

MODELING FOR SUSTAINABLE TOURISM MANAGEMENT AND OBJECTIVE HAPPINESS IN TIMES OF PROFOUND CHANGES: THE CASE OF USIACURÍ, COLOMBIA

Abstract

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Purpose - The purpose of this study is to analyse changes in tourism as a local economic development sector, considering environmental degradation and new global scenarios during and after the pandemic. The objective is to propose a sustainable, collaborative, and happiness-oriented tourism management model to revive the tourism sector.

Methodology/Design/Approach - The study utilizes grounded theory methodology, incorporating a systematic document review and a critical analysis of the successful Usiacurí-Atlántico municipality in tourism management. This approach aids in developing the TUGMECOL tourism model, emphasizing collaborative networks and promoting dynamic, productive, participatory, legitimate, and respectful heritage tourism management.

Results - The study's findings converge in the TUGMECOL tourism management model, notable for its emphasis on quality of life and objective happiness as innovative dimensions for sustainable tourism sector development. This model is evident as a manifestation of political trust in local development.

Originality of the research - This research is unique in its approach to sustainable tourism management as a collaborative strategy for local economic development. The use of grounded theory and critical analysis in the successful case of Usiacurí-Atlántico enhances the study's originality and significance for potential replication in similar rural areas, opening avenues for further research to enhance the model.

Keywords Sustainable alternative tourism; management model; responsible happiness; collaborative mechanisms; network relations; public policies; Usiacurí Municipality.

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INTRODUCTION

The global impact of the Covid-19 pandemic has generated challenges in areas such as health, culture, society, and economy, resulting in a decrease in reliance on traditional methods and an increase in technological adoption to restore trust in tourism services (SUJOOD, et al., 2023). Social actors, including the state, are seeking emerging solutions for recovery.

Tourism, severely affected, needs post-pandemic transformations to ensure health safety and quality in new contexts. The responsibility of governmental and social actors is essential to address the challenge of sustainability of tourism destinations (Leach, et al., 2021). Ongoing research supports the formulation of strategies that revive the sector with a focus on quality, sustainability, biosecurity, and governance (Dodsworth & Cheeseman, 2020).

The sustainability paradigm, promoted by (Ziritt & Moreno, 2018), seeks the harmonious coexistence of multiple sectors to achieve an ecological balance. The World Tourism Organization (UNWTO, 1997) describes sustainable tourism as tourism that meets tourism and regional needs while protecting and fostering future opportunities. In the field of tourism, the importance of constant research to generate confidence and reactivate the sector is highlighted, with emphasis on quality, sustainability, and biosafety (Dodsworth & Cheeseman, 2020).

The concept of sustainable tourism poses challenges in the harmonization of economic development, human welfare, and environmental protection of destinations (De Kadt, 1979). This position requires efforts by the State for an integral empowerment, not only socio-cultural, but also political, economic, and environmental.

The community approach to tourism management promotes ownership and belonging, facilitating new opportunities for environmental management and protection. The incorporation of the happiness parameter as a relevant intangible resource (Ravina-Ripoll et al., 2021) is vital in post-pandemic times.

The article analyzes the tourism practice in Usiacurí, Colombia, highlighting the vision of local development based on collaboration and sustainable leadership (Ziritt, et al., 2020). Indeed, through the experiences lived during the pandemic, the importance of consolidating collaborative socioeconomic dynamics to close gaps widened due to the changes that this situation brought in all sectors of society and especially in tourism.

This study is based on Grounded Theory and theoretical and empirical studies to support post-pandemic transformations in tourism in Usiacurí. It seeks to achieve legitimacy and analysis for future research through a collaborative approach to public policy and gap closure.

The institutional project at the Universidad del Norte, Barranquilla, examines collaborative mechanisms for sustainable and alternative tourism in Usiacurí. It seeks to characterize policies and programs, identify actors and socio-cultural conditions, and propose a management model. The research reports confirm conditions for sustainable and responsible alternative tourism in several dimensions. However, collaboration among social actors is required for its implementation and sustainability. This study seeks to develop a management model based on sustainability and objective happiness in post-pandemic tourism destinations. The collaborative approach and legitimized public policies are crucial to achieve safe and satisfying tourism in a context of trust.

1. LITERATURE REVIEW

1.1. Tourism Promotion Policies and Programs

The institutional project report on alternative tourism in the Municipality Usiacurí analyzes the policies and programs that promote it. The Legal Framework covers Law 1558 (2012), Decree (2018-02-07-01) (Code of Conduct and Tourism Sustainability Policy), the Strategic Plan for the Development of Cultural Ecotourism in the Municipality (2007-2017), the Tourism Sector Plan (2018 – 2022), from which several programs and policies derive (Ministry of Commerce, Industry and Tourism (MinCIT) (2018).

Law 1558 (2012) seeks to promote and regulate tourism. The Decree (2018-02-07-01) adopts the Code of Conduct and Tourism Sustainability Policy, aimed at sustainable and sustainable development, with public-private collaboration. The strategic plans contain programs such as (a) infrastructure improvement, (b) training, (c) community awareness, (d) tourism plant development, (e) financial management, (f) attraction renovation, (g) market knowledge and product design, and (h) tourism superstructure development and coordination.

This legal framework allows the formulation of the management system for the sustainability of the tourist destination. It is adapted to pandemic regulations, such as Decree 206 (2021) on selective isolation and safe economic reactivation, and Decree 343 (2021) for gastronomic establishments and bars. The process of policy formulation and implementation is essential for success, and the study is moving towards a concrete proposal.

All these explicit policies show a community that seeks, firstly, to be responsible and empowered in its tourism management process; secondly, it understands that its tourism resource needs to be protected to guarantee its continuity and sustainability; and as a result of this management, a place with guarantees of bio-safe protocols for the happy and responsible enjoyment of its community and visitors is derived.

