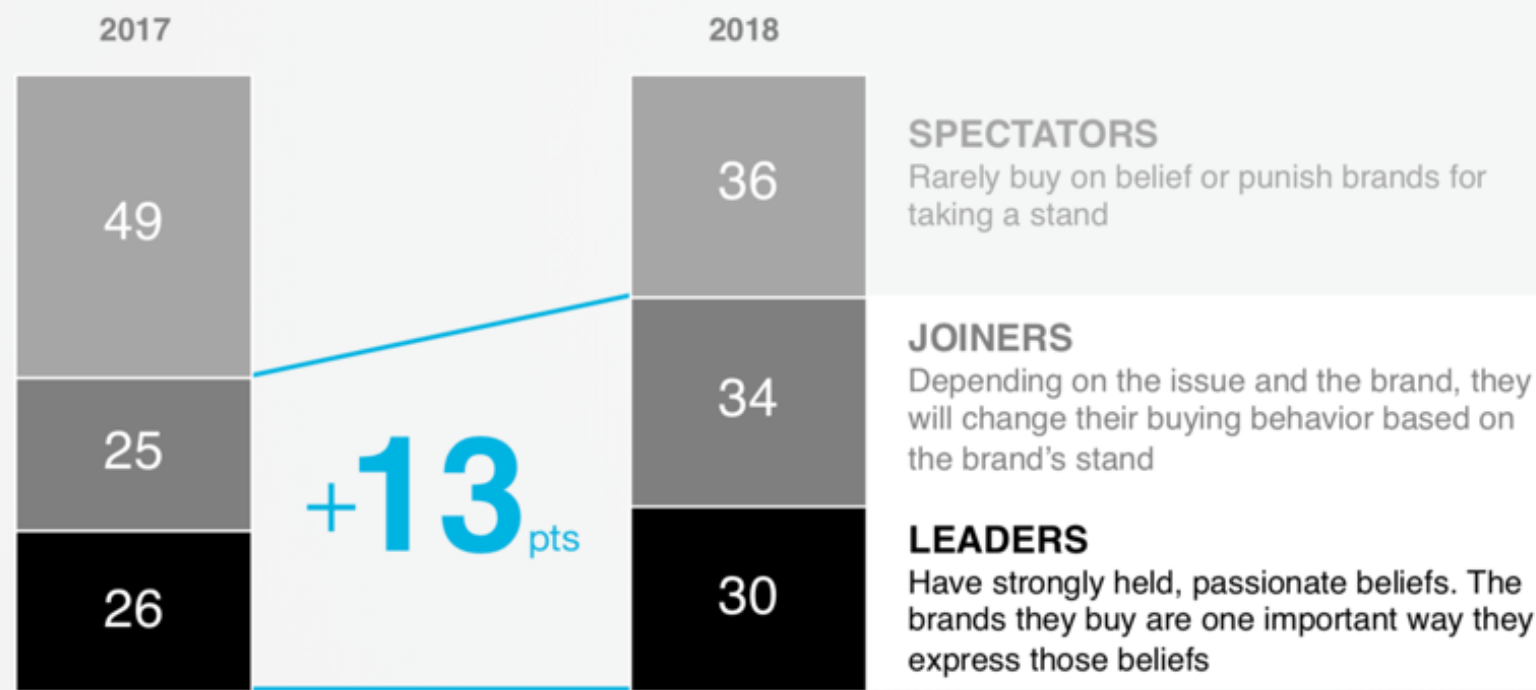
Belief-driven buying is now a mainstream mindset across ages and incomes

People believe that brands can lead societal change

A brand's stand drives purchase intent *and* advocacy

Nearly 2 in 3 Now Belief-Driven Buyers

Do you choose, switch, avoid or boycott a brand based on its stand on societal issues? (Percent in each segment)



64%

BELIEF-DRIVEN BUYERS

2017: The Rise of the Belief-Driven Buyer

1 in 2

people are
belief-driven buyers

They choose, switch, avoid or boycott a brand based on its stand on societal issues

Of belief-driven buyers,

67%

bought a brand for the first time

because of its position on a controversial issue

65%

will not buy

a brand because it stayed silent on an issue it had an obligation to address

The Brand Stand Spectrum

PURPOSE

Clearly articulate why your brand exists and make a proactive effort to address that purpose



Watch-Out

Is your organization living its purpose—every day?

CULTURE

Authentically connect your stand to a relevant moment in culture



Watch-Out

Are you connecting to culture—or just co-opting it?

ACTIVISM

Confront a controversial issue that has a direct impact on your stakeholders and/or your brand



Watch-Out

Will your stakeholders support your position—and act on it?



