

ESTUDIOS

BUILDING TOMORROW'S TOURISM DESTINATIONS: THE CRUCIAL INTERPLAY OF SOCIAL AND TECHNICAL ELEMENTS IN SMART DEVELOPMENT

SEGITTUR



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Paseo de la Castellana, 135

28046 Madrid

www.segittur.es

© Cover design: ARANZADI LA LEY, S.A.U.

C/ Collado Mediano, 9

28231 Las Rozas (Madrid)

www.aranzadilaley.es

Customer Service: <https://areacliente.aranzadilaley.es/>

First edition: March 2025

Legal Deposit: M-4261-2025

ISBN electronic version: 978-84-1163-741-1

ISBN printed version with electronic supplement: 978-84-1163-742-8

Design, Prepress and Printing: ARANZADI LA LEY, S.A.U.

Printed in Spain

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Design of a tourism product based on fishing associations in the Gulf of Guayaquil (Ecuador)

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Abstract:

The subject of this work consists of a pre-project or research idea for the elaboration of a tourism product for the fishing associations of the Gulf of Guayaquil, Ecuador. To this end, a diversification of the economies of the fishing associations in the Gulf of Guayaquil is proposed, since there is a strong dependence on fishing, allowing families to increase their income and enabling women to have more work opportunities. It also seeks to care for and protect the mangroves, which are a crucial natural asset for the Ecuadorian people. In order to carry out the work, direct observation of the needs of the fishing communities will be carried out and, as an accessory, different members of the associations whose work is linked to fishing will be interviewed, all within the framework of the service-learning methodology.

Keywords:

Tourism product, environment, fisheries partnership, service learning.

SUMMARY: CONTEXT. PURPOSE. METHODOLOGY. RESULTS. *Fishing. Beekeeping. Mangroves. The role of women in the tourism product.* CONCLUSIONS. ACKNOWLEDGEMENTS. BIBLIOGRAPHICAL REFERENCES.

CONTEXT

Ecuador does not have tourism as its main economic source, this source comes from other sectors related to raw materials such as oil, aquaculture, etc. The GDP represented a growth of 4.2 % in 2022 (Central Bank of Ecuador, 2022). On the other hand, some activities complementary to tourism increased, such as accommodation and food services, by 17.4 % (Banco Central del Ecuador, 2022). Tourism in Ecuador is still in expansion, needing the cooperation of all components of society to reach the maturity of the activity.

Furthermore, according to EC-2 Labour participation rate (2020), there is a gap between men and women, where women participate 32% less in the labour market. However, indigenous women have the highest labour force participation. According to a study by the Chamber of Industry and Production (2021), two out of ten women are adequately employed.

The Gulf of Guayaquil (Ecuador) has a great variety of natural assets, where tourists can enjoy the possibilities offered by nature. For example, the ecological reserve of Churute has elements such as fauna, flora and the indigenous communities that still live in the reserve. There are other activities related to nature, such as visits to waterfalls, cloud forests, the cocoa harvesting process, bird watching in the hills, etc. The cultural assets, which are fewer than the natural ones, are located in the city of Guayaquil, with tours of the city and visits to typical food markets. The reserve has a wide variety of vegetation that benefits the environment and prevents natural disasters.

Guayaquil has the largest banana production in the world, being the largest exporter of bananas internationally. Other raw materials in which it is at the forefront are shrimps or crab, and its extraction process attracts great interest. Naranjal, the main town in the region, has the largest production of red crab in Ecuador. Tourists can enjoy the crab festival, learn about the traditional gastronomy of the Ecuadorian coast and meet the collectors and pulpers of the red mangrove crab.

The families of the associations in this region, together with the Heifer Foundation, are making efforts to generate new enterprises, including beekeeping. Mangrove bees offer added value to products made from mangrove honey. These associations organise sports activities such as cycling tours or marathons through the mangroves for sportsmen and sportswomen; for nature lovers, immersive bird and animal watching activities are organised.

In Guayaquil there is a pre-Columbian Shuar community, where tourists can enjoy their traditions. They have a spa, as they have ancestral medicinal knowledge. Children can also enjoy the exotic animals in the enclosure.

Therefore, the tourism product proposed in this work will have different attractions in the Gulf of Guayaquil, hoping to generate value for those people who love nature and have an interest in learning about new cultures and lifestyles.