1.2. Networking Relationships of the Actors of the Local Tourism System (Astl) and their Collaborative Mechanisms

In the scientific product called Network of socio-productive actors in tourism: analysis of collaborative mechanisms for the development of sustainable alternative tourism; according to Ziritt, et al. (2020), the objective of the macroproject is fulfilled: to determine the collaborative mechanisms of the fundamental actors present in the tourism sector. In this research, binding concepts such as actors of the local tourism system, collaborative mechanisms and relational networks are considered.

In the case of the actors of the local tourism system (ASTL), emphasis is placed on the supply actors, i.e., those subjects that have direct participation in the productive process in one or each of the stages of the economic management of the sector. In this sense, they are designated as groups belonging to the State, the productive business sector, and the organized community, such as: government agencies, public agencies, tourism service companies, associations, foundations or social agencies with tourism-related responsibilities, people who own or produce tourism resources and agents that generate influential opinion on tourism actions.

In this context, through fieldwork, documentation, and action participation (Ziritt & Moreno, 2019a), ASTLs are identified through the design of the value chain in the tourism production process, being structured as follows:

1. ASTL of the Public Sector-State: Government of the Atlántico, Ministry of Commerce, Industry and Tourism, Vice-Ministry of Tourism, Municipal Mayor's Office, Municipal Culture Council, Planning and Tourism Directorate, Women's Office, SENA (National Learning Service) Educational Centers, Colombian National Police, Civil Defense.

2. Companies supporting the tourism sector: Housing for lodging, restaurants, bars, discotheques and breweries, agricultural and livestock producers, various consumer goods stores, hardware stores, Usiacurí Feres Farah Health Center, Electricaribe, Interaseo, Triple A.
3. Organized community: Association of entrepreneurial families in Handicrafts, Gastronomy and Tourism (Asoargatur), Weavers of Peace Association, Julio Flórez House Museum (COPROUS Foundation), Green Usiacurí Foundation, Artisans, Women Artisans Association, Local guides and trail guards, Foundation of environmental responsibility Usiacurí spas (Frambaus Foundation), Group public transport buses, motorcycles and scooters, Group temple Santo Domingo de Guzmán, Permanent Fair of coexistence Julio.

In the working paper, collaborative mechanisms are defined according to Muñoz and Velasco (2015) as social networks of relationships implemented by ASTLs through policies, programs, or actions to boost local sustainable tourism. These networks are analyzed with Ucinet 6 software (Borgatti et al., 2002) to evaluate their dynamics, including density, centrality, and intermediation in the stages of the tourism productive process.

The results of the structural analysis show a moderate density of collaborative relationships, with the key participation of the municipal Mayor's office, the Council of Culture, Asoargatur and the SENA Educational Center. The centrality of action is shared mainly between the municipal Mayor's Office and Asoargatur, with the latter standing out as an intermediary with a high degree of linkage between ASTLs.

In conclusion, it is important to continue supporting these collaborative networks through new models of tourism management that emphasize the specific action of each type of ASTL in the stages of the tourism production process. This will contribute to the sustainable development of the towns, promoting alternative and responsible tourism, emblematic of Usiacurí for Latin America and the Caribbean.

1.3. Sociocultural Conditions of Sustainable Alternative Tourism in Usiacurí

The interpretative-critical study of the scientific product called Alternative Tourism and collaborative mechanisms as an expression of local development: Usiacurí as a case study (Ziritt, et al., 2020); as well as the working paper entitled: Multicriteria valuation of tourist attractions and resources in the Municipality Usiacurí - Atlántico, Colombia; provided information necessary to meet the objective of characterizing the socio-cultural conditions required for the development of collaborative mechanisms to promote sustainable alternative tourism associated with the development potential of the municipality. As recommended by the Ministry of Commerce, Industry and Tourism of Colombia (2010), it is important to carry out an inventory to register in an organized manner the physical and cultural factors of the tourist destination as potential products for economic exploitation.

In socioeconomic and cultural terms, the Department of Atlántico is a strategic territory in the Caribbean region, with an economic base in tourism, agriculture, fishing, industry, and services. Usiacurí, a municipality within this department, is a vital link in the regional economy due to its rich natural and cultural heritage. As an indigenous Mokaná territory, it stands out as one of the oldest towns on the Atlantic Coast, with a name that comes from "Usía", which means Lordship, and "Curi", the name of the ancient ruling cacique.

The documents reviewed identify Usiacurí as a municipality with tourism resources and cultural and natural attractions for local development. Its participatory and entrepreneurial community, its commitment to environmental and cultural preservation, and its empowerment are key strengths for promoting sustainable alternative tourism. It stands out even more for its historic peace, with no homicides in more than 15 years, an essential aspect of the tourism experience that increases the happiness of all stakeholders.

According to Sanagustín-Fons et al. (2020), these factors are crucial to significantly raise happiness among stakeholders in the local tourism system. For their part, Séraphin et al. (2018) support a positive relationship between happiness in the tourism destination community and its culture, as well as the perception of local development through tourism, which contributes to economic growth and social well-being. Ultimately, these elements translate into the creation of exceptional visitor experiences.

In this way, the results identify the inventory of the municipality's heritage including tangible cultural, intangible cultural, festivities and events, interest groups, as well as natural sites according to the degree of priority for their quality and significance:

1. Tangible cultural heritage: Museum of the Poet Julio Flórez, Temple of Santo Domingo de Guzmán, Artesian wells of mineral waters, The artisan's house, Monument to the Weaver Muse, Plaza of the Julio Flórez house-museum and small square of handicrafts.
2. Intangible cultural heritage: Knowledge of the weaving technique for making handicrafts based on Iraca palm fiber, the peace, tranquility, and silence of Usiacurí, the legend of La Mohana: woman who cares for and preserves the waters, the legend of La Princesa Chacanita.
3. Festivities and events: The transit of the virgin or ascension of the virgin, Viacrusis live (major week), Festivities in honor of Santo Domingo de Guzman, Las corralejas, Las fiestas carnestolendas, Craft exhibitions, gastronomic and country fair.