@tahitahi

It's time to take a stand.
Travellers want sustainability leadership

Learn to See Connections, Impacts

Brainstorm Exercise

Signs of Runaway Climate Change

Impacts

Connections

Opportunities

How do we create greater Net Benefit ?



- Anticipate, Prepare, Imagine!
- More Income
- Lower Costs, Impact
- More Resilience – Diversity & Inclusion
- Improved Flows (circulation of £, €, retention, intelligence, goodwill)
- Higher levels of Guest Satisfaction R^3
- Greater return on multiple capitals
 - Social impacts?
 - Healthier environment

	DESIRED OUTCOMES	POTENTIAL INPUTS
INCREASE	Higher net benefit (incomes, profit, intangible benefits, health, vitality, resilience, agility, adaptability	Collective learning that supports community empowerment, confidence, shared vision and collaboration
	Higher net <u>spend</u> by visitors	Better service, more & richer diverse experiences, cross selling, high levels of engagement and involvement
	Length of stay	Better service, more & richer diverse experiences, cross selling; slow down visitor experience
	Length of season	Experiences, events, festivals weather-independent activities
	Local procurement	Engagement of local community – farmers, artisans, artists,
	Customer Satisfaction, positive referrals and return visits, reduced marketing costs	Employee engagement – year-round employment Local innovation
	Balance between domestic and international sources	Encourage more domestic tourism as this will be less vulnerable to external <u>shocks</u> ; less carbon intensive
	Economic multipliers and linkages	Procurement, engagement of suppliers and community
	Resilience	Collaboration, diversity, planning

DECREASE	Food Waste	Local procurement, recycling, circular economy
	Emissions	Alternative energy supplies, divest from fossil fuels
	Volatility (booms and busts)	Diversity of experience and market appeal, agility, customer loyalty; saving income surpluses to reinvest when demand ebbs
	Leakage	Diversity of ownership and social architectures (social enterprise, not-for-profits, cooperatives, social impact travel and investing)
	Loss of traditional cultural values and practices	Engagement of greater community
	Pressure on overused resources	Distribution of visitation seasonally and geographically
	Marketing Costs	Empower residents and guests to do much of the marketing



To REGENERATE

“to give new life or energy ”

“to re-vitalise”

“to form or construct anew in an improved state”

“to realise potential”

“to create the fertile conditions for LIFE to **thrive/flourish** and evolve”

