Tourism Master Thesis with a Specialization in Global Tourism Development

Tourism Development at the Destination and Pandemic: Crisis Management and Recovery

Case study of Zealand Destination

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Abstract

COVID-19 is an abbreviation for a novel disease called Corona Virus Disease first detected in late 2019 causing flu-like symptoms (Unicef & WHO, 2020). At that time it was an unknown virus, which quickly circulated across the globe by means of hyper mobility of today's globalized society and 'superspreader' events (Infectious Disease, 2020). A few months later on March 11, World Health Organization declared a status of global pandemic, with 6,315 confirmed cases around the world (WHO, 2020). Even though the real number of cases is unknown due to different testing capacities of the countries, as of 1st January 2021, there are 81.947.503 confirmed cases, 1.808.041 deaths and 222 territories affected worldwide (WHO, 2020). It is undeniable that tourism has been hit harder than any other major industry, with estimated 120 million jobs at risk (UNWTO, 2020; Nhamo et al., 2020), directly affected by imposed movement restrictions.

For this reason, this paper aims at looking into what is done in terms of COVID-19 crisis management and what actions are undertaken for the recovery on a micro level of Danish destination Zealand. Particularly, exploring the innovativeness of the solutions and the sustainability angle.

The theory on Tourism Crisis and Disaster management is evaluated along with sustainable development theory and innovation theory. Through the analysis of several data sources, innovative practices are identified as well as sustainability effort presence.

The pandemic is still ongoing, as is the transition to 'business not as usual' – therefore, changes to be expected in regards to all researched areas.

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1. Introduction

1.1 COVID-19 context

Scientists and public health experts universally warned that the society is at risk of a large-scale virus outbreak now more than ever (GPMB, 2019). Growing population, urbanization, climate change, expansion into uninhabited territories and global travel are among the core reasons of that risk (Senthilingam, 2017). Netflix's documentary "Pandemic: How to Prevent an Outbreak" aired in late January 2020, featuring health workers warning that the world is not prepared, a month after first cases of new respiratory virus – COVID-19 – were registered in China. And the world was not prepared.

COVID-19 is an abbreviation for a novel disease called Corona Virus Disease first detected in late 2019 causing flu-like symptoms (Unicef & WHO, 2020). At that time it was an unknown virus, which quickly circulated across the globe by means of hyper mobility of today's globalized society and 'superspreader' events (Infectious Disease, 2020). A few months later on March 11, World Health Organization declared a status of global pandemic, with 6,315 confirmed cases around the world (WHO, 2020). Even though the real number of cases is unknown due to different testing capacities of the countries, as of 1st January 2021, there are 81.947.503 confirmed cases, 1.808.041 deaths and 222 territories affected worldwide (WHO, 2020).

Due to absence of the vaccine and insufficient medical capacity to cure the disease, nonpharmaceutical interventions became the principal strategy to control the pandemic and to prevent the health institutions from collapsing in the countries with COVID-19 cases. Social distancing, quarantine, lockdowns, bans of gathering of people and travel restrictions followed a quick spread of the disease (Gössling et.al., 2020; Higgins-Desbiolles, 2020).

Denmark became a second country in Europe to impose a national lockdown on 16th of March, closing borders, stopping all non-essential businesses. Two months later 72% of all countries have completely closed their borders and 100% of them have established some form of travel restrictions (UNWTO, 2020), which unprecedented for a modern world.

It is undeniable that tourism has been hit harder than any other major industry, with estimated 120 million jobs at risk (UNWTO, 2020; Nhamo et al., 2020), directly affected by imposed movement restrictions.

And while discussions are led about the consequences of such an unprecedented crisis and calls for economic help are made, efforts made in relation to sustainability goals and climate change are under threat (Gössling et.al., 2020). At the same time, authors points out that the current crisis opens up a possibility to strengthen sustainability efforts and re-think tourism, while it is so unexpectedly put on pause (Gössling et.al., 2020; Romagosa, 2020).

The painted picture of nowadays macro situation is rather somber, pandemic being a 'ripple effect' and disrupting all dimensions of life (Shi et al., 2020).For this reason, this paper aims at looking into what is done in terms of COVID-19 crisis management and what actions are undertaken for the recovery on a *micro* level of Danish destination Zealand. Particularly, exploring the innovativeness of the solutions, as unprecedented situation calls for unprecedented novel change (Scott et al., 2008) and the sustainability angle, as it is an ongoing controversial discourse in relation to rebuilding the industry.

1.2 Relevance of the research

The relevance of the thesis lies in the connection to the context of COVID-19 crisis, which hit the tourism industry on a macro level, but also affected every micro destination around the world. The linkage to a contemporary issue affecting all destinations around the world underpins the value of this project.

As Hall (2010) points out in his overview of tourism crisis literature, the most significant body of literature is written in respect to financial and economic crises. Despite some little coverage of specific disease crises, such as SARS and influenza (Yeh, 2020), there is little attention given to smaller destinations, especially in terms of recovery actions (not only impacts of the crisis). However COVID-19 pandemic and it's inflicted crisis proved to be on a higher scale than last health crises researched, it is moreover important to examine current practices to

Moreover, basing the research on a case study of a single destination of Zealand allows for more detailed, targeted and insightful approach. Even though the implications are case specific and do not aim at generalizing to other destinations, it can be beneficial in terms of knowledge sharing - to exemplify what has been done and is planned for the future in order to learn, inspire and innovate as well as document the current crisis we live through as much as possible.

1.3 Aim of the research

The main **aim** of the project is to explore, how a coastal destination Zealand, Denmark tries to recover from COVID-19 crisis.

Two **sub-research questions** are posed to guide the research scope:

1. How the destination is addressing sustainability prior to the crisis and now?

2. To what extent innovation is used?

1.4 Scope of the research

The research area of the thesis is crisis management and recovery of a destination, with a specific attention to pandemic context. The research aims to explore the directions set by crisis management actions in which the development of a destination might go with the specific interest in sustainability

and innovation. The implications are case specific and do not aim at generalizing to other destinations, but can be informative and useful for other similar destinations. Likewise, the nature of this crisis is characterized by a rapid change, therefore it is important to note, that research has been done in the timeframe of 1st of March to 8th of June and 1st November to 4th January.

2. Case: Destination Zealand

The following chapter presents the case destination: Destination Zealand, which covers the territory of West Zealand. The organizational structure of the destination is presented in Figure 2. Essentially, the case destination is the destination managed by the Destination Zealand DMO.

2.1 Destination overview and context

Sjælland (Danish) or Zealand (English) is one of the largest islands of Denmark, situated in a Baltic sea. Regardless of similarity in English version of the name, the island is not connected to New Zealand in the Pacific (Region Zealand, n.d.).

Administrative region Zealand, however, extends on islands of Lolland, Falster and Møn. It is the most populated Danish island, whilst Copenhagen is largest and the most populated urban area, located on the east coast of the island. It is connected to Funen by Great Belt Bridge on the West, to Lolland and

Figure 1. A map of Sjaelland. Retrieved from: https://en.wikipedia.org/wiki/File:Belte_inter. png

Falster by Storstrøm Bridge, and is indirectly linked by tunnels and bridges to Sweden (Zealand, 2019).

Agriculture and animal farming are economically important to the area, as well as tourism and fishing. Many architectural and historical Stone Age and Viking Age relics are preserved, as well as medieval churches, castles and mansions (Zealand, 2019).

Region Zealand has 17 administrative municipalities, and is further divided on tourism destinations, which are managed by respective DMOs, such as

Wonderful Copenhagen or Destination Zealand, which is the case destination for this study and is not the same as a whole island.

The following chapter briefly explains the Danish tourism system and how Destination Zealand came to exist.

2.2 Organization of Tourism in Denmark

The following chart shows organizational structure, which is formed on national and decentralized levels. According to OECD, Ministry of Industry, Business and Financial Affairs is directly responsible for tourism policy and cooperation with other ministries on tourism related issues. Respectively, the National Tourism Forum is in charge of drafting national tourism strategies, while Tourism Advisory Board, consisting of diverse tourism stakeholder representatives, advises it on opportunities and challenges. VisitDenmark is responsible for international branding of Denmark, market research and monitoring of trends. Three other tourism bodies are respectively responsible for developing their business areas (OECD, 2020).

As one can see, destination management organization (DMO) is on decentralized level, meaning that there is no single organization/governmental entity, which makes all decisions, giving sub-levels authority in their respective destinations. Certainly, all tourism bodies should act and plan in alignment with existing national tourism strategy (ibid., 2020).
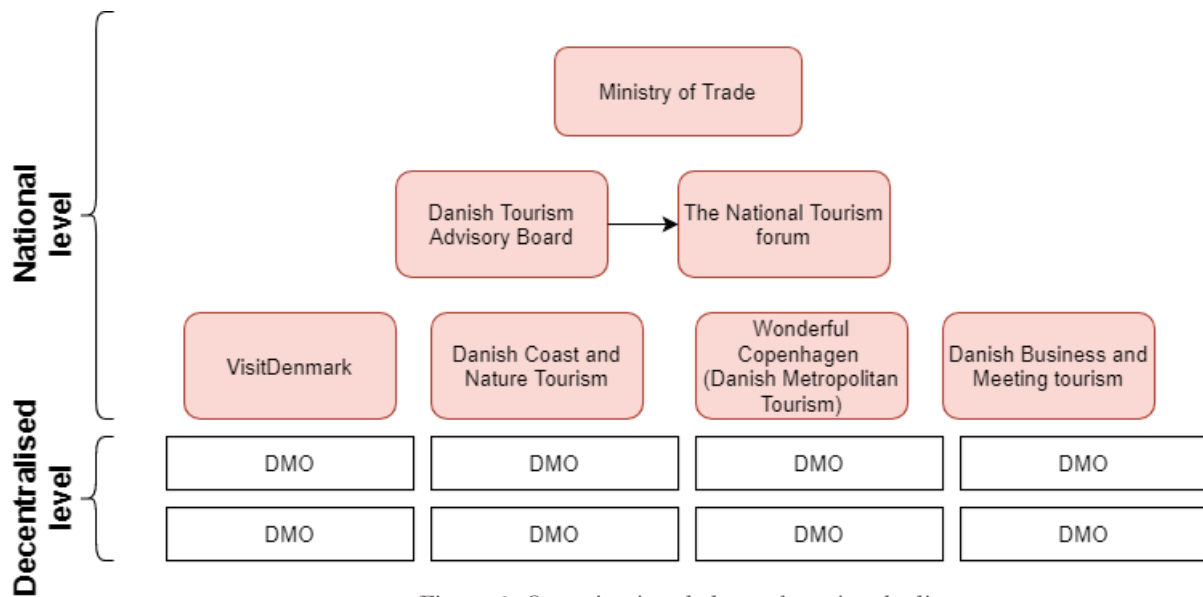
Figure 2. Organizational chart of tourism bodies
Retrieved from: https://www.oecd-ilibrary.org/sites/8e2e8e9e-
en/index.html?itemId=/content/component/8e2e8e9e-en

Major restructure of the tourism in Denmark started very recently, under the
New Business Promotion act of 2018 and is almost over. From 80 separate
management organization, the effort was made to consolidate them into 15-25
cross-municipality DMOs for stronger management and collective and
coordinated responsibility over destination development as well as to bring
together the tourism efforts of local municipalities (Press Releases, 2020).