PURPOSE

This paper presents a tourism product that allows alternatives for the economic empowerment of families in the fishing associations of the Gulf of Guayaquil in order to: i) avoid economic dependence on fishing, ii) diversify local economies,

iii) include women in the labour market, and iv) formulate proposals for the sustainability of mangroves.

METHODOLOGY

To begin with, a documentary analysis has been carried out. Information has been sought from institutions, websites and studies. In addition, direct observation has been carried out, as one of the authors has been a trainee in the fisheries associations. Thanks to the fieldwork, more has been learned about the local families. Interviews have also been conducted with a couple of members of the associations working with fisheries.

All of the above has been carried out within the framework of service learning. This methodology is a combination of learning methods and services to partnerships in a project outside the classroom in which participants are involved (Treviño, 2019). According to UNIR (2021), this method has an innovative character, enhancing the student experience. According to Rodríguez (2014), this methodology consists of students and teachers offering a free service to society, which allows the acquisition of skills and competences that other methodologies do not allow. Values such as civic engagement and continuous improvement of the student's knowledge are also acquired.

RESULTS

The proposed product consists of creating an immersive experience in the fishing association of Puerto Baquerizo (Guayaquil), showing visitors the work they carry out in activities such as fishing, agriculture and beekeeping. The aim is to enhance the value of the natural heritage that the association has with the concessions given by the state, the mangroves.

The experience aims for the exchange of ideas, experiences and techniques between the members of the association and the tourists. It also has cultural exchange as its objective. It consists of enjoying and connecting with the nature of the mangrove.

This experience will consist of two days in the community, where tourists will be able to visit and contemplate all the activities carried out by the members of the fishing association. The best time for this experience is between May and July, due to the weather conditions and the fact that the honey harvesting season starts in May and does not coincide with the crab and conch season.

FISHING

It is the main economic activity of the association. Crab pickers go deep into the mangroves to collect crabs from under the mud. The crabs are subjected to a cleaning process to meet sanitary requirements, and the meat is then vacuum-packed and subjected to freezing, thus preserving the product and safeguarding its flavour.

Meat extraction is a very tedious process that requires a lot of knowledge and practice. The operators in charge of extracting the meat prepare the orders so that they can be marketed. These operators are trained in good manufacturing practices that allow for process and product quality.

The plant of the Puerto Baquerizo association will host the visits. Tourists will gain knowledge of the mangrove forest, learn the techniques of the collectors and operators. For this reason, a workshop will be offered to visitors. The workshops will be given by members of the association and will take place in the afternoons from 4 p.m. onwards, as the operators and collectors work in the mangrove swamp in the mornings.

BEEKEEPING

This is a newly developed activity in the association. It is in the process of growing and much remains to be implemented. It will consist of teaching, starting from the collection of the honeycombs in the mangrove to the processing of the honey to make the products.

For the honeycomb collection in the mangrove swamp, special suits to avoid bee stings, the smoker and the box to safeguard and transport the bees must be provided. The wax left over from the honeycomb where they lived in the mangrove can be extracted to make other products. This wax is used to create their nests, but it can also be used to make candles, strengthen fabrics, make soaps, medicines, etc.

The summer season is the best time to collect honey, as there is usually little rain and good weather, where the bees pollinate and make all the honey. Due to the high interest people have in it, a workshop will be offered to the visitor in order to experience the work of the members of the association, and the visitor will be able to contribute his or her knowledge.

The workshops are given by the association's beekeepers, and will be held in the afternoon, just like the fishing workshops, but alternating with the other activities in case any tourists wish to attend other activities.

MANGROVES

The mangroves are the main natural asset it hosts and which revolves around the association. This ecosystem is home to the association's main source of income, which is fishing. This ecosystem is home to a great biodiversity of living beings, such as birds, seafood and fish, reptiles, flora, insects and vegetation.

The walks through the interior of the mangrove swamp are unique, you can observe all that it contributes to the environment and the agglomeration of living beings in this ecosystem. Even dolphins can be spotted. That is why there will be a walk to contemplate this ecosystem, as well as to observe the collection of crabs and bee hives, thus being an immersive and educational experience with nature.

The visits to the mangrove swamp will take place in the mornings, as this is the time when the members of the association go out into the mangrove swamp.

THE ROLE OF WOMEN IN THE TOURISM PRODUCT

The association's collectors are almost all men, be it for banana or crab, i.e. For all kinds of products from the mangrove swamp and its environment. On the other hand, there are many women who are entrepreneurs or who work as operators in the crab meat extraction plant, but they are in the minority. The above data on the gender gap in the labour market in Ecuador is a fact. For this reason, another

purpose of this product is to reverse this gap by being able to incorporate more women into the labour market, thus favouring their economies and an educational base through the workshops in order to increase their job opportunities and economic empowerment.