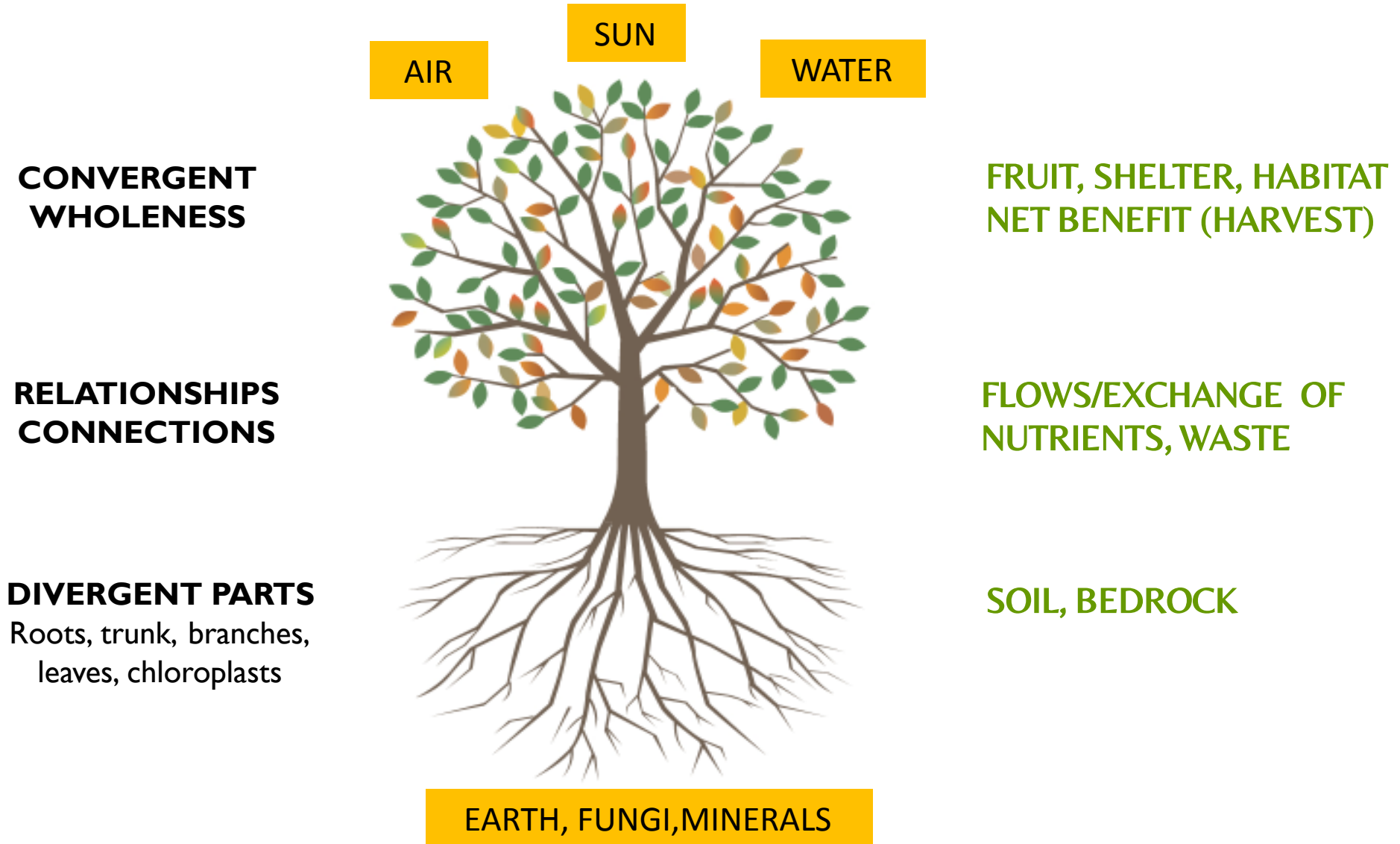
Addressing Two Really Big QUESTIONS

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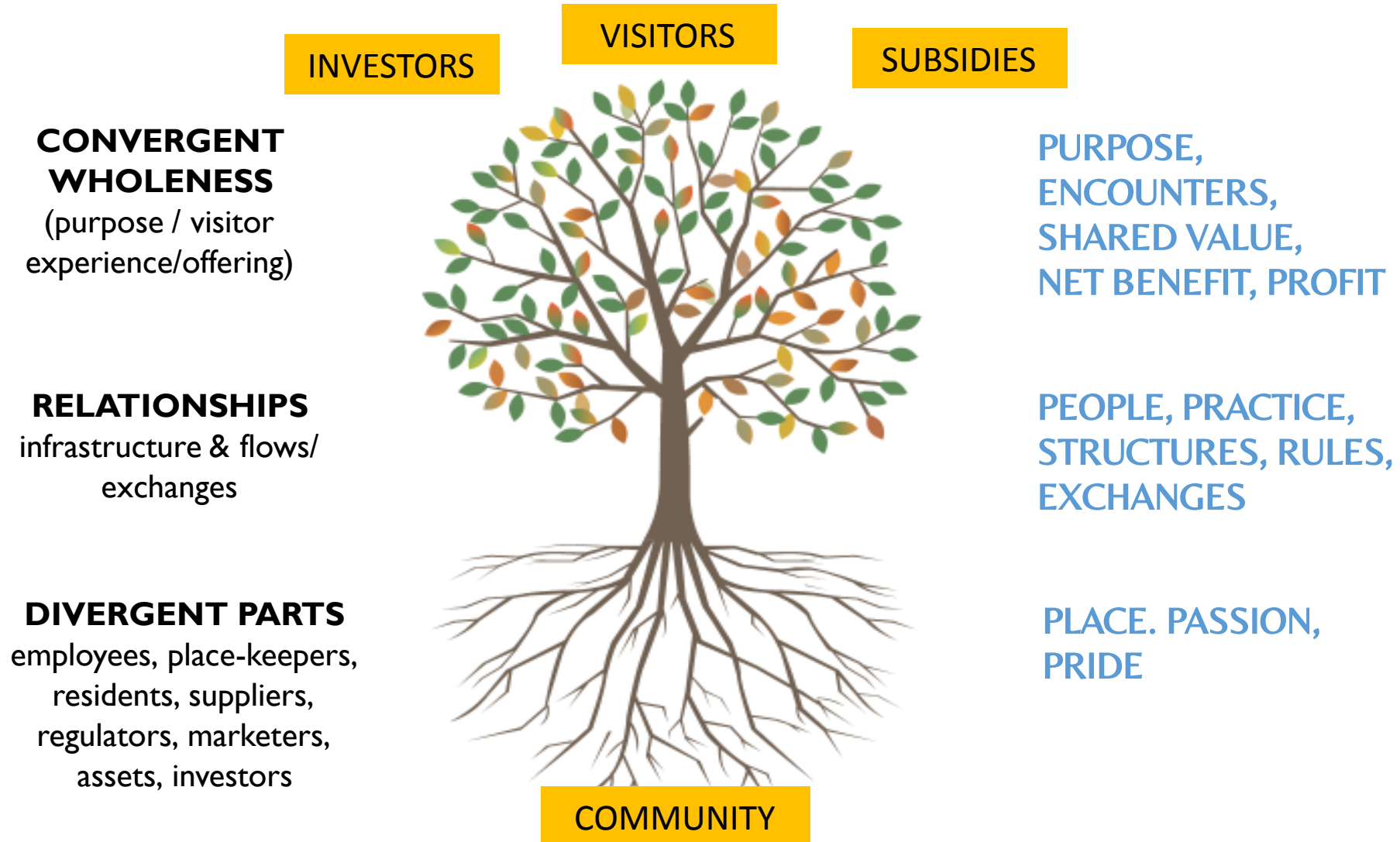
*The desired outcome: a bigger but **honest** “bottom line” !!!!*