2.2.1 Destination Zealand DMO

Subsequently, Destination Zealand DMO was established on 1st January 2020 by consolidation of VisitOdsherred, VisitHolbæk and VisitVestsjælland (Members, 2020). It is the DMO for the territories of Holbæk, Kalundborg, Odsherred, Slagelse and Sorø municipalities – West coast of Zealand island (grey area on Figure 3).
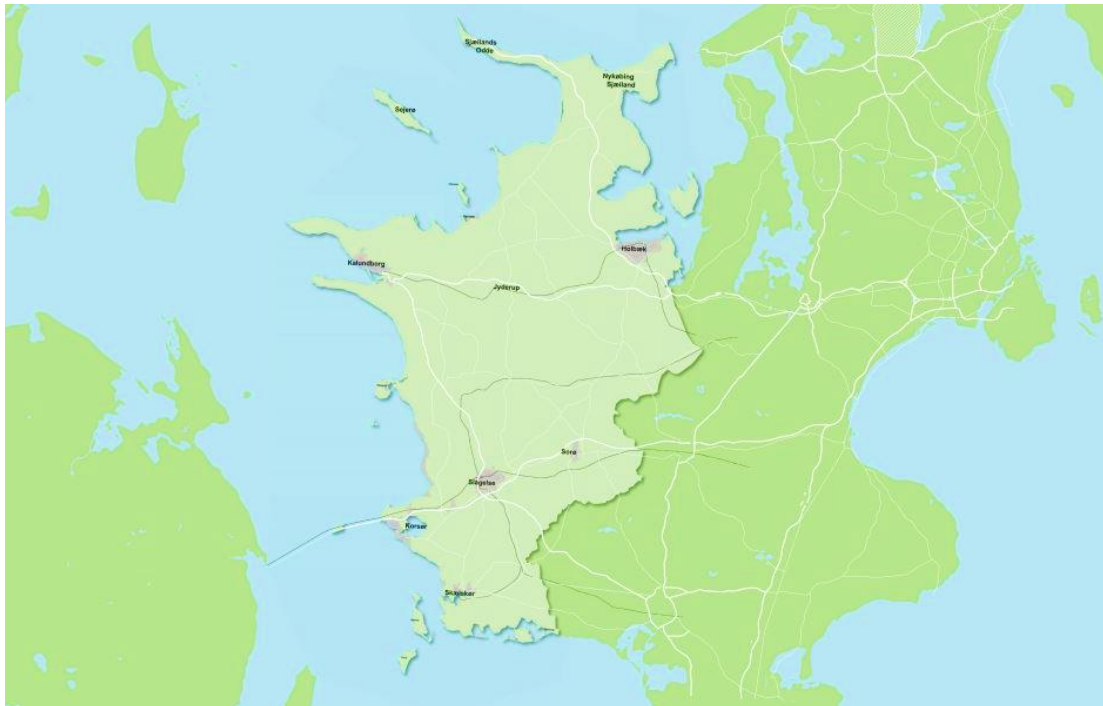
Figure 3. A map of Destination Sjaelland's borders.
Retrieved from: https://kort.destinationsjaelland.dk/

The destination is regarded as Denmark's largest holiday home area, offering over 40, 000 of them. Annual turnover is accounted for 4.4 billion DKK and the destination creates 6, 125 tourism related jobs as per 2019 year (Members, 2020). The main tourist markets visiting the destination and staying overnight are Denmark (70,5%), Germany (17%), Netherlands (2,5%).

"The landscape and cultural heritage - our special identity"

(About Us, n.d.)

3. Literature review

3.1 Tourism and crisis

Page et al. (2006) credit Faulkner (2001) for the research development in the area of crisis definition and its' nature. He defines a nature of a crisis as "a phenomena which disrupts an organization (or destinations) functioning" (as cited in Page et al., 2006, p. 362) and makes a distinction between a crisis and a disaster. The former can be attributed to a poor management or failure to respond, while the latter can be perceived as an external event with a quick and unexpected beginning. Another definition of disaster proposed by United Nations International Strategy for Disaster Reduction is more encompassing: "A serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses which exceed the ability of the affected community/society to cope using its own resources" (UNISDR, 2009, p.9). It is usually a combination of exposure to jeopardy, vulnerability present and insufficient capacity to cope with consequences (ibid., 2009).

There has been a substantial number of crises, according to previous terminology, rather disasters, that affected tourism in past years. Hall (2010) made a list from 1974 to 2010, where almost each year is characterized by either economic, conflict, energy, environmental or disease crisis.

Hall (2010) argues that the increasing impacts of economic crises, instabilities or disasters on tourism are not due to increase in emergence of such events, rather because the networks of communication, media and transport became highly integrated, that if one region is affected, the impacts can spread onto entire system. Another significant factor bringing the global change is increased tourism mobility and consequently the unplanned movement of diseases via transportation (Hall, 2009). Morse (1993) described this as viral traffic (as cited in Hall, 2009, p.50). Consequently, there has been a substantial body of

literature dedicated to the relations between crisis and changes in international tourism, as well as specifically relation between pandemic and international travel. However little attention has been given to the domestic travel (Cahyanto et al., 2016), which is an important aspect, as most of recovery strategies in tourism refocus on domestic market (Tse et al., 2006).

The significance of the crisis stems also from the critical nature of change in the routine hypermobility, which became normal in today's world of globalization, where large-scale and fast movements are frequent and ordinary for people, economies and industries. Therefore, "more perceptions of crisis develop when such 'normal' movement is stopped or slowed down" (Hall, 2010, p.403).

3.1.1 Tourism and health crises

Mair, Ritchie and Walters found in their study, that in the period from 2000 to 2012 only four studies were conducted, which are specifically related to health crises, even though the body of literature exploring tourism and crises grew (Mair et al., 2014). The overview of literature made by Hall (2010) indicates, that most of the research in tourism on crisis matter is about economic and financial crises.

Due to global change the rate at which pandemics and major epidemics occur has been escalating: previous century experienced three pandemics ('Spanish' flu, 'Asian' flu and 'Hong Kong' flu), while 21st century already experienced five pandemics (SARS, 'Bird' flu, MERS, Ebola and current COVID-19) (Gössling et al., 2020). As there is no vaccine yet, nonpharmaceutical interventions (NPI) became the main strategy around the world, similarly to 'Spanish' flu pandemic, which is regarded as one of the worst in human history (Gössling et al., 2020).

However current health crisis of COVID-19 is called as unprecedented and raises the need for further research, as noted by Gössling, Scott and Hall in their rapid assessment of COVID-19. Even though, UNWTO recognizes the threat that is posed to effectuation of SDGs, the authors, on the contrary, consider the crisis as an opportunity of tourism transformation for a better alignment to sustainable development (Gössling et al., 2020).

3.2 Crisis management

The management of disasters and crises is fundamentally important for reduction of impacts and improvement of recovery time "both at an organizational and destination level" (Mair et al., 2014, p.2), so they can "respond, recover, learn lessons, improve future planning and implement effective strategies" (Novelli et al., 2018, p.78). Effective management consist of three paramount steps: planning and preparation activities before crisis/ disaster, response to/management of a crisis/disaster as it unfolds and "final resolution to a new or improved state after the crisis or disaster is over" (Mair et al., 2014, p.2). Crisis management can be defined as *"an ongoing integrated and comprehensive effort that organisations effectively put into place in an attempt to first and foremost understand and prevent crisis, and to effectively manage those that occur, taking into account in each and every step of their planning and training activities, the interest of their stakeholders"* (Santana, 2004, p.308) .

3.2.1 Crisis management frameworks

Faulkner (2001) identifies the following stages of crisis in his tourism disaster management framework:

1. Pre-event
   Preventative actions can be made to alleviate the influence of a potential disaster
2. Prodromal
   It is obvious, that a disaster is inevitable
3. Emergency
   The impact of a disaster is felt, and there is a need for action to protect people (and property)
4. Intermediate
   When short-term actions were made and short-term needs has been addressed, there is a need for activities to rebuild services and the communities to previous normal

5. Long-term (recovery)

Essentially continuation of a previous phase, more focus on long-term analysis, restore and healing. (Faulkner, 2001)

However, Ritchie's framework (Figure 4) is more versatile, as it incorporates crisis life cycle and strategic management, providing recognition of different approaches that might be needed due to contextual dependence of a crisis (Novelli et al., 2018).
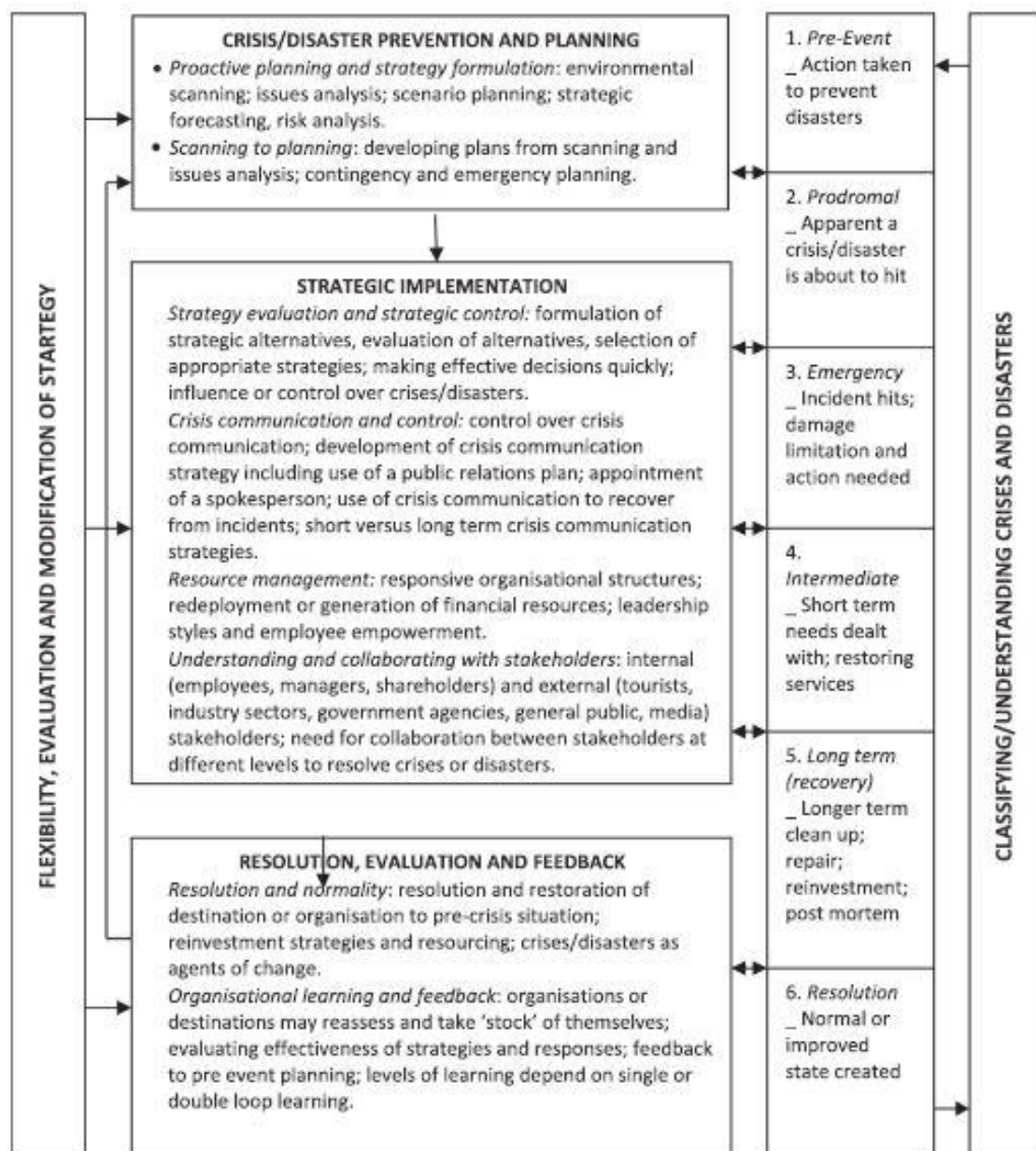
Figure 4. Rithie's (2004) Tourism Crisis and Disaster Management Framework
Adopted from (Novelli et al., 2018, p. 79)