4. Stakeholders: Mokane Ethnic Community
5. Natural sites: Luriza Hike and Observation, Cold Waters Stream Hike, El Edén Stream Hike, Barro Prieto-Pozo El Molino Hike, Santa Rita Farm, Cajón or Pueblo Stream Hike, Cruz de Cristo Rey Hill Hike, Julio Florez Square Hike to the elevated pond.

The socio-cultural characterization of Usiacurí stands out for its privileged nature, peace and social happiness, cultural history, ancestral crafts, festivities and trusting relationships, qualifying it for the development of ecotourism, adventure tourism and rural tourism. However, to fully achieve socio-cultural, economic, and environmental sustainability, greater articulation and cooperation among key actors is vital, overcoming individualistic and competitive approaches. For example, some artisans lack formalization and exhibit little of their work. It is crucial to strengthen relations between the State, the community, and the private sector, promoting relational networks of moderate density for a significant impact.

1.4. A Development that Requires Understanding the Context for a New Management of the Tourism Process and Happiness

The projection of tourism as a productive process in current economic trends involves economic, social, political, environmental, and emotional variables, reinventing itself as new consumers, modern management theories and new forms of global coexistence, such is the case of those originated by the Covid-19 pandemic. From this perspective and context, the tourism process in Usiacurí requires an evolutionary improvement in its management, which admits the restructuring of its processes whose perspective is directed towards a sustainability linked to the joint, integrated, and collaboratively legitimized work between the State, community and private business sector and its main social actors of supply.

Merchán (2008) argues that the tourism sector requires new forms of management due to the growing demands of its stakeholders. Managerial complexity arises from the ontology of tourism and expands in the postmodern world, which emphasizes coexistence from a balanced ecological perspective between human needs and those of nature. This new conception, based on Edgar Morin's concept of planetarity, advocates sustainable coexistence and the intelligent and lasting use of resources for the development of future generations.

The macro research project provided information to propose a new tourism management based on collaborative approaches and the key elements of tourism, considering the dimensions and axes of alternative and sustainable tourism, with emphasis on community action to promote the happiness of both the inhabitants of the municipality and visitors. Happiness in this tourism perspective goes beyond the individual vision and focuses on responsible wellbeing, overcoming limitations and conflicts to achieve integral happiness with the environment and its members (Margot, 2007).

Happiness in the context of the tourism ecosystem is understood as a state that combines the objectivity and subjectivity of its actors, reflecting positive experiences that generate well-being at both the objective and subjective levels. This state of full satisfaction is achieved when people feel that their lives have a purpose and their basic and emotional needs are satisfied, allowing them to contribute to the well-being of those around them (Scorsolini-Comin & Dos Santos, 2010; Alayón Villarreal, 2015). When this wellbeing can be radiated both individually and collectively, we can speak of tourism management that promotes wellbeing and happiness in a responsible manner in the ecosystem.

1.4.1. Key elements of tourism

Sustainable tourism focuses on the key elements of tourism, which include accommodation, food, travel, and experiences. Xia (2016) highlights that an online collaborative economy allows offering more personalized services and comprehensive tourism experiences at more economical prices for tourists. In the case of accommodation, alternative tourism seeks to meet customer expectations, breaking the traditional model of hotels and promoting tourist housing to boost local development in a sustainable way (Orgaz, 2013). Likewise, gastronomy is linked to accommodation, and tourists demand personalized meals that reflect the daily life of the inhabitants of the tourist destination (Danovich, 2016). On the other hand, the travel pillar presents opportunities, but its impact on the environment must be considered in line with sustainable development objectives. Finally, experiences in alternative tourism offer opportunities in various dimensions, such as ecological, adventure tourism, rural tourism, and contemplation tourism, allowing the tourist to relate socially with the inhabitants and their culture (Nieva, 2004).

The changes to which the author refers have to do with the worldview that humanity is currently considering in its need to address more direct and active tourism experiences with and in nature, in a more conscious way with its care, its enjoyment, thinking about its conservation and the welfare of the planet, to know and participate in the socio-cultural particularities of each tourist destination in meaningful and lasting experiences; in short, an alternative tourism of happy enjoyment in commitment and eco-social respect.

It should be noted that in the post Covid-19 era these key elements should be considered taking into account the specific regulations of the national government summarized and constantly updated in the Colombian Association of Travel Agencies and Tourism (Anato, 2021) as is the case of the regulations for hotel establishments or lodging and gastronomic establishments that have the character of tourism, as well as transport protocols and biosecurity measures in general.

1.4.2. Stages of the tourism production process

According to Merinero (2009), the tourism production process comprises two parts: the creation of the tourism product and its articulation as a destination. This process is developed in key dimensions: product creation, promotion, marketing, and management, supported by training and research, which act transversally. Ziritt et al. (2020) point out that, in the Creation stage, the product is planned and organized, infrastructure is developed, resources are restored, and services are created. Promotion involves advertising campaigns and printed guides to highlight the benefits of the destination. In the Marketing and Management stages, sustainable local development is sought, integrating actions such as sales, resource management and relations between ASTLs.

In the product management dimension, Merinero & Zamora (2009) focus on activities such as tourist receptions and guided tours, which foster networks of relationships between tourism stakeholders and are intertwined with other aspects such as customer service, guides, transportation, and quality (p.37). The stages of the tourism production process should be collaborative, with the protagonist participation of the ASTLs, promoting sustainable tourism development at the local level.