AN APPLE TREE



Just under the bark of a tree lies the cambium, a thin layer of living tissue. This is where life flows between the roots and the leaves. The central core of the trunk is dead. But it plays a vital role in supporting thriving by raising the leaves up to the light and life of the sun.

A LIVING TOURISM BUSINESS



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

It's **ALIVE!**

- It's **self-organizing**
- Creates **conditions for other life to exist**
- Adaptable, constantly changing, resilient (**learning**)
- **Balance** with all other parts – harmony
- **Productive** – generates **ABUNDANCE**
- Efficient - **Zero waste**
- It's **evolving** – greater order, complexity, beauty - dynamic equilibrium
- **Unique**, distinctive

It FLOURISHES

A TREE AS A LIVING ECOSYSTEM

LIFE = DIVERGENT PARTS + RELATIONSHIPS FLOWS + CONVERGENT WHOLENESS
Identity Essence

Trunk & Branches
Leaves, Pollen & Fruits
Roots & Mycelia
Other inhabitant organisms
Cambium

Energy, sugars, minerals,
water, carbon, sugars, scents,
decaying matter

An Apple Tree
A Douglas Fir
An Oak Tree

A permeable membrane



+
CONTEXT PLACE
SOIL

HARVEST = FRUIT + SERVICES

Apples, cones, acorns
Decaying matter, fungi, humus
Shelter, habitats,
Oxygen, cleansing,
Evaporation, water
Beauty

A RESTAURANT AS A LIVING ECOSYSTEM

LIFE = DIVERGENT PARTS + RELATIONSHIPS FLOWS + CONVERGENT WHOLENESS
Identity Essence

Kitchen
Dining Room
Wine cellar
Equipment, furnishing
cooks, servers, cleaning
Supply network
Technology
Recipes, knowledge, menus
Diners
Regulators
Reviewers
Corporate structure, policies,
Other inhabitants

Raw ingredients, food waste,
Knowledge (recipes), money,
Services, reviews, adverts,
reviews



A 4* French
restaurant,

*“the world’s
most romantic
restaurant!”*

A permeable membrane

HARVEST=THE ENCOUNTER

Dining Experience
Employment, Meaning, purpose, pride
Tax revenues, Rent, Procurement
Positive = net benefit + regeneration
Negative = footprint + degeneration
Profitability
Passion

Covent Garden, London

**CONTEXT PLACE
COMMUNITY**

A FOREST AS A LIVING ECOSYSTEM

LIFE = DIVERGENT PARTS + RELATIONSHIPS FLOWS + CONVERGENT WHOLENESS
Identity Essence

Various tree & plant species
Animals
Other plants
Fungi & Mycelia
Soil
Streams & rivers,