A point of criticism of research on crisis management, is that often it is viewed as a holistic process with pre-defined stages, however these stages are not static and not clearly detectable (Prayag, 2018).

Page et al. (2006) stresses the fact, that context of a crisis is essential. Firstly, because the timescale of every stage requires different responses and strategies for planning and mitigating the consequences. Secondly, there can be triggers, which are vital to understand in each context, as they can lead to crisis escalation, stage continuation/ repetition or sudden shift. For these reasons, it is highly important for the organization responsible for crisis management to develop tools and techniques that can be used for prevention or planning for a crisis.

In tourism field, the National Tourism Organization is believed to be a strategic policy maker with a responsibility to prepare crisis plans in order to manage complex destinations, when chaotic and challenging time comes with a sudden crisis. "[It] is vital for the sustainability and financial viability of a destination's tourism industry which requires an integrated approach to coordinate and manage the diverse range of tourism stakeholders which coexist in any destination" (Page et al., 2006, p.361).

3.2.2 Crisis recovery

The stages of crisis management described earlier are perceived to be a part of the approach, which views 'the outcome of a crisis' to be 'a system being restored to its normal state' (Scott et al., 2008,p.3). In this case crisis itself is unconnected to the environment, where organization/destination functions, having an external effect on different elements of the tourism system. Alternatively, crisis can be considered from "a systems perspective where a change such as a crisis event causes changes to other parts of the system" (p.3).

From a practical perspective of organizations (and tourism industry) the aim of a recovery phase is to restore performance and operations to normal – pre crisis.

However, according to Scott et al.(2008), coming back to 'normal' is not always possible due to changes in the system itself and therefore, 'more radical, strategic thinking and reshaping' (p.2), and development of new patters is needed. "In recovering from a crisis, the need is often for innovative solutions and clear leadership rather than merely focusing on rebuilding" (Scott et al., 2008).

3.3 Innovation

Therefore, the following sub chapter brings up a theory on innovation in tourism and explains how it can be classified.

Among varying **definitions**, Hjalager (2010) presents the following one, which, even though lacking concretion, falls in line with what is called for in crisis recovery: "Innovation refers to the *process* of bringing any new, problem solving idea into use. Ideas for reorganizing, cutting cost, putting in new budgetary systems, improving communication or assembling products in teams are also innovations. Innovation is the generation, acceptance and implementation of new ideas, processes, products or services. Acceptance and implementation is central to this definition; it involves the capacity to change and adapt" (Hjalager, 2010, p.2)

<u>Categories of innovation</u> (Hjalager, 2010):

1. Product or service innovations
   Are directly observed by the customer and viewed as new
2. Process innovations
   Are more often made on a backstage, improving efficiency and productivity
3. Managerial innovations
   Are improving the organization of internal collaboration, directed at staff, careers
4. Management innovations
   Are associated with management entities, who attempt to innovate in marketing

5. Institutional innovations

   Are enhancing business through collaborative structure

Further, Abernathy and Clark classify an innovation as regular (incremental), niche (new market opportunities using existing technologies), revolutionary (diffusion of new technology, but not on a whole industry level) and architectural (change of overall structures, remodeling the concept of tourism) (as cited in Hjalager, 2002, p.466).

Despite the form in which innovation comes, all of them have common elements of creativity, problem-solving approach and different way of thinking (Moscardo, 2008)

3.4 Sustainable Tourism Development

In their rapid assessment of current crisis of COVID-19, Gössling, Scott and Hall call for acceleration of transformation of sustainable tourism (Gössling et al., 2020).

The basic definition of sustainable development and a notion discussed, used and critiqued widely was first introduced in the report published by World Commission on Environment and Development in 1987 and reads as following: "satisfying the needs of the present generation without compromising the ability of future generations to meet their needs" (WCED, 1987). The critiques of Higgins-Desbiolles (2018) indicates on obscurity of the meaning, as limits implied by word "sustainable" do not pair together with growth implied by word "development". Moreover, the realities became more of sustaining tourism and growth, rather than sustainable development. In many cases businesses on different scales use sustainability as camouflage of operating business as usual, implementing small changes, which are cost efficient (Higgins-Desbiolles, Sustainable tourism: Sustaining tourism or something more?, 2018), such as energy saving installations, water saving installations.

Hall (2009) presents another understanding of sustainable tourism development, which is "tourism development without growth in throughput of matter and energy beyond regenerative and absorptive capacities", arguing for a 'steady-state' tourism, which favors quality over quantity development. Building upon this definition, it is worth to explain the part of 'without growth'. It is related to the theory of 'degrowth', which in essence is a critique of growth theory and is aimed at finding the alternatives to the notion that economic 'growth is the ultimate good' (Hall, 2009, p.55).

Sustainable tourism and innovation

Most common innovations in practice of sustainable tourism are usually incremental or niche (Bramwell & Lane, 2012). Hall (2011a) exemplifies that by pointing out, that "sustainable tourism policies largely rely on adapting existing policy instruments" (as cited in in Bramwell & Lane, 2012, p.3). As well as, there is hardly any evidence suggesting that policy-makers adopt more disruptive, alternative sustainability concepts as 'slow tourism' or 'degrowth'.

4. Methodology

This chapter aims at showing the reader how the research was conducted. It starts with the outline of the research paradigm, as it guides the choice of research methodology through and out, introduces the reader with implication of conducting research during pandemic as well as depicts on the data sources and methods applied. The chapter ends with limitations of this research and reflections on the process.

4.1 Philosophy of science

The following subchapter explains the philosophy or paradigm adopted by the researcher in order to explain how the research work was organized and constructed. The research paradigm, according to Mackenzie and Knipe (2006), embodies the researcher's worldview, perception of reality, beliefs and way of thinking, which in turn informs decisions made in the research process, choice of methods and interpretation of the data collected.

Interpretive Paradigm

The researcher situates herself and her present research within Interpretive Paradigm, which key concept is *'that reality is socially constructed'* (Kivunja & Kuyini, 2017, p.33). The researcher investigates the complex phenomena and interrelation of tourism development at the destination and the context of pandemic, which is constructed by subjective realities.

In the case of the flow of this work, inductive attribute of the research paradigm (Scotland, 2012) is indicated by the change of the topic due to real-world circumstances of the COVID-19 pandemic. Namely, from "Small coastal destinations: How to improve its' tourism product in a sustainable way? Case destination Korsør" to "Tourism Development at the Destination and Pandemic: Crisis Management and Recovery. Case study of Sjaelland Destination". It became evident that generating data without contextualizing the research in pandemic realities is merely possible and would not be representative of the

paradigm's effort to understand *'the subjective world of human experiences'* (Kivunja & Kuyini, 2017, p.33).

There are four fundamental elements of the paradigm, namely, ontology, epistemology, methodology and axiology (Kivunja & Kuyini, 2017). This methodological chapter elaborates on three of them and regard to ethical considerations, which is only a part of axiological theory.

4.1.1 Ontology

In its' essence, ontology is a division of philosophy that deals with one's presumptions of what constitutes the reality. In terms of research, ontology concerns with essence of the phenomenon being examined (Kivunja & Kuyini, 2017). The researcher favors the **relativist ontology**, due to its' view that *'reality is subjective and differs from person to person'* (Guba & Lincoln, 1994, in Scotland, 2012, p.11). Examining crisis management at the tourism destination and more importantly the recovery process, the researcher believes, that it is vital to explore as many as possible 'individual crisis realities' of actors, as each of them experiences this pandemic and navigates the situation in their own way, respectively constructing the reality. The researcher seeks to interpret these realities without generalizing and is aware of impossibility of finding the absolute truth. As well as the researcher acknowledges that she comes into the research with own set of values and background, and therefore accepts that research topic, way of conducting the research and interpretation of data can be influenced, such as by the educational background and personal living experience of the pandemic at the case destination (Scotland, 2012).

4.1.2 Epistemology

The term *'concerns with the question of what is (or should be) regarded as acceptable knowledge'* (Bryman, 2012, p.27). Meaning, that epistemology describes what the researcher deems as knowledge and determines the way of how the researcher engages in uncovering the knowledge in the context that is being explored (Kivunja & Kuyini, 2017).

Epistemology in interpretive paradigm is considered to be one of **subjectivism** (Scotland, 2012), where the world and knowledge of it are co-related. In other words, experiencing the world by encountering it, participating in it and at the same time reshaping it. Individual human interaction with their reality constructs the knowledge. Therefore, the researcher relies on interaction with participants of the research as much as possible in order to uncover, understand and interpret the reality of Covid-19 crisis management and recovery implications on the destination through the interaction with individual realities of the participants.

4.2 Research Methodology

4.2.1 Research design: case study

According to Yin (2009) the relevancy of applying case study design to a research is conditioned by the following criteria: a) focal point of research is on contemporary phenomenon within a real-life context; b) the researcher has little to no control over the events; c) the research questions, such as 'how' and 'why', seek to analyse some contemporary issue or phenomenon. In this thesis research the 'phenomenon' is COVID-19 crisis management and recovery within real-life context of particular destination of Zealand, Denmark. The choice of the case study area was logical rather than random. A town of Korsør has been chosen in a first place as a context with a different phenomenon in mind, as it was convenient for the researcher to approach local stakeholders in a place of residence. However later, when COVID-19 lockdown and closures took place, the researcher naturally extended the case area to a whole destination, where this town is situated, even though online methods of data gathering allowed to choose any destination, as the phenomena of pandemic affected all of them.