This is confirmed by the data provided before the labour gap. For this reason, training will be set up for the members of the association. The training is in tourism and entrepreneurship and is aimed at all women who are unemployed and have low levels of education.

CONCLUSIONS

The ideation of this tourist product in this article has allowed us to propose a new diversification in the economy of the Puerto Baquerizo, Naranjal association, offering new alternatives for its economy.

This product aims to enhance the value of the mangroves that are so valuable to the environment, to Ecuadorian society and, of course, to the association. The aim of this product is to be able to show visitors the work that is carried out in the mangrove swamp and the benefits it brings to Puerto Baquerizo, generating quality tourism with highly qualified tourists, thus turning this experience into an exchange of knowledge and techniques between the members of the association and the visitors. In addition, it aims to improve the association's activities on a daily basis and to be able to nurture new ideas for the association and the exploitation of the mangrove.

ACKNOWLEDGEMENTS

To the Centre for Development Cooperation of the Polytechnic University of Valencia for allowing me to enjoy this scholarship.

To the Heifer Ecuador Foundation and Mansur EC for hosting me and being able to be one of the organisations.

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Curitiba and community-based tourism as participatory smart tourism destination development

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Abstract:

A Smart Tourism Destination is a space of technology, innovation, governance, accessibility, sustainability and the potential to be more sustainable in social terms. It can further engage the community to reflect on their quality of life and further contribute to a memorable visitor experience. Community-based tourism is a category of tourism that develops in the territory, contributes its history, its identity, involves the local community, transforming the inhabitant into a protagonist, not just a subject. This article seeks to answer the following question: How can Community Based Tourism contribute to a participatory Smart Tourism Destination? Therefore, this research is qualitative, exploratory-descriptive and based on bibliographic and documentary data. This article uses Curitiba/PR/Brazil as a research locus because it is one of the pilot cities for ITD in Brazil, hosting many TBC projects and being in its guidelines for being ITD, and wanting to involve socially sustainable actions. And it is concluded that an ITD can be participatory through CBT actions, as the resident is the protagonist, bringing local history and culture to these actions, making the tourism experience memorable.

Keywords:

Smart Tourism Destinations; Community Based Tourism; local development; citizen participation.

SUMMARY: INTRODUCTION. THEORETICAL REFERENTIAL. *Smart Tourism Destination. Community-based tourism.* METHODS. RESULTS, DISCUSSIONS AND FINAL CONSIDERATIONS. REFERENCES.

INTRODUCTION

Smart Tourist Destination is an innovative space, accessible to all, and consolidated in a state-of-the-art technological infrastructure that guarantees the sustainable development of the territories, facilitates the integration and interaction of visitors with the environment and increases the quality of their experiences in the destination as well as the quality of life of the residents (Ivars-Baidal, 202).

In Brazil, a Smart Tourism Destination is a tourism destination that manages its processes and territory in an innovative and sustainable way, committed to pillars that have positive effects on the quality of life of residents and the experience of tourist (Brazil, 2022).

Community-Based Tourism (CBT) is a concept that emerged in Brazil in the 1990s, prioritising territorial and cultural preservation, local identity, hospitality and solidarity among those who practice this type of tourism. It is a sustainable and socially responsible way of doing tourism. It is therefore an aspect of tourism understood as a social phenomenon, present in several continents and countries and which has contributed to the development of new forms of tourism. (Alcántara, Grimm and Sampaio, 2018).

For sustainability to be fully implemented in a destination, social sustainability must also be addressed. And there is not much development of this issue in current Smart Tourism Destination models, so this research aims to address this gap. This article therefore aims to answer the following question: How can Community Based Tourism contribute to a participatory Smart Tourism Destination?

In order to answer this question, the issues discussed in this introduction will be worked through in the theoretical framework: Smart Tourism Destinations and CBT and Curitiba as a research locus, which is located in Paraná, Brazil, so that there is a current and promising scenario as an example. This is therefore the context of the research.

Curitiba was chosen as one of the destinations chosen by Brazil to integrate the pilot cities of the Smart Tourism Destinations project. (Brazilian Ministry of Tourism, 2021). It has good results as a Smart Tourism Destination (Instituto Municipal Curitiba Turismo, 2021). And several Community Based Tourism projects (Observatório de Turismo do Paraná, 2022).