1.4.3. Axes of sustainable tourism

Since the 1992 Earth Summit in Brazil, treaties on sustainability and sustainable development have gained relevance. Nieva (2004) points out that as early as 1972, at the World Conference on the Environment in Stockholm, a connection between development and the environmental aspect was established through the United Nations Environment Program. The 1987 Brundtland report analyzes the concept of sustainable development, underlining its intrinsic link between nature and development, and highlights three approaches to sustainability: environmental, economic, and sociocultural, where the environmentalist-ecologist approach focuses on sustainable development (Cardoso, 2006).

The notion of sustainable tourism, according to UNWTO (1998), seeks to improve the quality of life of the host community, offer high quality experiences to visitors and preserve the environment. Over time, this concept has evolved to encompass the axes of sustainability: economic, environmental, and sociocultural, integrating aspects such as cultural and natural heritage, shared responsibility, and codes of conduct (Palomino & López, 2019; Chumaceiro & Hernández, 2016).

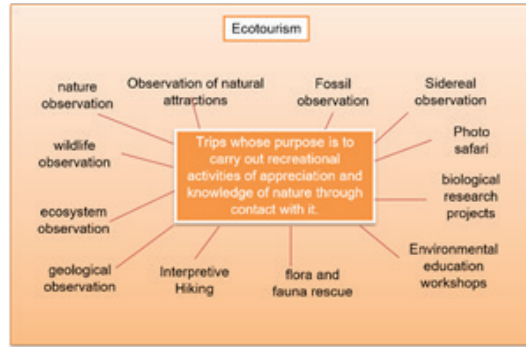
Current tourism management must consider these axes to achieve sustainable development (Cardoso, 2006; Merinero et al., 2013; Nieva, 2004; Mara, 2006). From the economic perspective, tourism benefits localities with natural and cultural resources, strengthening the economy. In the environmental dimension, it is committed to the conservation of natural heritage. The sociocultural axis of sustainable tourism, pointed out by Merchán (2008), encompasses cultural values, beliefs, and local experiences, connecting individuals from different cultural contexts.

The philosophy of sustainability seeks economic growth that considers social and environmental objectives, essential in a world affected by the depletion of natural resources. Tourism plays a key role in sustainable local development by interacting with society, the environment, and the economy. In the context of Covid-19, the importance of managing happiness in tourism and offering experiences that promote fulfillment is recognized.

1.4.4. Dimensions of alternative tourism

Sustainable tourism development focuses on the management of alternative tourism, which according to Nieva (2004), is a new form of tourism with emphasis on environmental conservation and the satisfaction of tourism stakeholders. Alternative tourism includes three dimensions: ecotourism, rural tourism, and adventure tourism. López-Guzmán & Sánchez (2009) describe it as a type of tourism that promotes community empowerment and allows contact between the local community and visitors to obtain new experiences. In this modality of tourism management, the community plays a leading role in the projects and programs of the local tourism system, collaborating with other entities such as NGOs, private institutions, and the business sector, as well as with government strategies for productive diversification and ecological conservation (Lárraga et al., 2018). Ecotourism, as part of alternative tourism, is developed in natural areas with the objective of acquiring knowledge about nature, participating in its conservation, and contributing to the development of local communities (Jalani, 2012; Nieva, 2004; Orgaz & Cañero, 2016).

Figure 1: Activities practiced in the Ecotourism segment of Alternative Tourism



Source: Nieva,2004

Figure 1 of Nieva (2004) illustrates various options for ecotourism activities, adaptable according to the destination, seeking to establish “new criteria and lines of action” that change production and consumption patterns (p. 12), as pointed out by the author. Studies reviewed highlight the participation of ASTLs in intersectoral policies, aligning with this research. Ecotourism is adaptable to Covid-19 biosafety protocols when carried out in open spaces, promoting responsible production and consumption of happiness in various dimensions of alternative tourism.

Rural tourism, according to UNWTO (2019), encompasses activities in rural areas to interact with local life, traditions, and attractions, driving economic dynamics and cultural reevaluation. It emerges from ethnography, social science, and studying traditions. From this perspective, rural tourism encompasses activities such as agrotourism, ethnogastronomy, gastronomic workshops, handicrafts, cultural lodging, heritage visits, dialects, ancestral medicine, among others (Nieva, 2004; UNWTO, 2019).

Adventure tourism encompasses recreational challenges in nature, not necessarily extreme or competitive. According to UNWTO (2019), it involves outdoor activities such as mountaineering, climbing, canoeing, kayaking, canyoning, canyoning, cycling, hiking, and diving (p. 37).

Depending on the natural space where the activities of this type of sustainable alternative tourism are carried out, whether it is water, land, or air; (Nieva, 2004) classifies them as follows:

Figure 2: Activities practiced in the Adventure tourism segment.



Source: Own design based on Nieva (2004).

In regions such as Usiacurí, Department of Atlántico in Colombia, these types of tourism offer new opportunities for the creation of tourism products, as well as commercialization, local economic development, service providers, jobs and with-it new ways of managing the system in the science of sustainability, social interrelationships and collaborative mechanisms from a perspective of community empowerment.

2. RESEARCH METHOD

Methodologically, the study is developed through the grounded theory approach under an interpretative-critical study concerning the work documented in exhaustive review and analysis of the scientific products resulting from the institutional project entitled *Collaborative mechanisms for the development of sustainable alternative tourism based on the management of public policy in the Municipality of Usiacurí*.

According to De la Cuesta-Benjumea (2006) as a qualitative research method or design, grounded theory is developed in three stages: the description through which the conceptual ordering of the results of each objective achieved in the macro project is carried out; the categorization, codification or identification of concepts, where the attributes, dimensions and properties of the data analyzed are discovered, which in this research will mean the categories for the design of the tourism management model and; finally, the constant comparison between the analysis of the data and the generation of explanatory concepts and theories, allowing the construction of knowledge based on experience.