Case study can be quantitative, qualitative or mixed methods' by its' nature (Yin, 2009).

Qualitative research

In a simple manner, qualitative research is concerned with the meaning of words, rather than numbers as in quantitative research (Bryman, 2012). According to Merriam and Tisdell (2016), qualitative research is about '*understanding how people interpret their experiences, how they construct their worlds, and what meaning they attribute to their experiences*' (p.6).
As this research objective is to understand how the destination, namely the stakeholders within it, are living through the crisis, see what actions are made and possible depict the meaning of it, qualitative research suits best. However, pandemic not only hindered the research process, particularly qualitative as it relies more on face-to-face interactions and methods, but also provided a unique opportunity to study a contemporary social phenomena in real-time (Roy & Uekusa, 2020). Nonetheless, in a midst of pandemic and restrictions of social distancing affecting researchers as well, the methods of qualitative research should be adapted to this situation, which could be considered agile, creative and innovative, but also brings up additional limitations, explored further in each method.

Following the rhetoric of the research during pandemic and the fact that case studies usually employ multiple methods for data collection (Yin, 2009), the researcher employed three types of data collection: online/phone semi-structured interviews, internet content analysis and secondary data sources.

4.3 Data collection and analysis

Data collection for the research purpose can employ primary and/or secondary data sources. The researcher employs both, where interviewing and content analysis technique are employed to generate primary data, while secondary sources are used directly for analysis.

4.3.1 Online/phone semi-structured interviews

Interviewing is a popular technique employed in qualitative research and usually it is either semi-structured or unstructured (Bryman, 2012). In this research semi-structured interviews were planned and an interview guide prepared, however, because the actors planned to be interviewed belong to different industry areas, it was decided to adjust it accordingly. One can find utilized interview guides in Appendix 2. Interview guides serve as a tool to direct the interview in a right direction, but also give room for additional questions arising from the answers of respondents.

Questions were formed and grouped according to the themes arising from the literature review and ongoing observation of current phenomenon of COVID-19.

Due to social distancing being one of the measures to stop the spread of the virus, an interview with DMO Zealand CEO was conducted over the phone. It was recorded with 'Blackbox Call recorder' and manually transcribed. While the second interview was conducted over Skype, recorded with basic recorder and manually transcribed. The second interviewee, manager position in a platform based service company related to hospitality business in Zealand area, requested to be anonymous and not to include the transcript in the report if it is publicly available, because at the time of the interview the person was on vacation, unable to ask permission for the interview with company CEO and shared sensitive information concerning future strategies of the company.

There are certainly drawbacks of such digital and non-personal interview mediums. Firstly, it hinders the quality, especially with the phone call, as parts of the interview become inaudible. It is also hard to reflect and draw on nonverbal clues usually present in a face-to-face conversation. *"For example, compared to face-to-face interviews, online conference interviews do not offer the same opportunities to develop the rapport which enables interviewees to feel comfortable in opening up to researchers"* (King & Horrocks, 2010, p. 48 in Roy & Uekusa, 2020, p.385).

4.3.2 Content analysis

According to Krippendorff (2004), content analysis is "a technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use" (as cited in White & Marsh, 2006, pp.23-27). However, replicability is not always possible in qualitative content analysis. The notion of inference in this definition refers to analytical constructs a researcher uses in order to move from the text being analyzed to the answer of research questions (ibid., 2006). Analytical constructs in this case are derived from literature review and knowledge of the context of pandemic.

Textual analysis of internet sources, such as content of websites and textual files available at the websites (CSR, minutes of board meetings) was performed in order to answer two sub research questions about sustainability at the destination and innovation during pandemic.

Sampling of the websites was done according to the list of official tourism partners, in other words, tourism stakeholders, present in the research area of destination Zealand. The full list can be seen in Appendix 3. It comprises total of 110 websites, grouped by themes utilized by DMO. The researcher excluded stakeholders, which did not have a website (3).

Researcher also used content analysis to understand the general situation stakeholders are in during pandemic, therefore looking on any messages and texts related to COVID-19.

The time frame is not set to a particular date, as the researcher accessed websites on ongoing basis (at least 2 times) to catch the development and any changes occurring, however most of the developments in terms of reports on innovation occurred on later stages (around August-December 2020).

4.3.3 Secondary data

Secondary data is the data collected by others and not the researcher herself. The data referred to, is existing information and statistical data, which cannot be manipulated by the researcher, however can be used in the light of new research questions and create new insights (Bryman, 2012). Such data can be used throughout the report, but also help to inform the analysis and find relevant points of departure and insights.

The sources utilized by the researcher include statistical data collected by United Nations World Tourism Organization (UNWTO), World Health Organization (WHO), VisitDenmark, Danske Destinationer and Destionation Zealand; it includes press releases, online newspaper articles, board meeting minutes of stakeholders available online (for example, Geopark "Odsherred")

4.4 Trustworthiness of the research

According to Guba (1981) the qualitative research and particularly the one situated within Interpretivist paradigm should be validated with criteria of trustworthiness, rather than of internal/external validity and reliability (as cited in Kivunja & Kuyini, 2017). Guba's (1981) proposed criteria for trustworthy qualitative study, which are *credibility, transferability, dependability and confirmability* (Shenton, 2004), are corresponding to the criteria usually applied by naturalist/positivist researchers (Shenton, 2004; Kivunja & Kuyini, 2017).

Credibility criterion is imperative for ensuring the finding of the research to be concurring with the reality. It can be approached through various arrangements, such as triangulation, random sampling, ensuring honesty in informants and iterative questioning. The author chose triangulation of research methods for this study trustworthiness endeavor. As was discussed above in chapter 4.3, the researcher employed multiple data gathering methods, data sources and theories in order to increase the richness and integrity of the research. Triangulation of

methods is signified by employing three methods, namely online semi-structured interviews, content analysis and analysis of secondary resources.

4.5 Ethical considerations

Ethics is an integral part of any philosophical paradigm and qualitative research.
Concerning interviews, the researcher always stated the purpose of the interview, and asked consent for recording the conversation and using this recording for research purposes. An explicit and volunteer consent should be given by participants. In case of one interview the consent was not given, therefore the conversation is classified, as explained earlier.

Context of pandemic also posed different constraints on the ethics of the research, as it is highly unpredictable in what state the potential respondent might be in terms of physical and mental health, new responsibilities etc., and it was fearful to impose additional stress on the respondents.

4.6 Limitations and reflection on the process

The following section explains the restrains the researcher faced during different phases of the thesis writing and limitations, which have had an effect on the research work.

One limitation is the researcher's inability to speak and read Danish language, as it posed difficulties with understanding, but also affected credibility of translated sources. The translations were done with Google translate and Google translate for PDF files, however sometimes it is inaccurate. In case it would be possible to do face-to-face interviews, a translator could be hired for a short period of time.

Considerable amount of the limitations of this research is a consequence of the pandemic and drastic life context change, putting different priorities over the research, such as health and financial well-being not only for the researcher but

for all potential respondents. As well as the necessity occurred to change the topic, geography of the case study and methods for the research. For example it was not possible to reach people in certain departments of municipality, as it closed down and provided only a generic phone number and e-mail.

In line with that, additional limitation was unpredictability of the situation throughout the whole process, which firstly hindered the respondents' ability to talk about their business innovative practices or course of actions, but also made it hard to plan and schedule, as some restrictions (such as closures before Christmas) came in with remarkably short notice. As destinations and stakeholders around the world fought to find their resilience and a way to go further with life in the context of pandemic, so did the researcher. Even though the process of the research started in February 2020 and is ending in January 2021, not all that time was allocated on the research work due to mentally affecting personal issues of the researcher, such as loss of income, health issues and family being affected by Covid-19 implications on a healthcare system abroad. Therefore, in all honesty, the quality and quantity of the research data collected was also affected by this. Even though, the researcher found the way around limitations posed by social distancing and lockdowns in terms of adapting the research methods, the novelty of it all added a steep learning curve.

5. Analysis

The following chapter provides an analysis of the acquired data from various sources to give an insight in what crisis management of the Zealand destination entailed. It is divided into subchapters according to the Ritchie's Tourism Crisis and Disaster Management Framework, as well as providing insight into sustainability of the destination. As the pandemic is still ongoing and destinations did not complete a full cycle of crisis management, as well as there is not enough data from just a destination due to the reasons stated in Methodology, analysis partly draws from global perspective, where it is deemed to be relevant to a local level. This chapter also answers on the proposed sub-research questions.

5.1 Crisis management of COVID-19

The first Coronavirus case in Denmark was confirmed at the end of February and a rapid growth of case number characterized beginning of March, reaching 11.962 cases and 593 deaths (as per 8th of June).

According to the statistics as of April 14, 2020, coronavirus severely impacted the tourism industry in Denmark: 88% of tourism business report revenue loss, 79% experience decreased number of guests and 14% dismissed employees (Statista, 2020).

Crisis/disaster prevention and planning

Even though it seems, like the world was not prepared for the pandemic, despite numerous warnings from health authorities, there are international standards, which countries need to meet. 2018 WHO meeting on European region called for contribution to health security, updating pandemic preparedness plans, which in some countries were not updated since 2009 (WHO, 2018).

However, there is no indication that there was proactive planning and strategy formulation was in place prior the first cases of COVID-19 in Denmark.

The following statement from the CEO of Destination Management organization for Zealand destination compares the suddenness of the event to a World War 3 and show the lack of prior preparation for the crisis at the destination:

"*Just as well prepared as the Danish government and the governments around the world..[pause], which means not prepared at all. Because, it's pretty much of how do you prepare for a 3rd World War, when you are almost certain, that won't happen and then suddenly it happens...*" (Muller, 2020, ll.180-184)

Later, though, he admits, that also heard the experts several years ago. I think it is not a contradiction, but an expression of how the world viewed the beginning of COVID-19 crisis unfold. As with 'WW3', there are possible indications, maybe conflicts, but nobody believes it will start tomorrow – and not in distant place on another continent, but already in your country. For a time period the virus was spreading in Asia, there was no indication of any precautionary measures taken in other continents and was disregarded by political leaders (Gössling et al., 2020). Novelli et al. (2018) and Ritchie (2004) argue that destinations should plan and formulate strategies proactively, in order to speed up effective decision making.

Strategic implementation

Strategic implementation is an important phase, which goal is contain the pandemic, take control over crisis and act upon it (Ritchie, 2004). The phase consists of strategy evaluation and strategic control, crisis communication, resource management, understanding and collaborating with stakeholders.