This article is intended to serve the academy as a joint discussion of these two issues that can be connected to make a Smart Tourism Destination a participatory one. And the contribution to the market is to encourage the implementation of CCT actions to address the local development problems of a Smart Tourism Destination and generate more quality of life for the resident.

THEORETICAL REFERENTIAL

SMART TOURISM DESTINATION

Smart Tourism Destination stems from the concepts of smart cities. In this way, smart cities bring the use of Information and Communication Technologies (ICT) to improve the way information is provided to tourists, improve tourism services, improve the quality of life of the resident, improve the tourism experience and facilitate integration with the visitor. (Xiang, Tussyadiah & Buhalis, 2015) ITD should not only be seen from a technological perspective, but also incorporating other concepts. (Boes, Buhalis and Inversini, 2015) (Ivars-Baidal, 2021).

In 2013 and subsequently redefined in 2015, SEGITTUR launched the Smart Tourism Destination concept: The Smart Tourism Destination is defined as an innovative tourist destination, consolidated in a state-of-the-art technological infrastructure, which guarantees the sustainable development of the tourist territory, accessible to all, facilitating the interaction and integration of the visitor with the environment. and increasing the quality of their experience in the destination and improving the quality of life of the resident. (SEGITTUR, 2022)

Brazil had already approached the concept of Smart Cities since 2015 through some cities such as Curitiba, which even hosted and continues to host several congresses and fairs on the subject. But it was in January 2021 when, through the Ministry of Tourism, it partnered with SEGITTUR and the Cities of the Future Institute (ICF) and decided to choose ten pilot cities to implement the Smart Tourism Destination concept, namely: Rio Branco/AC and Palmas/ TO (North); Recife/PE and Salvador/BA (North-East); Campo Grande/MS and Brasília/DF (Central-West); Florianópolis/SC and Curitiba/PR (South); and Rio de Janeiro/RJ and Angra dos Reis/RJ (South-East). (Brazilian Ministry of Tourism, 2021).

The implementation of a Smart Tourism Destination model was aimed at obtaining advantages for the destination, such as: increased competitiveness, improved efficiency of the production and marketing processes of tourism products, promotion of the sustainable development of the destination, improvement of the quality of the visitor's stay and of the resident's life and improvement of the tourism strategy on the basis of the economic dynamisation of the territory. (Brazil, 2022)

For this purpose, a model was created with the following methodological axes: Governance, Innovation, Technology, Accessibility, Sustainability, Security, Promotion and Marketing, Mobility and Transport and Creativity. And as steps in the methodology: Stage 1 - Diagnosis and planning, Stage 2 - Implementation and Monitoring and finally the transformation into a Smart Destination and its renewal. (Brazil, 2022)

COMMUNITY-BASED TOURISM

Community-based tourism began to take shape with initiatives in Latin America in the 1980s through Community-based Rural Tourism, with incentives from the International Development Bank (IDB). They sought to meet the international demand from tourists concerned about environmental preservation and community diversity. (Maldonado, 2009). TBC proposes sustainable local development, values the local customs and beliefs of the population and assumes

the model of tourism activity in which the community is the protagonist (Alves, 2013).

Thus, Community Based Tourism understands tourism as a systemic phenomenon integrated with other systems such as education, health and the environment. It is a proposal for sustainable territorial development with a political, economic, cultural and human focus on society. (Sampaio and Coriolano, 2009).

METHODS

This research has a qualitative approach because it seeks to explain concepts and propose a new approach. (Gerhardt, 2009). It is intended to be exploratory and descriptive research, and was carried out through literature and desk research (Gerhardt, 2009).

A search was carried out on search portals for articles under the «Community Based Tourism and Smart Tourism Destinations» heading, and nothing was found linking the two topics.

Some relevant articles dealing with Smart Tourism Destinations and Community Based Tourism, issues and documentation related to the implementation of Smart Tourism Destinations in Brazil and the experience with Curitiba were selected.

RESULTS, DISCUSSIONS AND FINAL CONSIDERATIONS

Curitiba is located in the state of Paraná, in the southern region of Brazil. It is a representative destination in terms of urban tourism, and considered a smart city (Gândara, 2000). Curitiba has an urban policy, mobility, connectivity, infrastructure, logistics and energy availability, as well as smart urban planning and innovation in several areas. Moreover, these actions have been carried out for decades (Prefeitura Municipal de Curitiba, 2022).

