



## Research Article

A regenerative approach to tourism: Learnings from community enterprises<sup>☆</sup>Sophie Price<sup>a,\*</sup>, Steve Taylor<sup>b</sup>, Kendra Turnbull<sup>b</sup>, Mary Rose Stafford<sup>a</sup><sup>a</sup> Munster Technological University, Ireland<sup>b</sup> University of the Highlands and Islands, Scotland, UK

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## ABSTRACT

The benefits of tourism to communities have long been recognised but so too are the pressures it can place on local communities. Recent global turmoil has led to new ways of conceptualising tourism development and the emergence of regenerative tourism as a guiding philosophy. However, there still remain considerable gaps in our knowledge of the application of regenerative tourism principles. The purpose of this paper is to contribute to the emerging literature on regenerative tourism with a particular, and practice-oriented, focus on learnings from community-based social enterprises, that illustrate the positive and meaningful impacts a regenerative approach to tourism development can deliver. This paper reports on the findings of a bilateral networking project between academics in Ireland and Scotland. Through a series of interviews with stakeholders of five different community-based initiatives, the emphasis was on developing a greater understanding of regenerative tourism 'in practice' and how visitor experiences developed by social enterprises can drive sustainable local development. Analysis of interviews led to the generation of four themes of activities and impacts indicative of regenerative tourism: Nature, Community, Place and Visitor Positive. The themes identified reflect and build on existing regenerative tourism principles offering practical examples of regenerative tourism.

Although interest is growing in regenerative tourism there remains a significant gap in understanding its practical application. This paper provides destination managers and decision-makers with evidence of how social enterprises' approaches to local tourism development can have sustainable community impacts while delivering meaningful visitor experiences. Even if their activities are not labelled as regenerative tourism, the research expands our knowledge of how the concept's principles can be demonstrated in practice. The research also draws attention to how the success of tourism in a destination can be, and should be, measured by a range of factors beyond simple economic indicators.

## 1. Introduction

While scholars recognise that Covid-19 gave us all the opportunity to reflect on what we wanted a post-pandemic experience economy to look like, presenting "an opportunity to not only focus on the economic, but also the socio-cultural and environmental aspects of the industry"

(Brouder et al., 2020: 741), the post-pandemic tourism landscape has arguably seen little change. We were, in fact, seeing tourism at a decade high across the EU in the first six months of 2023 (Eurostat, 2023). Through the recent unprecedented tumult in particular, new ways of conceptualising tourism development gained traction (Cave et al., 2022). Recognition has grown of the pressures placed by tourism on local communities (Capocchi et al., 2019) and that 'success' is about more than just dollars or euros. A new challenge has arisen: Is there a better way to consider the success of tourism through a more holistic and balanced view of its impacts?

Our traditional model of tourism development, built on limitless growth and overindulgence, is increasingly viewed as no longer viable, with global climate change a seemingly exponential concern and a growing disenchantment amongst many host communities (Dodds & Butler, 2019). This has resulted in a shift in focus away from the economic and societal frameworks of the previous century towards a more 'conscious' and responsible culture of consumption and production (UNWTO, 2016). Similarly, there is increasing evidence that host

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communities are no longer satisfied with an extractive tourism industry, particularly in destinations suffering from the ill effects of overtourism (Mihalic, 2020), deterioration in traditional cultures and heritage (Capocchi et al., 2019) and seemingly unrestrained tourism development impacting local lives (O'Neill, 2024). A negative narrative towards the visitor is becoming more commonplace as local people are being affected by tourism due to overcrowding, pollution, litter and the cost of living (Di Laurea, 2020).

There are, consequently, increasing calls for host communities to have greater input into how the tourism industry should not just be about the needs of the visitor but in fact should be developed with all stakeholders in a more considered approach to tourism recovery (Lüthje et al., 2023). If tourism as an activity has the potential to do good rather than to just do less harm (Bellato et al., 2022; Chassagne & Everingham, 2019; Pollock, 2019), it needs to better balance the desires of visitors with the needs of the local communities they visit. According to Hajarrahmah et al. (2024: 2) it is social enterprises that “are a cornerstone of regenerative tourism”, linking accepted approaches to tourism development, more commonly associated with traditional entrepreneurship, with this fresh understanding that the visitor economy is not an industrial production line but a living, networked ecosystem (Pollock, 2019). Social enterprises have social, or environmental, objectives, where any surplus generated is generally reinvested to benefit specific community groups (Steiner & Teasdale, 2019), taking a more holistic approach in which community priorities are given greater importance (Boluk & Panse, 2022).