Crisis management technique as scenario planning, which was attributed by Ritchie (2004) to the planning phase of "strategic framework for the planning and management of crises by public/private sector organizations" (as cited in Page et al., 2006, p.362) is recognized as an invaluable tool for a timely decision-making. However, it is seen during this particular crisis, that the technique is

widely used in later phases of crisis management framework. Yet, it is hard to execute even on a global level of UNWTO, which is in possession of vast resources. Their scenarios are based on the reopening phases of the countries and economic estimates. Early estimations of international travel were to decline by 1-3%, three weeks later - 20-30% in relation to 2019 (Gössling et al., 2020), however a month later the estimation is 60-80% (UNWTO News, 2020). Meaning, that such fluctuations illustrate the complications to make projections and to act accordingly, as the nature of rapidly evolving crisis makes forecasts indicative at most (Gössling et al., 2020).

Visible actions in Denmark started on 14th of March, when a national lockdown was imposed and borders were closed for non-residents, suspending basically all travelling and advising to self – quarantine and stay at home. Zealand destination's early management of crisis comprised of following governmental guidelines and communicating these guidelines over their communication channels (website of DMO, Facebook, press releases).

The following quote indicates DMO's commitment to the values they represent, being cultural, environmental and social, without an intention to change their core. What they do intend to change is the communication strategies, which are going to be based upon market trends research made by them and VisitDenmark and opinions of their partnering tourism entities within the destination.

"But it doesn't really change who we are, it just changes the way we will present our values to our guests." (Muller, 2020, ll.82-83).

During imposed lockdown, the DMO for Zealand changed its' communication strategies and tried to adapt it to new realities. One of the examples is that they printed out a newspaper, which is usually distributed digitally, and spread it over to open places (gas stations and supermarkets) in the area for free (as seen on the upper screenshot of Figure 5).

Figure 5. Example of collaboration with society. Own screenshots.

Figure above shows, an example of collaboration with general public (Ritchie, 2004) for generating new ideas for leisure activities in the area.

The main page featured 38 activities and places, which would be compliant with government recommendations of social distancing. Some of them were from general public, such as 'rock hunting' and 'stone bingo' on the beach. However, 17 of them were re-marketed places (nature parks, cafes, museums), which either did not close or re-modeled their service, to offer online experiences – such as Geopark Odsherred offered an app to visit a park.

Moreover, the general language in the descriptions is strongly positive, as can be seen in Figure 6.
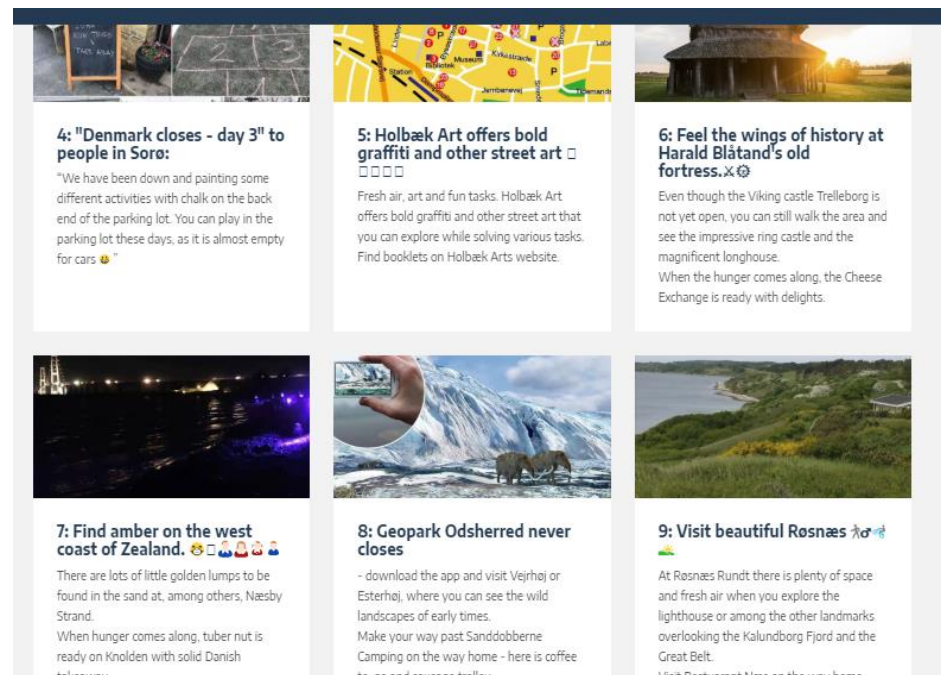
Figure 6. Example of DMO communication. Own screenshots.

Strategic communication

Consistent communication and trust are two key elements of effective collaboration for effective disaster management (Jiang & Ritchie, 2017; Scott et al., 2008). As well as strong and consistent communication is needed for effective crisis management at all levels.

This strongly varies from actor to actor, however from ongoing observations, any evidence of communication from higher tourism bodies was nonexistent in the beginning of pandemic and during lockdown, but swiftly picked up on later stages. Nonetheless, it is more an evidence of poor preparation for the disaster and lack of pandemic preparedness plan and communication strategies. In this sense, a great deal is attributed to Danish government, which persistently communicated during all time (press conferences almost every week). As could be seen on most websites of destination stakeholders, it is a recurring theme of 'we

follow governmental recommendations for COVID-19', where some are more extensive in their depiction of precaution measures taken.

Innovation within crisis management

In a time of crisis, academic literature recognizes the need for development of new patterns and innovative solutions as a part of successful crisis management (Scott et al., 2008). Ability to innovate, however, among other depends on organizations' resources and openness to change.

Drawing further on the examples of DMO communication provided above in Figure 5 and Figure 6, they can be analyzed from the perspective of innovation in tourism. On one hand it can be classified as management innovation (Hjalager, 2010), as "new marketing concepts can develop into imperative innovations in their own right, when such approaches change the way that overall communication to, and with, customers is undertaken" (Hjalager, 2010, p.3). During a lockdown, DMO found a new way to market their partnering establishments to a new target group – locals, who reside in the area of West Zealand. However, it was rather short-term innovative solution, as when restriction started to lift up, these activities were taken down from the website. On the other hand, it can also be regarded as product/service innovation, though to a lesser extent. It was something new in a way it was presented, what customers may never see before, however not entirely newly developed.

In the following table one can see all identified innovative practices made during COVID-19 crisis by tourism partners of DMO.

Type of Service	Description of Innovation	Innovation Type
Brorfelde Observatory	Innovative experience (tours with application; interactive games) Provide three apps: • Audio tour • Geo-app • Interactive game	Product/Service
Orø Strandcamping	Geo-catching app	Product/Service

Det Vilde Køkken Ostebørsen Dyrehøj Vingård Restaurant Madam Bagger Restaurant Madkunsten Restaurant ParnasHuset Restaurant Sommerlyst Restaurant Superbowl & Golfcenter Roots4 Rørvig Fisk & Røgeri Skælskør Fiskehus Strids Mølle Støvlet Katrines Hus Postgården Skælskør Urhøj Camping Jyderup Rectory	Switch from normal operations to take-away service	Product/Service
Ostebørsen	Switch from physical shop to web shop	Product/Service Process
Museum West Zealand	Tidslommen app – interactive game, "go out and find treasures, experience history" in a natural setting. (similar to 'Pokemon Go' mechanics)	Product/Service
	The project "Online cultural dissemination - new users and new business processes" has just received a grant from the Palaces and Culture Agency. The project directed on museum experience digitalization.	Product/Service Institutional
	Introduced time slots for entrance tickets to manage customer flow	Process
2nd Interview respondent(anonymous)	New customer target group acquisition through service trial	Product/Service Management
Slagelse Musikhus	New "booker group" where younger musicians/bands which are booked to perform in which younger audience is interested	Process
Comwell Hotel	Portioning of food with serving in the rooms; Double sitting	Process
Vilcon Hotel og Konferencegaard	"Good distance" concept where in addition to 4-star meeting facilities, they provide full "good distance" service throughout, e.g., all meals in separate rooms, portioned snacks. Additional price for the concept 300-700 DKK per person.	Product/Service

Gerlev Play Park	In the context of COVID-19, launched a new project 'medical festival-play for life' - broad movement for healthier and happier citizens, it has emerged in collaboration with the social housing plan in Slagelse during re-opening time.	Product/Service

Table 1. Description of innovation practices. Self-made.

It is seen that 'smaller' actors, and particularly the ones with one straightforward business model, mostly applied product/service innovations, such as changing food distribution method to 'take-out'. However, more complex actors with multiple products, and more extensive resources took the lockdown time to create new products and prepare for the future. Moreover, *'crowd management problems'* were dealt with mostly by introducing online booking and ticketing, where it was not accustomed before.

5.2 How the destination is addressing sustainability prior to the crisis and now?

According to the initial interview with DMO CEO, there was already an initial focus on sustainability at the destination level, which was translated to the 'themes' promoted by the destination company. Example of the 'themes' could be sustainable food production and distribution and focus on activities in nature. However, in the survey done by Danske Destinationer for stakeholders within destinations in spring, for 29% of sustainability had a lower priority now than it was before the outbreak (Destinationer, 2020).

Interestingly, a new development plan was recently submitted for review, offering a glimpse into future development plans in a press release of the DMO (Billions in tourism must lift Destination Zealand, 2020). Major focus in this press release is on economic and social sustainability, where they promise to

address the problem of holiday homes (their largest accommodation sector) being empty for 300 days a year and the fact that local traders dependent on visitors suffer from this.

Gössling et al. (2020) expressed a concern that due to pandemic and far reaching crisis, the focus will shift from SDGs and sustainability as a whole. Extensive review of stakeholders' websites and board meeting notes (where available) showed that it is not the case for Zealand destination. One can find in Appendix 1 the overview of sustainability effort at the destination. Examples vary from small operational 'green' initiatives to having acclaimed best socio-economic company (Musholm Bay). The initiatives were analysed according to three pillars of sustainability: economic, environmental and social (Higgins-Desbiolles et al., 2019). According to the authors, tourism industry often focus on environmental sustainability and make equal parallels, for example, between 'organic', 'green' and the term 'sustainability'. They critique this one-sided approach, "*which hits low hanging fruit does not show the understanding of the holistic and radical challenge that meaningful sustainability should entail*" (ibid., 2019, p.1554). Indeed most present initiatives would fall under this critique.

5.3 Discussion

The most recent Destination Monitor report published by VisitDenmark indicates an interesting revelation: out of all destinations in Denmark two of them are reported with a positive development in overnight stays in comparison to 2019, based on statistics from January to October 2020: Destination Limfjorden with +1,3% and Destination Zealand with +1,7% (VisitDenmark, 2020). It is hard to speculate on real reasons for such a development, however I might assume it is due to the following reasons: a) close proximity to Copenhagen, as Danes searched for alternatives to holidays abroad, b) availability of more COVID-19 restriction friendly accommodation, such as holiday homes and caravan parks (two major overnight stays contributors), c)

strong DMO communication, marketing campaigns and innovation during various stages of pandemic.

The research aimed at exploring the directions set by crisis management actions in which the development of a destination might go with the specific interest in sustainability and innovation.