Curitiba was one of the ten cities chosen as a pilot destination for a Brazil Smart Tourism Destination (Brazilian Ministry of Tourism, 2021). Thus, a Strategic Map and an Action Plan were created to transform Curitiba into a Smart Tourism Destination (Curitiba Destino Turístico Inteligente, 2022). This Strategic Map aims to organise stakeholders and implement actions to activate Curitiba's Smart Tourism Destination Ecosystem. To this end, it establishes guidelines in each Smart Tourism Destination axis to achieve them. In the axis of Sustainability, there is a guideline that connects these strategies with the actions of Community Based Tourism, since it is the implementation of strategies and mechanisms aligned and committed to the Sustainable Development Goals (SDGs) (Curitiba Smart Tourism Destination, 2022).

As a result of this research, the aim is to find an answer to the following question: How can Community Based Tourism contribute to a participatory Smart Tourism Destination?

Curitiba as a research locus shows good results so far in terms of transformation into a Smart Tourism Destination. It should be one of the first destinations among the pilots to be approved by the Ministry of Tourism (Instituto Municipal Curitiba Turismo, 2021). To this end, it has some structuring projects such as the Paraná

Turístico 2026, a project that is carried out in collaboration with public, private and civil society in the state, working on its tourist regions. In addition, the projects that the Paraná Tourism Observatory (2022) presents as Community Based Tourism can be inserted into this structuring project and give rise to other projects. These projects are: Piraquara, Ilha do Mel, the Rio Sagrado basin in Morretes and the Guaraqueçaba Conservation Unit.

Another structuring project is Vale do Pinhão, which is a movement of the Curitiba society with the objective of strengthening and enhancing the innovation environment through entrepreneurship, creative economy and technology. (Prefeitura de Curitiba, 2022). This project is developed by the city of Curitiba through the Curitiba Development Agency with the intention of economically developing the city and improving the citizen's quality of life, transforming Curitiba through the creative economy into an increasingly smart city. (Prefeitura de Curitiba, 2022)

Considering that a Smart Tourism Destination is not one that only needs technology, but one that improves the quality of life of the resident and the experience of the visitor, considering that the actions of Community Based Tourism will bring local development, thus improving the life of the resident and, through the actions of Community Based Tourism, connecting with the territory, its history, its culture, sustainable actions, with the resident as the protagonist, bringing a more lively and richer experience to the visitor.

Community Based Tourism has an essentially participatory dynamic. Therefore, by linking this dynamic to Smart Tourism Destinations, there is the possibility of greater citizen participation and the construction of a participatory Smart Tourism Destination, collaborating for sustainable social development.

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Transversality in the government's management of tourism. A review of current literature (1980-2022)

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Abstract:

In recent decades, different public organisations have identified the need to work in a cross sectional manner (van Kersbergen and van Waarden, 2004). In tourism management in particular, this need is even more accentuated by the nature of this activity. In this article, a systematic literature review of published documents on the transversality or interdisciplinarity of public tourism management is carried out in order to determine whether tourism management is addressed in a transversal manner in public administration. For this purpose, 56 documents, selected from a total of 484, were analysed using the PRISMA 2020 method (Page *et al.*, 2021b). As a result., three different types of studies have been detected: literature reviews, case studies and theoretical papers, where management models from the end of the 20th century and the beginning of the 21st century are analysed, or innovative methods of public management are proposed. It is concluded that mainstreaming is a term that is very present in the public management of tourism, but there is a lack of consensus on its concept, beyond the field of health. Moreover, the great complexity of tourism management means that, although it is a widely studied topic, many documents agree that the application of these cross-sectional management models is still far from being developed.

Keywords:

Public management; cross-sectional competencies; tourism.

SUMMARY: TOURISM AS A CROSS-SECTIONAL ELEMENT IN PUBLIC MANAGEMENT. SYSTEMATIC LITERATURE REVIEW OF THE FIELD OF STUDY METHODOLOGY. MAIN RESULTS OBTAINED. CONCLUSIONS AND WAY FORWARD. BIBLIOGRAPHICAL REFERENCES.

TOURISM AS A CROSS-SECTIONAL ELEMENT IN PUBLIC MANAGEMENT

According to the World Tourism Organisation, «tourism is a social, cultural and economic phenomenon that involves the movement of people to countries or places outside their usual environment for personal, professional or business reasons. These people are called travellers (who may be either tourists or excursionists; residents or non-residents) and tourism encompasses their activities, some of which involve tourism expenditure». (UNWTO, nd.)