This ecosystem approach seeks to rebalance the flow and spread of tourism away from overcrowded places to destinations that would benefit from tourism development and support. Commensurate with key tenets of the ‘slow tourism’ philosophy (Oh et al., 2016) the goal is to encourage people to embrace local culture, to ‘dwell’ in a place and become, in essence, a ‘temporary local’ (Scottish Community Tourism, 2023). Regenerative tourism is therefore a future in which visitors form a mutually beneficial relationship with the environments and the communities they are visiting.

There is a growing debate regarding a paradigmatic shift towards this increasingly relevant form of tourism, although there is a paucity of studies that present empirical evidence to support the conceptualisation of overarching principles for regenerative tourism ‘practice’ (Tham & Sharma, 2023), and “what this approach means conceptually and in practice for a range of destination management stakeholders remains unclear” (Pung et al., 2024: 1). McEnhill et al. (2020: 3) suggest that “without clarity, and a shared sense of what regenerative tourism could look like within the context of a place, it could risk becoming over-claimed”.

The purpose of the research was to report on the findings of a bilateral networking initiative between the authorial teams in Ireland and Scotland. Using a qualitative methodology, the authors set out to address two research questions:

- a) how can the tourism products or experiences created by social enterprises have meaningful and sustainable local impacts and help to create a better balance between the visitor economy and the everyday lives of local communities?
- b) how do these activities, and the social enterprises’ philosophies that underpin them, correlate to regenerative tourism principles?

In doing so, the research sought to fill an identified need for further applied research to examine the application of regenerative tourism across different communities and destinations (Bellato et al., 2022), by investigating examples of how social enterprises address community development, providing empirical evidence which makes an important contribution to the advancement of scholarship and understanding of regenerative tourism ‘in practice’.

## 2. Positioning the research

While recognition of the need to allow social and environmental conditions to regenerate in the face of hegemonic capitalist thinking was initiated over 25 years ago (Cave and Dredge, 2020), the application of regenerative conceptualisations to the tourism industry appears much more recent. Though sustainable tourism as a concept has translated well into media-friendly soundbites, the application of regeneration has emerged, as the sustainability focus has become increasingly criticised for being anthropocentric, fragmented and focussed on minimising harm rather than proactively improving conditions (McEnhill et al., 2020). The traditionally dominant industry discourse focussed on the ‘growth imperative’ (Bellato et al., 2022) has been increasingly challenged, with growing recognition that the tourism industry, at all scales, has to consider the needs of visitors and those of the host communities and local environment (Araújo, 2022). Regenerative tourism symbolises a transition from a paradigm centred around economic value to one that recognises and strengthens relationships based on diverse values such as environmental ethics, social responsibility and engagement with nature (Becken & Kaur, 2021). Others, for example Cave and Dredge (2020), argue that more regenerative forms of tourism should be based on a diversity of economic approaches, drawing on a range of innovative pathways that combine established capitalist modes of operation with more holistic development (Duxbury et al., 2020).

Although the central tenets are generally universally acknowledged, multiple definitions of regenerative tourism exist. McEnhill et al. (2020: 18) propose that regenerative tourism “seeks to improve and maintain positive environmental conditions, while contributing to restoring and safeguarding the social and cultural fabric of communities in which it is embedded”. Bellato et al. (2022: 9) developed a definition that reflected the views of both indigenous and non-indigenous practitioners: “Regenerative tourism is a transformational approach that aims to fulfil the potential of tourism places to flourish and create net positive effects through increasing the regenerative capacity of human societies and ecosystems”. The emphasis of regenerative tourism is on a whole systems approach that provides the host community and the visitor with the same prominence in terms of tourism development, while adhering to the conception of ensuring the destination is positively impacted from the tourist’s visit. These core regenerative tourism principles prescribe that the tourism industry goes beyond utilising traditional measurements of the ‘success’ of the local tourism industry therefore, supporting the wellbeing of the entire ecosystem (Bellato & Cheer, 2021) and entrenching the visitor into the local community.