Energy, sugars, minerals,
water, carbon, sugars, scents,
decaying matter

Severnake
Forest

A permeable membrane



+
CONTEXT PLACE
SOIL

HARVEST = FRUIT + SERVICES

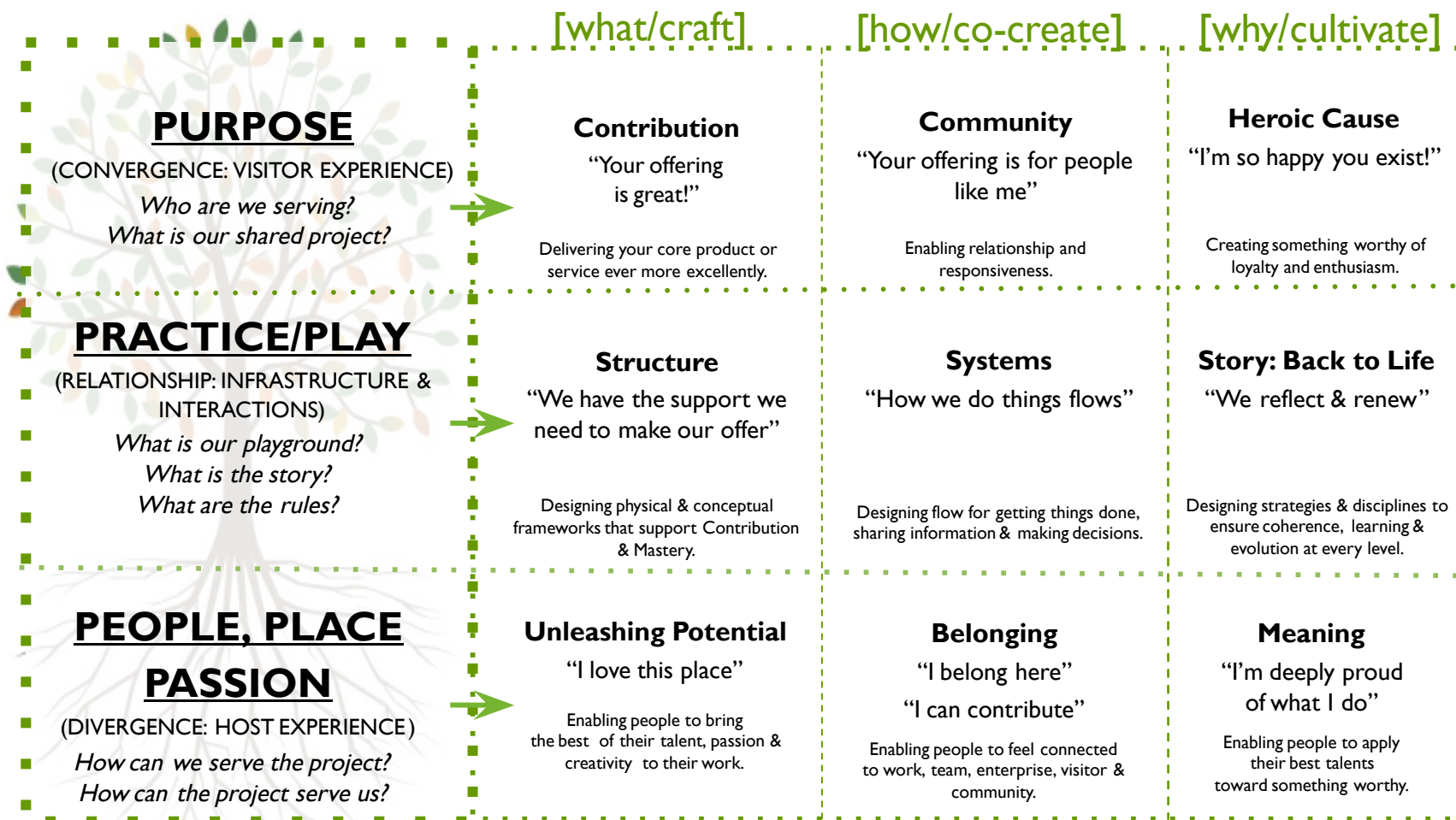
Timber, seeds, acorns, medicine
Decaying matter, fungi, humus
Shelter, habitats,
Oxygen, cleansing,
Evaporation, water
Beauty

How does Nature Generate Abundant Harvests?

Conditions	A forest	A Destination?
Identity – Essence - Wholeness	A community of trees in a place	
Diversity	Diversity of species	
Connections, flows, relationships	Exchange of nutrients, water, energy, scents, compounds, information	
Nested holons	Exists within a watershed, region, planet	
Life-enabling Nutrients	Energy, water, air, minerals	
Purpose	Survive, thrive, more complex, resilient	
Symbiotic Fit/Contribution	Contribute to larger ecosystem	
Self regulating, self renewing	Take responsibility for self & whole, balance	
Sensing/learning/adapting	Respond to context, balance with purpose	
No waste	Respect limits and cycles	
Evolving self & whole (stewardship)	Support conditions for all life to thrive	

THE DNA OF THRIVABLE TOURISM

Fertile conditions that must be cultivated continuously for a tourism ecosystem to thrive.



..... = **Stewardship**
 Supporting the fertile conditions
 for life to thrive at every level