Analysing the above definition, we can observe three key aspects that influence the tourism management of a territory: the movement of people, the place of destination (outside the usual environment), and tourism expenditure. These three points mean that tourism activity is highly complex, and its management requires the collaboration of a system of organisations; on the one hand, public, which look after the good of the territory and society, but also private, which look after their own interests and generate wealth (Panasiuk, 2019). For this reason, tourism management needs governance systems, both at national and international level (Ansell and Gash, 2008, Velasco, 2008, 2013). This complexity is compounded by the destination's own characteristics, as shown by studies that analyse the governance system of specific regions such as Font (2016) for Barcelona, Kalaoum and Godoi (2021) for Brazil or Fadda and Rotondo (2020), in the case of Italy.

Thus, its impact on the different aspects of each territory: social, cultural, economic and even political, together with the multiplicity of actors involved, requires that the public management of tourism be carried out from a global vision of all the spheres of the administration itself. Authors such as Varisco (2008) or Gil (2016), show the need to integrate the notion of intra-organisational transversality, overcoming the classic models that defend specialisation and the «division of labour» for the sake of greater efficiency (Taylor, 1919, Smith, 1998). In addition, the new models of smart tourism management also point to the need for cross-sectional inter-organisational work, addressing the six characteristics that, according to Giffinger and Gudrun (2010), a smart destination should have: *Smart Economy, Smart People, Smart Governance, Smart Mobility, Smart Environment, Smart Living*.

Against this background, this paper aims to examine whether the principle of transversality is present in the field of public tourism management and whether the area of tourism is conceived as a transversal department within the current structure of public administrations. To this end, a systematic bibliographical

review of existing publications on the transversality or interdisciplinarity of public management, specifically in the field of tourism, is carried out.

SYSTEMATIC LITERATURE REVIEW OF THE FIELD OF STUDY METHODOLOGY

At a methodological level, a systematic review based on the PRISMA 2020 method is carried out to ensure a methodical, complete and transparent collection of information and a subsequent analysis that is as objective as possible (Page *et al.*, 2021b).

Thus, a keyword search is carried out in three Databases (DB): two multidisciplinary and internationally oriented [SCOPUS and Web of Science (WoS)] and one specialised in social sciences and Hispanic oriented (Dialnet) which is included to broaden the scope of publications in the discipline of social sciences and tourism, while reinforcing the national and regional vision.

The Boolean search strategy for a first filter has been defined on the basis of three keywords: «public management», «transversal competences» and «tourism», creating the following formula: («Public Management» OR «Gesti* Pública») AND (transversal* OR multidisciplina* OR interdisciplina*) AND (t?urism*). The selection of concepts has been based on a previous search in specialised thesauri and has been adapted to Catalan, Spanish and English.