I think some innovative practices have potential to shape not only destination development, but some tourism sectors as a whole. Collaborations and partnerships play a significant role in effective crisis management and recovery and is a recurring theme in crisis management literature (Laws et al., 2006; Scott et al., 2008; Yiang et al., 2017). The digitalization path of West Zealand Museum in collaboration with Lolland-Falster Museum, Brorfelde Observatorium, Frederiksberg Museum and Oplevelsescenter Nyvang already receive necessary funding, and their aim is to attract non-users of museums and make them attractive and accessible for larger population (PRESS RELEASES FROM MUSEUM VESTSJÆLLAND, 2020).

6. Conclusion

The main aim of the project was to explore, how a coastal destination Zealand, Denmark tried and still tries to recover from COVID-19 crisis. The research aimed to explore the directions set by crisis management actions in which the development of a destination might go. Particularly, the researcher was aiming to contemplate about two notions, sustainability and innovation practices, deemed important in the context of current crisis. As the implications are case specific and do not aim at generalizing to other destinations, but can be informative and useful for other similar destinations.

Subsequently, two sub-research questions were posed to guide the research scope:

1.   How the destination is addressing sustainability prior to the crisis and now?

2.   To what extent innovation is used?

It should be recognized, that tourism in relation to pandemic is bidirectional, as it is a major contributor to spreading the disease through travel, but also suffers a lot from the consequences - as one can see from COVID-19 pandemic. Even though, recent reports show that Destination Zealand did not lose statistically in terms of overnight stays due to historical primal targeting of domestic travelers, a lot of small businesses closed down or are struggling to survive.

During the beginning and lockdown, as it happened so rapidly and unexpectedly, it was evident that nobody prepared for that. However later stages picked up the pace of crisis management techniques, by using strong communication, marketing activities and innovation.

The destination management organization does not opt out of its' sustainability angle, at least from the outsider perspective, however, on a personal level of stakeholders, particularly small ones, where they did not have sustainable products at their core, the focus might shift.

From a practical perspective of organizations (and tourism industry) the aim of a recovery phase is to restore performance and operations to normal – pre crisis – or as COVID-19 rhetoric is 'business as usual'. However, according to Scott et al.(2008), coming back to 'normal' is not always possible due to changes in the system itself and therefore, 'more radical, strategic thinking and reshaping' (p.2), and development of new patters is needed. "In recovering from a crisis, the need is often for innovative solutions and clear leadership rather than merely focusing on rebuilding" (Scott et al., 2008). In the current research discourse innovative solutions have been seen to some extent, where more powerful (e.g. knowledge centers) actors develop new operational and product patterns with a sight in a long-term future, while smaller actors do not seem to have capabilities and resources to innovate in the same meaningful way, yet they still try to do so as a short-term solutions.

Further research:
The attention should be paid to social and environmental processes, as economic implications would dominate the research, judging by the previous research on crises. Moreover, as Novelli et al. (2018) recognized, there is no conclusive research on relation between social process known as normalization and health crises, which is the opposite of more general risk perception stemming from fear and loss of confidence in institutions. As a large-scale crisis of COVID-19 would definitely be perceived differently in various destinations and by people from different destinations. For example, the cases of USA and Denmark would be unsimilar, as trust in the authorities and their decisions/strategies greatly varies. Thus, creating different contexts for recovery strategies.

As it was recognized on later stages of the research and later stages of pandemic, government plays the main role in disaster management on national level. However this research did not draw on implications of governmental actions apart from restrictions set in different periods of time. Therefore, it would be beneficial for further research in this specific case study area to include any

other action, which could affect destination stakeholder 'well-being' and operations.

There is multitude of angles the research might have within the topic, such as taking upon demand side of tourism and exploring tourist's perspectives, which proved to be highly important in COVID-19 context due to possible behavioral changes of tourists mentally or physically impacted by restrictions. However, as it is such a global disaster, there is also a need to look at how the crisis have been dealt with (in this case at a destination level) and how destinations can become more resilient towards future crisis through the lens of resilience theory.

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Appendix 1

Overview of sustainability effort at the destination.

Type of Service	Description of Sustainability effort	Sustainability Type
Broby Canoe rental	Customer warning towards wildlife disturbance; waste management and noise pollution	Environmental
Deep archipelago (local family farm shop)	-Usage of wind energy for product creation (candles) -Usage of local raw materials (fallen tree branches)	Environmental
Geopark "Odsherred"	-Cultivation of raw materials (cattle and vegetables) -UNESCO global geopark – protection of natural and geological landscape -Provided space for school students during distancing restrictions	Environmental Social Economic
Røsnæs Around	-Created a development and residents' association, where one can join for 200 DKK per household/year -They support local businesses, cultural institutions, raised money for a free school and maintain the surrounding area	Environmental Social Economic
Sorø Boating	Closed for all pandemic period, even when re-opening took place, to care for their elderly customer group	Social
Anneberg Cultural Park	-Host of communes' flea market -Preservation of cultural site -Artistic and educational partnership with Geopark "Odsherred" (ex. Use of seaweed as a local source of food)	Social Economic
Borreby Herreborg	-Sustainable agriculture/farming around the estate -Nature conservation (Borreby Mose)	Environmental
Peace Nice Things	Recycle materials (glass, metal) to make new things	Environmental Economic
Musholm Bay Holiday Center	-Restaurant offers only local/danish produce, 50% organic -All profits from the company's operations must be reinvested in the **purpose of providing good, attractive holiday experiences for people with disabilities**. The socio-economic perspective also means that Musholm contributes to creating a **more diverse labor market**, because they offer good job opportunities for people with special needs.	Social Economic
Slagelse Kloster	Foundation of historical buildings of hospitals/churches/monasteries – offers affordable housing to elderly people	Social

Vikingecenter Fugledegård	Conservation and nature restoration	Environmental
Barfod Vin	The farm receives Organic Area Grants to convert and operate all the farm's agricultural areas organically. -Manual work at vineyard, bio cultivation principle	Environmental Economic
Bistro Bispegården	Organic ingredients and seasonal vegetables	Economic Environmental
Dansk Tang (Danish seaweed supplier)	-Cover **SDS's 7,8,11,12,13,14** -Sustainable harvesting and production -Drying of the seaweed is done by solar energy in summer -In winter it is done through surplus heat from industrial production in Odsherred -Use "eelgrass" seaweed as package filling	Social Economic Environmental
Det Vilde Køkken	-Use local ingredients and wild herbs. -Utilize seasonally available raw materials	Economic Environmental
Restaurant Sommerlyst	-Deposit for thermo boxes for take-away during COVID-19 -Pantry from local forests (hunted every month) -Food and ingredients from local producers, fresh(e.g. freshly caught daily fish)	Environmental Economic Social
Roots4	Return of cutlery in clean condition (packaging, boxes, foil, etc.)	Economic Environmental
Rørvig Fisk & Røgeri	Locally caught seafood and own Smokery	Environmental
Skælskør Fiskehus	Locally caught fish	Environmental
Strids Mølle	Own raw ingredients: grains from own fields, meat hunted from local forests, raw materials not grown by themselves, purchased from locals.	Social Economic Environmental
Støvlet Katrines Hus	Deposit for thermo boxes for take-away	Economic Environmental
Danhostel Kalundborg Vandrehjem	-GreenKey label -30-60% Okologi (Organic Food Label) -Separate rooms with disability access	Social Environmental
Kragerup Gods	-GreenKey label -Cover SDGs: 3,6,7,8,12 -Sustainable agriculture	Environmental Economic Social
Vilcon Hotel og Konferencegaard	-Social responsibility (education, employment, children initiatives – Presenting job opportunities for youngsters, introduction to hotel industry) -Attitude to raw materials organic (grow vegies/fruits/eggs/preserve/greenhouse/berry garden)	Social Economic Environmental
Copenhagen Countryside	A network of distinctive meeting places in Zealand with 'green' meeting places	Economic Environmental

Appendix 2

Destination management

1.   I have read about mission, vision and partner stakeholders on your website, but would like to ask additional info. Can you tell me please more about your organization, how many employees do you have? How the organization is financed?

2.   How does Sjaelland DMO include in the planning/development/marketing small destinations, such as Korsør? Are there any challenges? Can you give examples?

3.   Is there a development plan for the destination? Could you share it with me, please? How it is disrupted by the current events (Covid-19)?

COVID-19 crisis recovery

4.   Can you describe current situation (organization/tourism in the area)

5.   What is your view upon the future of tourism in the area? (And organization)

6.   What was challenging in the past two months and what challenges do you expect?

7.   What are primary objectives for Sjaelland DMO to recover from the Covid-19 crisis?

8.   Do you think COVID-19 crisis is an opportunity to rethink the destination tourism products in a new way? (if yes), In what way?

9.   In which direction can tourism development go in Sjaelland destination?

Crisis management

10.   How well do you think Sjaelland destination management organization was prepared? What could be done differently?

11.   How national DMO (Visit Denmark) was involved in crisis management? Did it help/guide Sjaelland DMO in any way? ///Could you share any guidelines, policies etc., if there were any?

12.   Is sustainability considered in crisis management activities and future planning?

Interview guide for hospitality company

Introduction

1. How many employees does the company have?

2. How is the company financed?

Crisis management

4. Could you remember and briefly describe the situation, the decisions made when COVID and lockdown hit Denmark? (Decisions on employees, further plan/operations, goals, reopening strategies)

5. On what were your decisions based?

6. What was challenging? (Loss of revenue, to comply with restrictions, work from home, etc) Passed and current time.

7. What actions/decisions did you take to get back on track and compensate for losses?

8. How do you manage to comply with restrictions/ physical closures of the restaurants and continue operations?

Crisis recovery

9. Similarly, as in March, the hospitality industry (restaurants) are closed. Can you compare how you were prepared the last time and now? Do you utilize the "quite time" to make preparations for reopening?

10. Do you think (the government) made a sufficient work in terms of planning for this COVID crisis and relief, in terms of was/is it enough, not enough?

11.Are you expecting lockdown 3 and what lessons did you learn comparing 1st and 2nd lockdown?

12. Is sustainability considered in the strategies of your company?

Appendix 3

List of stakeholder websites used for content analysis.