The macro research was conducted during the period between 2019-2022 holistically transiting various methodological levels in the procedural path: exploratory, descriptive, and explanatory that covered fieldwork, content analysis in legal documents, participation action and generation of the product among social and community actors of tourism in Usiacurí, Colombia.

It is worth highlighting relevant particularities of the study unit, as described by the Municipal Mayor's Office of Usiacurí (2022) through the Planning and Tourism Office of the municipality. In this regard, Usiacurí went from receiving 400 to 24,000 visitors per month, after implementing a strategy that positions the municipality as the first sustainable tourist destination in the department.

According to the records of the mayor's office, currently, every week there is an influx of tourists and the weekend is much higher with visitors from different parts of the country and also foreigners, reaching 12,000 visitors per weekend when previously recorded only a thousand or two thousand a year, becoming a model of economic revival through tourism, with more than 120 new productive units, including crafts, food, lodging, pastries, bathrooms and other business opportunities. Highlighting the fact that about 90 percent of the families of Usiacurí are dedicated to iraca palm handicrafts, which has given them national and international recognition for their weavings.

3. RESULTS

3.1. Construction of a Sustainable Tourism Management Model

The sustainable development of a territorial environment where the community, government, institutions of various kinds and the business sector converge requires quality management to achieve the systemic vision of the concept. In the case of the tourism sector, this management is framed in the systematicity of the stages of its productive process managed through an environmental, socioeconomic and Cosmo visionary essence.

It is urgent to develop an innovative model of sustainable tourism management that promotes the participation, collaboration, and integrated relationships of ASTLs (Local Tourism Social Actors). This responds to the current realities of tourism destinations and seeks a transformative legacy towards the alternative, sustainable and sustainable. In addition, the socioemotional factors of demand must be considered, such as personal and social care due to Covid-19, which has led to a search for safer environments and for tourists to be considered "consumers of happiness".

In this framework of ideas and considering both the legal documents of municipal planning, as well as the proposal of new public policies in the formulation of a sustainable management system; the colophon of this research contemplates the design of a tourism management model developed through the following elements: Components, Objective, Premise, Structure, Interaction and Operability.

3.2. Components of the TUGMECOL tourism management model

The study of the macroproject "Collaborative mechanisms for the development of sustainable alternative tourism in the Municipality of Usiacurí" generated the TUGMECOL sustainable tourism management model, based on public policies and collaborative mechanisms to face the post COVID-19 pandemic era. Key criteria were identified, such as the Legal Framework, Actors of the local tourism system (ASTL), Relationships in networks, Tourism productive process, dimensions of alternative tourism, Axes of sustainable tourism, Benefits of the tourist destination and Key elements of tourism. This model becomes a management tool that dynamically addresses society, economy, politics, and environment, with the objective of establishing itself as a national reference for collaborative management at the local level.

Emerging categories for the TUGMECOL Tourism Management Model, based on collaborative mechanisms for the Municipality of Usiacurí, Atlántico. Operational dimensions



PEEC: Strategic plan for the development of cultural ecotourism in the municipality of Usiacurí 2007- 2017.
 PETS: Strategic Plan for Sustainable Tourism 2018-2028

Source: Own elaboration

The schematization of the emerging categories that emerged, following the infographic methodology proposed by Martínez (2016) as a representation map of the information provided through a trans complexity approach; yields a cumulus of data read clockwise, through which the TUGMECOL model and its operability can be structured.

3.3. Objective of the TUGMECOL tourism management model

To favor happily responsible tourism management through collaborative praxis as a way to strengthen the sector in alternative and sustainable terms, where the happiness of the community and its visitors is managed through its potentialities converted into tourism resources and products expressed through public policies; allowing all the actors of the system to develop the capacity to recognize the environment as a whole composed of diverse parts that are integrated among themselves in an articulated and relational manner and where the new times demand it.