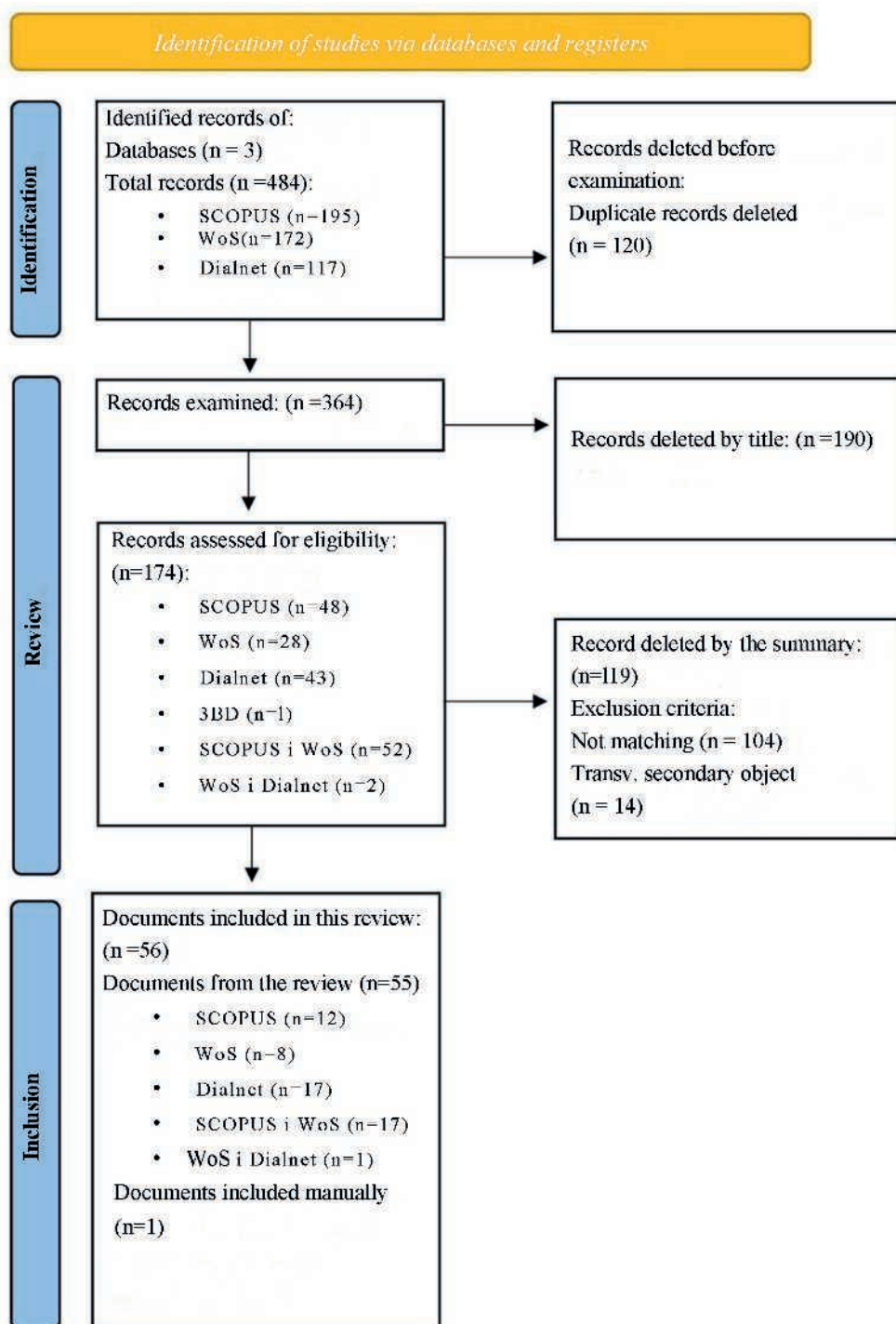
Once the formulas have been applied, a total of 484 documents are collected, from which a filter is carried out to identify those related to the field of study, following the steps of identification, review and inclusion presented in the PRISMA 2020 methodology (Figure 1). This filter is made taking into account the objectives of the article, presented in the introduction. In the first preliminary filtering phase, the title of the articles and their relation to the object of study were taken into account. As a result, 174 documents were obtained, of which 91 were considered «doubtful» because they did not identify the subject of study from the title. We then proceeded to read the summaries and eliminated those which either did not coincide with the object of study of this research, or which did not mention transversality, or which only appeared as an additional element to another object of study, without them being the main one. In addition, all documents without an available summary have also been removed. The final number of documents included for analysis was 56.

MAIN RESULTS OBTAINED

The set of selected papers has been grouped according to the objectives, methodology and main results obtained by each of the studies.

In terms of objectives, three groups have been identified: 1) studies on interdepartmental communication in public management and new trends for transversal management of public administration (both tourism and public management) (22 papers); 2) studies examining governance in tourism management (22 papers); and 3) research on the efficiency of public administration (incorporating transversality or interdepartmentality as a main element) (12 papers).

Figure 1: PRISMA 2020 model flowchart (Page, *et al.*, 2021a)



In the analysis of methodology, three types of methodological approaches have been identified. Case studies of different public administrations from around the world predominate (44 documents), followed by literature reviews (9 documents), and finally, theoretical studies presenting models and theories on mainstreaming public management (3 documents).