Category	Name	Website
Coast and Nature	Broby Canoe rental	brobykanoudlejning.dk
	Deep arhcipelago	dybkaergaard.dk
	4Colors	4faerger.dk
	Geopark "Odsherred"	geoparkodsherred.dk/
	Korør Golf Club	korsoergolf.dk
	Korsør Marina	korsoersejlklub.dk
	Røsnæs Around	roesnaes-udvikling.dk/
	Skjælskør V	skjelskoer5.dk/
	Sorø Boating	baadfart.dk/
History of Culture and Urban Life	The Cooperative Village of Nyvang	adlbn.dk
	Anneberg Cultural Park	annebergkulturpark.dk
	Arena Circus Land	arena.dk/cirkusland
	Birkegårdens Gardens	birkegaarden.dk
	Borreby Herreborg	borrebygods.dk
	Brorfelde Observatory	brorfelde.dk
	Denmark´s Bus Museum	danmarks-busmuseum.dk
	Danish Museum of Care History	forsorgshistorien.dk
	The Old Pottery Workshop	mogenskraemer.dk
	Peace Nice Things	fredespæneting.dk
	Gerlev Play Park	gerlevlegepark.dk
	Gitte Nurup and Cecilie Dige	ceciliedige.dk
	Iron in the Garden	jernihaven.dk
	Jyderup Rectory	jyderuppraestegaard.com
	Cable Depot	Kabeldepotet.dk
	Kirppu Kalundborg	kirppu.dk
	Kongegaarden	kongegaarden.dk
	Korsør Cinema Theater	korsoer-bio.dk
	The Artist Farm Dianalund	kunstnergaarden.dk
	Museum West Zealand Flakkebjerg School Museum	vestmuseum.dk
	Musholm Bay Holiday Center Holiday- Sport- Conference	musholm.dk
	Mills in the Dairy	kunstmejeriet.dk

	Panzermuseum East	panzermuseumeast.dk
	Reersø Amerikaner Bilmuseum	reersoeamerikanerbilmuseum.dk
	Skovsgaard Mølle og Bagerimuseum	skovsgaardmoelleogbageri-museum.wordpress.com
	Slagelse Camping og Outdoor Center	slagelsecamping.dk
	Slagelse Kloster	klostre.dk
	Slagelse Musikhus	slagelse-musikhus.dk
	Sommerland Sjælland	sommerlandsj.dk/
	Sorø Kunstmuseum	sorokunstmuseum.dk
	Turisthuset Orø	oroe.dk
	Zengarden	zen-garden.dk
	Vestsjællands Veteranbane	dit-veterantog.dk
	VestsjællandsCentret	vscs.dk
	Vikingeborgen Trelleborg	vikingeborgen-trelleborg.dk
	Vikingecenter Fugledegård	naturparkaamosen.dk
Unique Products	Barfod Vin	barfodvin.dk
	Bistro Bispegården	bistrobispegaarden.dk
	Café Dyrehøj	facebook.com/Cafedyrehoej.Frachillitilsafran
	Café Edderfuglen	facebook.com/Edderfuglen-561066584368103
	Café & Restaurant Tidslols	facebook.com/cafetidslos
	Dansk Tang	dansktang.dk
	Det Vilde Køkken	detvildekoekken.com
	Dragsholm Slot	dragsholm-slot.dk
	Dyrehøj Vingård	dyrehoj-vingaard.dk
	Knoldens Ishus	knoldensishus.wixsite.com/knolden
	Korsør Madmarked og Apoteker Cafeen	madmarked.dk
	Maarbjerggaard	maarbjerggaard.dk
	Omø Perlen	omøperlen.dk
	Orø Kro & Hotel	oroekro.dk
	Ostebørsen	osteborsen.dk
	Restaurant Madam Bagger	madambagger.dk
	Restaurant Madkunsten	restaurant-madkunsten.dk
	Restaurant Naes	restaurant-naes.dk
	Restaurant ParnasHuset	parnas.dk
	Restaurant Sommerlyst	restaurant-sommerlyst.dk/

	Restaurant Superbowl & Golfcenter	superbowl.dk
	Roots4	roots4.dk
	Rørvig Fisk & Røgeri	roervig-fisk.dk
	Sidinge Gårdbutik	sidinge.dk
	Skælskør Fiskehus	skaelskoerfiskehus.dk
	Slagelse Vinkompagni	slagelsevinkompagni.dk
	Sorø kunstmuseum cafe	sorokunstmuseum.dk
	Strids Mølle	stridsmolle.dk
	Støvlet Katrines Hus	stovletkatrineshus.dk
	Tøvestensgården	facebook.com/Tovestensgaarden
	Urhøj Cafe	urhoej-camping.dk
	Vejrhøj Vingård	vejrhoj.dk
	Ørnberg Vin	oernberg-vin.dk
Accommodation	Bjerge Strand Camping	bjergesydstrand.dk-camp.dk
	Campinggaarden Boeslunde	campinggaarden.dk-camp.dk
	Camp One	holbaekfjord.dk
	Comwell Korsør	comwellkorsor.dk
	Comwell Sorø	comwellsoro.dk
	Danhostel Kalundborg Vandrehjem	kalundborg-vandrerhjem.dk
	Feriepartner Odsherred	feriepartner.dk/odsherred
	Feriepartner Vestsjælland	feriepartner.dk/vestsjaelland
	Golfhotel Vilcon	vilcongolfhotel.dk
	Hotel Lillevang	hotel-lillevang.dk
	Hotel Strandparken	hotelstrandparken.dk
	Kalundborg Camping	kalundborg-camping.dk
	Kragerup Gods	kragerup.dk
	Lykkebjerg Bondegårdsferie	lykkebjergferie.dk
	Lystskov Camping	lystskovcamping.dk
	Mor Karens Bed & Breakfast	haandstrik.com
	Novasol Stillinge strand	novasol.dk
	Orø Strandcamping	oscamping.dk
	Postgården Skælskør	postgaarden-skaelskoer.dk
	Sorø Sø Camping	soroecamping.dk
	Sov ude i Rude	abildgaardlivsstil.dk
	Storebælt Campping og Feriecenter	storebaeltferiecenter.dk
	Strandhotel Røsnæs	sh-r.dk
	Tempelkrogens Camping	tempelkrogens-familiecamping.dk

	Ugerløse Feriecenter og Camping	feriecentret.dk
	Urhøj Camping	urhoej-camping.dk
	Vesterlyng Camping	vesterlyng-camping.dk
	Vilcon Hotel og Konferencegaard	vilcon.dk
	Villa Fjordhøj	villafjordhoej.dk

Appendix 4

Transcription of the interview with Jens Müller, <u>DESTINATION SJÆLLAND A/S CEO</u> (Destination Management Organization) and Danske Destinationer Chairman

total time [31:43]; telephone interview

<u>AZ</u>: Alina Zurikova, the interviewer

<u>JM</u>: Jens Müller, the interviewee

Introduction

7	JM:	Jens
8	AZ:	Hello, Jens! It is Alina. I contacted you for the interview.
9	JM:	Sure.
10	AZ:	Is it okay, yes? We can start?
11	JM:	Yes. [inaudible]
12	AZ:	Nice! Just to introduce quickly, the research is for master thesis about coastal
13		destination which is Destination Sjaelland, it's management and crisis recovery.
14		And.. Is it okay, if I record our interview for further analysis?
15	JM:	Yes, sure.
16	AZ:	Okay, thank you. Ehm… I have read about the mission, vision and partners,
17		stakeholders on your website, but I have some questions about additional info…
18	JM:	Yea
19	AZ:	Can you tell me, please, more about your organization, like, how many employees
20		do you have?
21	JM:	Well, um.. Currently we have 14 employees in our *DMO.*
22	AZ:	Okay. And how the organization is financed?
23	JM:	Eeeeehm, primarily from our owners, and our owners are 5 municipalities here, in
24		Sjaelland.

Development of the destination

27	AZ:	Okay. And how does Sjaelland DMO include in the planning, development or
28		marketing small destinations , such as Korsor?

29	JM:	Excuse me, one second. Can you repeat that question?

30	AZ:	[repeats] .. small destinations within the area, such as Korsør?

31	JM:	We try not to market and develop only on the basis of geography, but also primarily
32		on the basis of *themes.* [So we are..] So one theme could be nature and active use of
33		our nature, and another theme could be .. ehm [pause], food production! We have *a*
34		*lot of* food production in our area, both vegetables, we grow wine and things like
35		that. Then we have a theme called 'history and cultural development in our area'.
36		And, of course, Korsør and Slagelse, and all areas around are part of it.

37	AZ:	Uhu, okay. Is it like part of a development plan which themes you develop for
38		marketing or for including the areas? [Note: meaning, 'Are the themes you
39		mentioned part of a development plan for the area?']

40	JM:	Ehm…Well.. We have these three themes and then companies could fall in under
41		each theme, [which] are then included in our development programs. And, because
42		we do not .. When we say DMO, we say it is a destination management organization,
43		it is not a marketing organization. So, it is a management organization. We do
44		business development, product development, together with our companies, our
45		tourism companies in our area. *[?institutions…?, 3:47 inaudible]* And from that we
46		then derive some of the key points, that we also market in Denmark and in certain
47		markets internationally. And when we do it internationally it's, of course, in close
48		cooperation with VisitDenmark.

49	AZ:	Uhu. Yea, because also I see that the website is only in Danish, right? So it's probably
50		hard to get in contact with internationals…

51	JM:	Yea, right now it is only in Danish. We will have a English version, smaller version in
52		English as well. But, uhm, yes, more than 80% of our guests here, in our area, are
53		actually Danish.

54	AZ:	That's nice. And were you always a Management organization or at some point you
55		were more Marketing organization? Did it shift or..?

56	JM:	Well, that has actually shifted… I believe that has pretty much shifted years back.
57		And [for] everybody, we talk internationally as well, DMO is more management
58		organization. The time of, could you say, campaigning to get tourists in various areas
59		around the world is over. People, you know, an international tourist as well, or *most*
60		tourists, *most* guests don't want to be treated as or looked upon as tourist. They like
61		to be [remembering], what you call… temporary locals.

62	AZ:	Yes! Yes, also-

63	JM:	So what our main focus is now, is development of our local places, [and then]
64		because you get the most honest products, you get the most honest experience,
65		when you develop a place as such and make the core values of the respective areas
66		visible.

67	AZ:	Okay, nice. And is there a development plan for Sjaelland's Destination?

68	JM:	Yes, we have a strategy. Again, talking about [in the strategy?], what kind of core
69		values do we see in our area and who would be most interested in our core values,
70		because we don't, as we usually say, we don't want *a lot* of guests, we want *a lot of*
71		*the right* guests. We would like to have a lot of guests, who appreciate the values
72		that *we* can provide, or the experiences that *we* can provide.
73	AZ:	Okay, okay, uhu. And do you know, where I can access it? If it is even possible to
74		access it [plan or strategy, which you described], of course.
75	JM:	We I can translate [send?] it to you, but it is in Danish, we don't have it in English.
76	AZ:	That would be nice, thank you. I can translate it. I can send you an e-mail later..
77	JM:	Yes, please do.
78		
79		**Crisis management**
80	AZ:	Okay. And was this plan disrupted by the current events of Covid-19? [8:03]
81	JM:	Everything in our whole industry has been disrupted by the current events. [pause]
82		But it doesn't really [laugh/chuckle] change who we are, it just changes the way we,
83		umm, that will *present* our values to our guests. More likely [aut.: more so of] how
84		*they* come about experiences, or how they come about the experience of our area,
85		because *our* behavior will be different, at least this year or next year, I guess…
86	AZ:	Yea, could you give an example of, maybe, how will be different, uhm, your
87		presentation of values?
88	JM:	Uhm, well, it is not really the presentation of the values, but the whole experience,
89		again. We don't only exist because of the presentation [of values], we also do
90		product development, business development together with our companies, and of
91		course, the way to do business post Corona is somewhat different than it was before
92		Corona.
93	AZ:	Yea, that's understandable.
94	JM:	You cannot… You will not feel comfortable gathering in big crowds, so a lot of… could
95		be restaurants, cultural institutions and *a lot* of guests, they need to behave in
96		another way, they need to maybe to book your visits to a museum, so that you can
97		[*plan? 10:04*], you know, the crowd flow. There is a whole *new crowd management*,
98		uhm, problem, that you have to solve. Things like that changes our way that we will
99		take in guests.
100	AZ:	Okay, and so, you kind of already described the current situation your organization is
101		facing and tourism in the area is mostly non-existent probably now, or am I
102		mistaken?
103	JM:	[Laughs] No-o, pretty much.. A lot of, well all of our hotels and restaurants, the
104		museums, cultural institutions, they are all closed. So, ehm [uncertain short laugh]…
105		
106		**Recovery**

107	AZ:	And they will soon start to re-open, right?

108	JM:	Yea, next week will have restaurants [scheduled for re-opening] and *we think* that
109		museums and larger cultural institution will as well probably be allowed to open in
110		the beginning of June.

| 111 | AZ: | Mhm, okay, yea. One month more. [pause] But what is your view upon the future of |
| 112 | | the tourism? [pause] |

113	AZ:	It will be different, I understand, but will you strive to kind of return to the business
114		as usual with some twists, or you will create kind of different product or different
115		ways to engage with people or temporary locals which will come?