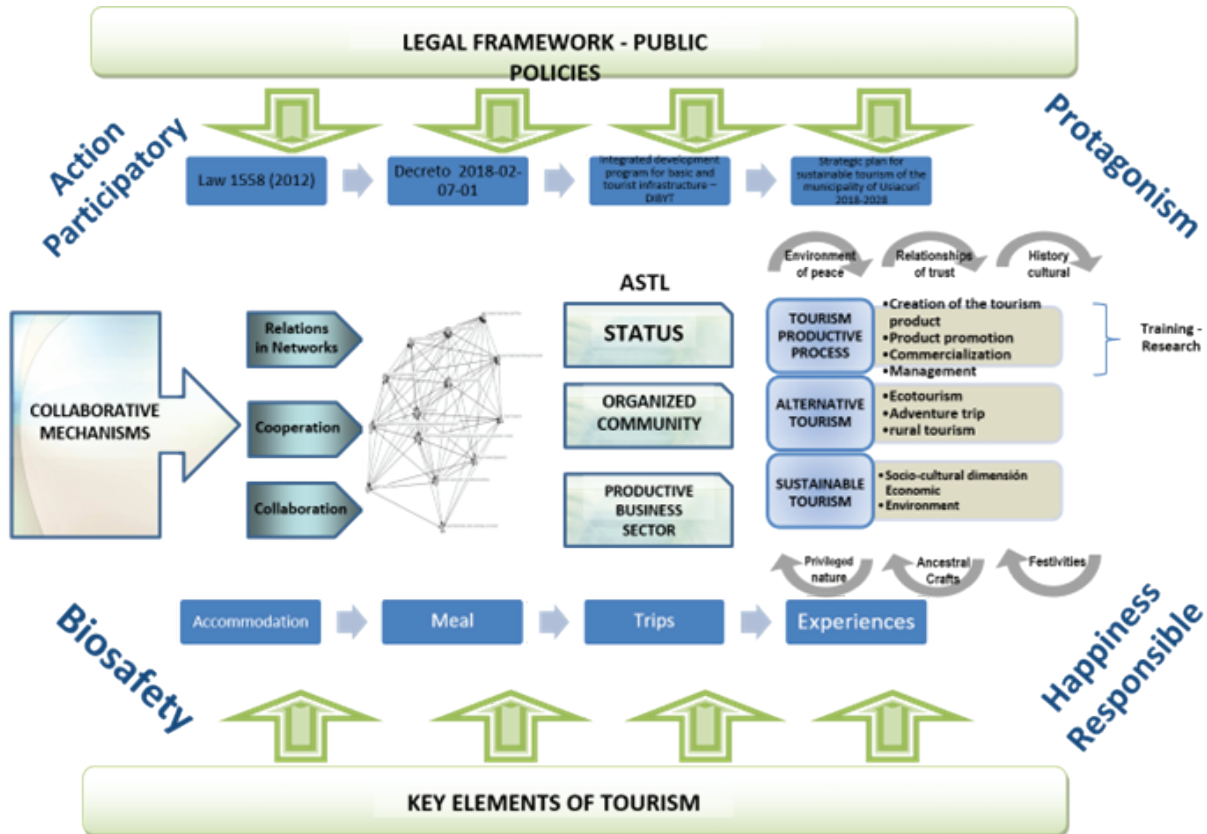
3.4. Premise

The tourism management model is based on the following premise: the development of a sustainable and happily responsible alternative tourism marked by the need to protect nature in full and the human being by the planetary health crisis, refers to the formulation and implementation of collaborative mechanisms, integration and cooperation beyond the merely economic; possibility that is appreciated from the paradigm of sustainability, which raises the need to promote a harmonious coexistence between the different sectors and actors from the relationships that are interwoven: social, cultural, environmental, educational, political, economic; to achieve a balance of the ecosystem as a whole that favors the management of happiness from the tourist ecosystem.

3.5. Structure of the TUGMECOL tourism management model. Graphic representation and description of the operational dimensions.

The sustainable and happily responsible tourism management model based on collaborative mechanisms for the municipality of Usiacurí is a proposal to consolidate the interaction of the State, the organized community, and the productive business sector under a relational analysis in networks that encompass all its operational dimensions.

Figure 4: TUGMECOL Tourism Management Model, based on collaborative mechanisms for the Municipality of Usiacurí, Atlántico. Operational dimensions



Source: Own elaboration

In the legal framework of public policies to promote tourism in the Municipality Usiacurí, Atlántico, the most prominent being Law 1558 of 2012, (which includes all aspects taken into account in this management model), Decree 2018-02-07-01 (Code of Conduct and Sustainability Policy for the tourist destination), Strategic plan for the development of cultural ecotourism in the municipality of Usiacurí 2007-2017, Program for the integrated development of basic and tourism infrastructure - DIBYT, Strategic plan for sustainable tourism in the municipality of Usiacurí 2018-2028, among others; the main actors of the local tourism system (ASTL) should make use of collaborative mechanisms highlighted in network relationships, cooperation and collaboration to work together in a collaborative-competitive and non-competitive-competitive dynamic management, to develop the tourism production process in its dimensions of Creation and planning of the tourism product, promotion of the same, marketing and management or articulation; all supported by complementary functions such as constant Training, information and research in recursion.

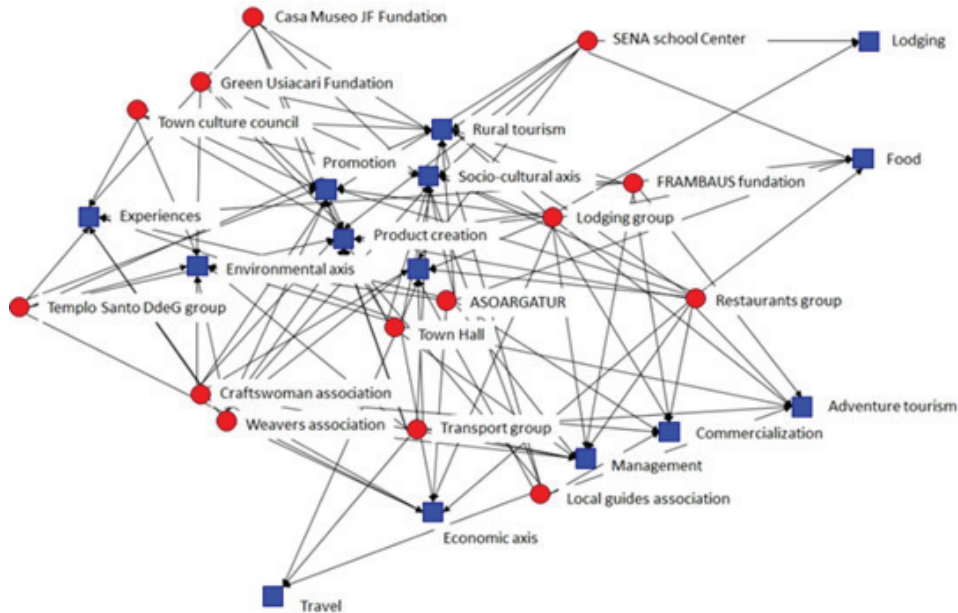
In the same way, work on the advancement and improvement of alternative tourism in its dimensions of ecotourism, adventure tourism and rural tourism. As well as in the principles of sustainability in its socio-cultural, economic, and environmental dimensions. Taking advantage of the benefits of the Usiacurí tourist destination such as its peaceful environment, trusting relationships, cultural history, privileged nature, ancestral craftsmanship, festivities, among others. All this, strengthening the key elements of tourism: Accommodation, Food, Travel and Experiences as outstanding services that wrap all activities to develop collaboratively to further promote the growth of tourism Usiacurí.