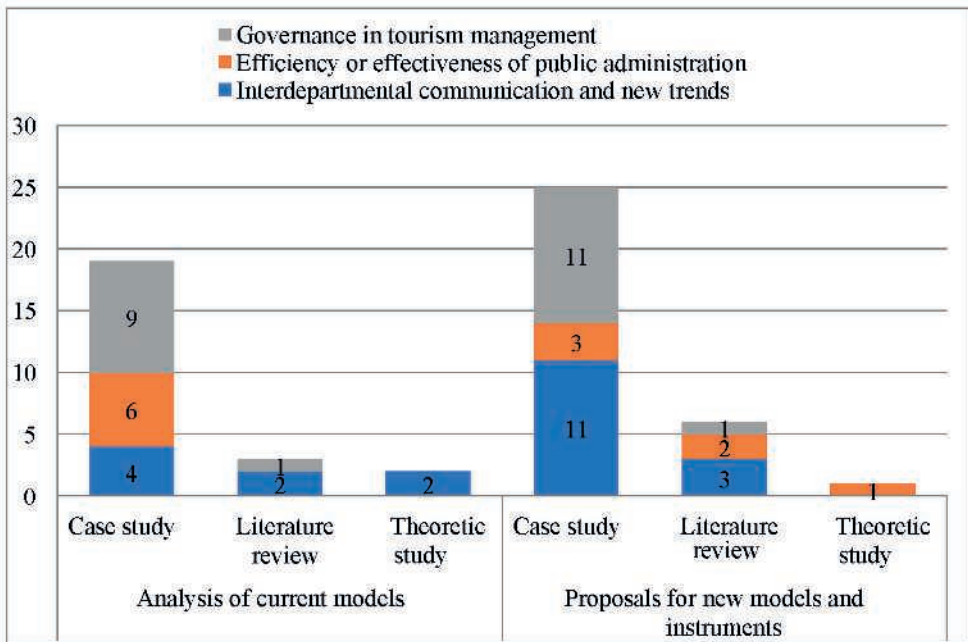
Ultimately, the results obtained by the different studies are analysed. To facilitate the analysis, the articles have been divided into two blocks. The first is of an analytical nature and the second of a propositional nature.

Thus, the first block, made up of 24 documents, offers results linked to analyses of certain modes of public management used at the end of the 20th century and the beginning of the 21st century. The second block is made up of 32 documents and studies and proposes new management models using different tools.

In addition, different tools and proposals for improving public management have been identified. For example, López *et al.*, (2018) present a system of indicators to measure tourism sustainability based on the ISOST index, as well as Ramos *et al.*, (2019), who also propose a sustainability index. There are also more theoretical models such as network science (Pinochet *et al.*, 2020), GAP analysis (Matraeva *et al.*, 2019) or the balanced scorecard (Analía and Biasone, 2018), among others.

Figure 2 summarises the results of this three-fold analysis of the documents according to objectives, methodology and results.

Figure 2: Documents grouped by objective, methodology and results according to theme



Finally, according to Kalaoum and Godoi (2021) and O'Leary and Vij (2012), it has been found that there are different definitions for the governance term, where the concept of «mainstreaming» is also included. The most generic word for this is «collaboration» which, according to O'Leary and Vij (2012) is about working with a multitude of actors and multi-sectoral relationships, to achieve common goals. The concept of transversality or multidisciplinary, however, is little developed in scientific literature beyond the health field (Hernando *et al.*, 2021). Furthermore, several authors are of the opinion that, although this issue is very relevant for the public management of tourism activity around the world, due to its great complexity, there are still aspects that need to be developed to ensure this transversality and the sustainability and efficiency of public management of tourism and, ultimately, to improve the good of the community and public policies (Walker, 2011, Dredge *et al.*, 2011).

CONCLUSIONS AND WAY FORWARD

Mainstreaming in public management and, specifically, in tourism management, appears very frequently in the good practices of administrations and in the theoretical approach of new public management (Kersbergen and van Waarden, 2004), although its definition has only been worked on in the health sector. Moreover, as justified in the results section, tourism is considered an area that directly or indirectly affects all other areas within public management and, at the same time, requires inter-organisational collaboration. However, in practice, although it is a very relevant issue that concerns different countries around the world, due to its great complexity, there are still aspects to be developed in order to ensure cross-cutting tourism management (Walker, 2011, Dredge *et al.*, 2011).

Thus, the present literature review allows us to sketch out future lines of work. On the one hand, a unified concept for the term mainstreaming should be defined. On the other hand, progress must be made in the practical application of management models, not only inter-organisational ones, but with cross-sectional ones too within the organisation itself, which improve decision-making and efficiency in the area of tourism, as well as a more sustainable and holistic activity of the public administration.

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ESTUDIOS

Tourism is going through a decisive moment in which destinations around the world are seeking new strategies to improve their sustainability and enrich visitor experiences. In this context, the Spanish Smart Tourist Destination (DTI) Model, promoted by the Spanish Secretary of State for Tourism and developed by SEGITTUR, has established itself as an international benchmark in destination transformation.

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