116	JM:	Hmm, well I guess.. Well, we talked a little bit about our various products and [that
117		they] have to be redefined, again taking care of crowd management and stuff like
118		that. I think that the assumption is that people will not travel as far as they did
119		before, at least not in the coming years. So, usually, 40% of Danish going to holiday,
120		they will be travelling abroad – they will not do that in the upcoming years. That
121		percentage will be much, much lower. We will have many more Danish guests,
122		Danish tourists in Denmark. I am pretty sure, we won't have that many old Swedish
123		tourist as we had before, so in and around the biggest cities we will not have as
124		many international guests as we used to have.

| 125 | AZ: | Yes |

126	JM:	I think the closer international markets will start to grow again, [like] Germany,
127		Sweden, Norway. We will see more guests from those countries again. At least,
128		that's the assumption.

| 129 | AZ: | Yes, I understand. And also hard to make assumptions now, because everything is |
| 130 | | changing so fast. |

| 131 | JM: | Yea! [pause] Well, it is easy to make assumptions [both laugh], but making them |
| 132 | | come true is [*difficult? Inaudible 14:10*] |

133	AZ:	Yes, true. And what was challenging in these past two months and what challenges
134		do you expect?
135		[silent pause]
136		In terms of working, but also in terms of tourism and making these things work,
137		which you planned?

138	JM:	Well, the challenges pretty much speak for themselves, when all the companies that
139		you are here to help, [inaudible 14:43] more guests when they are closed, then you
140		have no business at all, so that's a very difficult situation. Well I can't say… [heavy
141		sigh] In the coming months, again, will people re-open? I think most of our partners,
142		our companies, our institutions - they will know that they cannot just open, and then
143		think everything is just as business as usual and act as they have been doing all
144		along, because then you will *die*. [laugh] You will turn belly up with your company if
145		you think that you can just go ahead and think business as usual, so the biggest
146		challenge will probably be to find the right way for the various companies to actually

| 147 | | kickstart a business again. What [*How?*] will that change? And I think there are |
| 148 | | different measures for different types of companies, businesses. So.. |

| 149 | AZ: | Do you help these partner companies with knowledge of how- |

| 150 | JM: | Yea |

| 151 | AZ: | Yes? |

152	JM:	Yes. And we will try to collect data from our .. Well, to begin with, from our potential
153		Danish guests. What are their fears, what are their expected behavior, what are kind
154		of experiences they would like to have, what kind of experiences do they consider to
155		be a good and *safe* experience. And then try and develop products from that.

| 156 | AZ: | Okay. Nice. And do you think Covid-19 crisis is an **opportunity to rethink** the |
| 157 | | destination tourism products in a new way? |

| 158 | JM: | Yea. We have to. |

| 159 | AZ: | Yea? In what way? |

160	JM:	[inaudible 17:39] Well, that I *don't know*. If I knew that or I could give you the
161		answer right here, then I would become very wealthy within the next 6 months,
162		because we don't really know, what it takes to make people come back and spend
163		their spare time,.. and what experiences they would prefer. That's something that
164		we will try and take a good, close look at, collect data, again. [And] I think that we
165		will be developing products, experiences over the next 6 months, that we even
166		cannot think of today. There will be a lot of innovation and innovative thinking going
167		on over the next half year, that' for sure.

| 168 | AZ: | Did it already start, like with the planning and-? |

169	JM:	Like we are planning *how* we will develop, but we cannot plan *what* to develop. So
170		we can develop the methodology, how will we go about product developing,
171		developing new places and models and things like that, but what kind of products,
172		what kind of experiences, that will come out of this process, that's yet to be seen.

| 173 | AZ: | Okay, I understand. So, this could also be kind of innovative thinking, what you |
| 174 | | described. |

175	JM:	Yes, for sure, yea.
176		
177		**Crisis management**

| 178 | AZ: | How well do you think Sjaelland's DMO was prepared for what have come, for the |
| 179 | | crisis? |

180	JM:	Just as well prepared as the Danish government and the governments around the
181		world..[pause], which means not prepared at all. Because, it's pretty much of how do
182		you prepare for a 3rd World War, when you are almost certain, that won't happen
183		and then suddenly it happens… And all the experts have been saying, ehm, I've seen

184		several interviews from 5-6-7 years ago, from President Obama and others. Well, the
185		biggest threat probably in the future will be pandemics. And nobody was prepared
186		for.

| 187 | AZ: | Okay. Do you think that now we, like organizations, government, like VisitDenmark |
| 188 | | especially, should also prepare a plan for future disruptions, such as this pandemic? |

189	JM:	I think governments will probably have … First of all, the will probably try to develop
190		some kind of early warning system with regards to forecast pandemics. And
191		governments will probably also have some kind of crisis management plan for some
192		kind of lockdown as this, but I find it hard to see how we can plan or what we can do,
193		intelligently, to plan for that most of our industry closes down for 3 months.

| 194 | AZ: | That's true. |

195	JM:	If it closes down, it closes down. And nothing we can do about it [laughs]. And if
196		people are *not allowed* to go to visit all our companies, all our institutions… *What*
197		can we do? We can learn from the process of re-opening, we can learn from the
198		process, that we will be looking into now for the next half a year, full year maybe,..
199		of innovative thinking. What can we develop, how can we inspire our companies, our
200		institutions, our partners to be agile, to be prepared to change, to be prepared for
201		change. Because being prepared for change is being prepared to change.

| 202 | AZ: | Yes, that's true. |

203	JM:	And to have agile business model. You cannot foresee the unforeseen, but you can
204		have some kind of idea, what to do next time, when this happens. It's not if this
205		happens again, it will happen again in some form, … probably. Hopefully, it will be
206		many years from now, but it will happen again. So your business model, your
207		product's portfolio, your experiences that you provide to people. You will have to be
208		very agile and you have to be willing to make changes really quick.

| 209 | AZ: | Yes, agree. Did the national DMO…National DMO is VisitDenmark, right… |

210	JM:	Well, I would't call it DMO, because then you are talking destination marketing
211		organization, because that's what they are. VisitDenmark, they have two tasks: one
212		is to market Denmark internationally, they are almost not allowed to do marketing
213		for Denmark in Denmark, so it's only international marketing and [*second*] it's
214		gathering and sharing data.

| 215 | AZ: | So, well, is there a national destination *management* organization? |

| 216 | JM: | No. |

| 217 | AZ: | Oh, okay. So was VisitDenmark involved in crisis management, helped or guided |
| 218 | | somehow your DMO in any way? |

| 219 | JM: | No. |

| 220 | AZ: | No? No communication at all? |

221	JM:	Yea, well we had a lot of communication. Again, we had a close cooperation on the
222		marketing internationally and of course, when all the boarders closes down it makes
223		no sense to do marketing internationally, so we have actually postponed all our
224		international activities until it makes sense to actually start [*work? Inaudible 25:54*]
225		again. Meanwhile, we are launching a campaign, hopefully within days, to inspire
226		Danes to actually go on holiday in Denmark. Even though, they are not really allowed
227		to do marketing in Denmark, they have been given the right to do so intermediately.
228		So we have a close cooperation with them and they have been very helpful in
229		informing the marketing activities that we will be running over the next couple of
230		months.

| 231 | AZ: | So they are kind of mostly involved in the recovery process? |

| 232 | JM: | Yea. |

| 233 | AZ: | Yea, okay, but why they are not allowed to market in Denmark? |

234	JM:	It is a political decision, because if they were to market in Denmark, you could
235		probably argue at some point that they were favoring some areas to others. So it is
236		only on international marketing, and local or the Danish marketing, that is [for]
237		DMO's – that is Destination Sjaelland, Wonderful Copenhagen and Destination
238		Aarhus etc. That's our job.

| 239 | | |
| 240 | | **Sustainability** |

| 241 | AZ: | Okay, thank you for clarification. And probably one of the last questions, is |
| 242 | | sustainability considered in this crisis recovery activities and future planning? |

243	JM:	Hmm. [pause] Well, again sustainability. What kind of sustainability? There is, of
244		course, environmental sustainability, there is economical, and there is social
245		sustainability. So sustainability is one of these buzz words, when you really think
246		about it, there are a lot of levels of sustainability. If you talk about sustainability,
247		especially social sustainability. For instance in the city like Copenhagen, social
248		sustainability is crowd management, it is trying to ensure that certain areas of
249		Copenhagen Is not overcrowded in a tourist city. So maybe the focus on crowd
250		management in the wake of this Covid-19 virus will have the positive impact on a
251		product like Copenhagen. In our areas, not so much.

| 252 | AZ: | Not so much, okay. And then, I understand that, economical sustainability is more of |
| 253 | | a focus than environmental sustainability, or not? |

254	JM:	No, it depends on where it is. When people talk about sustainability, they usually
255		mean environmental sustainability, and they forget that there is social sustainability
256		and there is also economical. So it depends on what area in Denmark you are in. So,
257		environmental sustainability, I think we have an all-round focus on that, especially,
258		you know, here in Destination Sjaelland, we have [???30:18] we are very interested
259		in promoting local food production, it is of course, environmentally sustainable,
260		because we don't promote asparagus from Spain or all over the world, we promote
261		asparagus made right here, which of course has much smaller carbon footprint.

| 262 | AZ: | So sustainability is kind of embedded in the themes which are values for you? |

263	JM:	Yes.
264 265	AZ:	Okay. I think I am done with questions, maybe you have a comment or anything you wanted to share?
266	JM:	No, I think we a re good. Pretty much covered all the bases.
267 268	AZ:	Thank you very much for your time. And I will send you an e-mail, so you can share the strategy?
269	JM:	Yes.
270	AZ:	Okay, thank you. Have a nice day. Bye-bye.