Each of the criteria of the sustainable tourism management model based on collaborative mechanisms for the Municipality of Usiacurí, Atlántico should be developed operationally with participatory action, protagonist, and in scrupulous biosafety that is nurtured from all its elements in the responsible happiness of all ASTL, transforming tourism into a sustainable sector, respectful of the environment, for life and sensible in compliance with post-pandemic protocols, thus building new networks of social relations based on the binding collaboration of each process.

3.6. Interaction of the dimensions of the TUGMECOL tourism management model

The interaction of the dimensions of the Tourism Management Model is derived from the configuration of organizational structures in networks for each dimension and actors, from the paradigm of complexity. Under these parameters and with a vision focused on relationships, 14 relational networks are created and unified to discover the potential possibilities of collaborative mechanisms based on action through participation and cooperation.

Figure 5: Interaction of the dimensions of the TUGMECOL Tourism Management Model. Relationships in networks



Source: Own elaboration

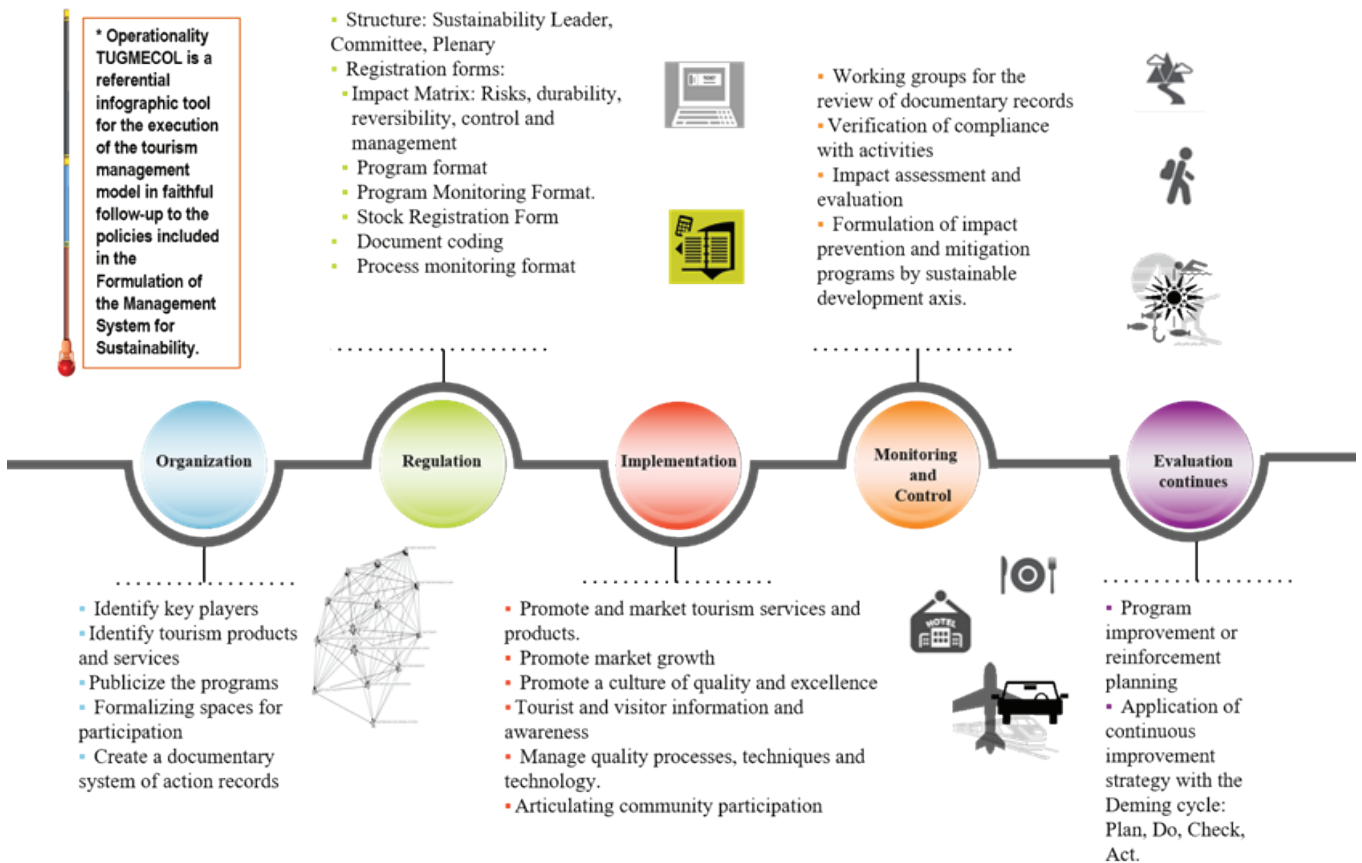
The intertwined relational networks have a common component group: the ASTLs, which interact in the TURISMECOL model in the following way: 1) ASTL with each stage of the productive process: in the Creation of the product, in Promotion, in Marketing, in Management. 2) ASTL with each axis of sustainability: economic axis, sociocultural axis, environmental axis, 3) ASTL with each dimension of alternative tourism: Ecotourism Dimension, Rural Tourism Dimension, Adventure Tourism Dimension; 4) ASTL with each pillar of tourism: Accommodation, Food, Travel, Experiences.

Figure 5 shows the perspectives of interaction of the network with a high average density of 62%, a centrality that continues to be shared among the actors, the Municipal Mayor's Office with 100% of collaborative participation and ASOARGATUR with 79% and from this same perspective, the Actor Grupo Posadas, with a high degree of intermediation between nodes of 86%. In this way, the collaborative relational linkage is evidenced in a network with high potential to continue increasing in density. Consequently, and taking into consideration the resulting interaction, the TUGMECOL tourism management model continues towards its operability in the procedural stage.

3.7. Operability of the Tourism Management Model

The operability of the TUGMECOL Tourism Management Model corresponds to the development of the proposed Formulation of the management system for sustainability as a tourist destination in Usiacurí, currently in the process of approval by the Mayor's Office of Usiacurí (Ziritt & Moreno, 2019b) through its articulation, regulation, control and monitoring phases; and fulfilling the objective of revaluing the process, actively implementing the nascent model, keeping the control function effective and achieving continuous improvement of the characteristics of the Municipality certified as a sustainable tourism destination on March 22, 2019.

Figure 6: **Operationality of the TUGMECOL tourism management model**



Source: Own elaboration

The proposed Formulation of the Management System for Sustainability (Ziritt & Moreno, 2019b), based on the TUGMECOL tourism management model, articulates the dimensions of alternative tourism and the key elements of tourism through collaborative mechanisms in the local tourism system. The structure includes functions of organization, regulation, implementation, monitoring, and control, with emphasis on continuous improvement through the Deming cycle and the updating of biosecurity protocols in the face of the Covid-19 pandemic.

The organizational function identifies key stakeholders, tourism products and services, and sustainable tourism programs, encouraging the participation of all. A documentary system is established to record actions for monitoring and control. The regulatory function regulates structural responsibilities and recording formats linked to the impact of activities and programs. Implementation focuses on promoting and marketing tourism services and products, driving market growth, and managing quality and excellence, supported by community participation and training and research. The follow-up, monitoring and control function includes working groups to verify compliance with activities and evaluate the positive or negative impact on sustainability certification. Programs are formulated to prevent and mitigate negative impacts, continuously evaluating the improvement and adjustment of each activity.

The success of the TUGMECOL tourism management model depends on collaborative mechanisms between the actors of the tourism system and an organized, committed, and empowered team of people committed to the sustainable development of the territory.

CONCLUSIONS

Today more than ever, alternative, and sustainable tourism is under the gaze of the new tourist, arising from the understanding acquired about the vulnerability of human beings to unthinkable events such as Covid-19; whose mandatory confinement in social quarantine has generated psychological and sociological impact with great yearnings for freedom, safety, health, and full enjoyment of life in nature. For this, the TUGMECOL model of tourism management, contributes to the knowledge in the tourism sector by providing a perspective to refocus and resize the tourism activity considering the following reflections, as a contribution to the knowledge that is emerging in times of pandemic and post pandemic, and as a response to the primordial needs such as the preservation and enjoyment of a healthy life as an expression of objective and subjective happiness.

- The collaborative work, the relational networks of the actors of the local tourism system and the tourist attractions, undoubtedly constitute the strength of the Model. Likewise, it is reiterated that the economic, ecological, and socio-

cultural benefits represent the focus of attention in the evolution of the processes that integrate it towards its consideration as a natural destination that favors health.

- The systematization in its operation through the perspective of sustainability requires the attributes that ASTLs can develop in terms of action, participation, protagonism and biosafety, all of them permeated by the achievement of a happiness that is responsible with the environment, health and life; therefore, their interconnection is essential in the strategic alliances between the State-Organized community-public and private productive sector, and external organizations that can be configured as partners in progress but in a sustainable way.
- The model emphasizes the reevaluation of processes through a dynamic collaborative-competitive management, which leaves aside the paradigm of competitiveness as the only tool for economic progress. In this global context of pandemic, the focus turns to the essential, to the safeguarding of life where being able to offer happily responsible experiences becomes a new dimension of enjoyment and leisure.
- It has the tourism potential and human talent to promote and develop sustainable and happily responsible alternative tourism in the municipality; during a socio-cultural experience of the Usiacureño gentility entrepreneur, ancestral artisan, leader, committed and empowered with local development, which is interesting even for an ethnographic study that can become another attraction of alternative tourism in its dimension of rural tourism.
- A tourism management model must move from the merely theoretical level to the level of implementation, and this can be strengthened if its stakeholders understand the role that each one plays within the value chain through commitment, collaboration, training and capacity building in each of its phases; only in this way can what this municipality reflects today be exhibited in its stakeholders, a happiness that is reflected in the quality of all its tourism activities.

It is demonstrated once again that the context in which the categories under investigation move, condition them, and determine their behavior, which makes today us understand that, to the extent that we understand the context with its different conjunctures, we can reinterpret and respond to their needs, either to enhance or minimize their impact.

As with all research, there are always limitations in the process, being in this case, the opportunities to explore new ways of conceiving nature tourism caused by the Covid19 pandemic, however, this later provoked a new panorama to look at the enjoyment of the territory from a more conscious perspective.

Precisely, this becomes one of the recommendations for future research, this new perspective of understanding sustainable tourism happily responsible opens the possibility of further deepening the knowledge from new lines of research. An imprint is the activity that is generated in the tourist ecosystem and what can derive for a regenerative tourism, for which it would be interesting to advance in the model of tourism management by adding new categories that allow complementing its efficiency through the philosophy of knowing how to take care, where dimensions of spiritual care of the being and the environment are included, in a holism that goes beyond sustainability, encompassing the regeneration of the Earth and humanity; as well as the possibility of replicating this modeling in similar rural territories around the world in order to enhance local development in an integral way.

Authors' contributions

This paper was authored by Dr. Gertrudis Ziritt Trejo, Dr. Zahira Moreno Freites, and Dr. Martha Cecilia Méndez Prada. Dr. Ziritt oversaw the specific part of the research, such as the concept, design and methodology, and Dr. Moreno oversaw the data collection and the construction of the categories of the tourism management model, as well as the construction of the tourism management model, discussion, interpretation and analysis of the results, and the preparation of the construct in terms of writing and revision of the document. Dr. Martha Méndez adjusted the document in terms of author guidelines and final correction

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