Although it is acknowledged that there are numerous ethically-minded private enterprises in the industry - Scotland-based Slow Adventure Ltd, for example, describes itself as an ethical tour operator, which places social and environmental regeneration at the core of its business model (Slow Adventure, nd) - the tourism industry in many areas is characterised by profit-seeking microbusinesses. It is therefore recognised that the tourism sector is “ripe with opportunities for social entrepreneurs to move the industry forward and impact destinations in transformative ways” (Sheldon et al., 2017: 3).

Social enterprises are defined as businesses that have a ‘central social purpose’ (Aquino et al., 2018); any surplus generated is reinvested for social benefit, while their activities often also benefit a wider community (Steiner & Teasdale, 2019). Tourism is a sector where such operations can be driven by the motivation to benefit local communities (Boluk & Panse, 2022), revitalise destinations (Hajarrahmah et al., 2024) and address economic, environmental and social problems (Sheldon et al., 2017). In rural areas, which characterise the study areas in Ireland and Scotland, social enterprises are typically embedded in their community, enabling them to better identify local needs and develop innovative solutions (Richter, 2019). These social entrepreneurs have been coined ‘change agents’ (Dees, 1998), capable of evolving their activities continuously and able and motivated to impact their local communities in transformative ways (Sheldon et al., 2017). Newey

(2018) suggested that such transformative social entrepreneurship presents radical social change to the dominant capitalist system, a belief that parallels, in a number of key ways, a shift to a more regenerative tourism paradigm.

There are increasing numbers of community-led and community-developed initiatives which are strong examples of innovative social entrepreneurship. Programmes include the restoration of underused or neglected resources and landscapes, and the provision of opportunities and training for community members that benefit from employment and volunteering opportunities. In this paper, we illustrate how the philosophies, activities and successes of social enterprises emphasise their whole-systems approach through demonstrating their success in being place positive, community positive, nature positive and visitor positive.

Here, value transcends hegemonic economic thinking, and adherence to a wider set of principles – one's relationship to nature or connecting visitors to the past, present and future of our communities – creates its own 'value'. Such values are commensurate with the 'conscious' attitudes of a rising consumer market of "so-called transmodern 'cultural creatives'" (Ateljevic, 2020: 469) who demand touristic products and experiences that match their own social and environmental ethics. These values also resonate with the adventure travel sector (Schmidt Rojas et al., 2024), as participant connection with local environments and communities, for example, forms such as a key element of adventure experiences.

It is acknowledged that the financial and human resources available to profit-driven enterprises for the implementation of regenerative tourism practices are limited. The community-oriented goals of social enterprises, however, suggest that they may be better placed to act as catalysts for a more balanced approach to tourism, even if such enterprises do not actually identify their actions as regenerative. Hajarrahmah et al. (2024: 7) recognised this, their findings suggesting that operationalisation as a social enterprise must be "conceived of as possible before any opportunity and thought of engagement in regenerative tourism can occur". This research sought to identify and deconstruct practical examples of social entrepreneurship to determine their underlying characteristics, actions and ethos, as well as examining if these innovative social enterprise initiatives already cohere to the principles of regenerative tourism, even if unknowingly, and represent, in essence, a 'local turn' (Higgins-Desbiolles & Bigby, 2022) towards a more a more sustainable future.

### 3. Materials and methods

This paper represents a project undertaken by a team of tourism researchers and academics based in Munster Technological University (MTU) in Ireland and the University of the Highlands and Islands in Scotland. The data collection took place between January and June 2023. A constructivist qualitative methodology, as recently used in this field of research (Bellato, 2024; Pung et al., 2024; Tham & Sharma, 2023), was deemed the most appropriate approach due to the need to capture stakeholders' own lived realities and account for their own constructions, descriptions and narrations of these experiences along with the researchers' own reflexivity or co-construction (Plano Clark & Ivankova, 2015).

Semi-structured interviews were chosen as the data collection method due to their ability to provide a flexible method of gathering information (Hillman & Radel, 2018; Veal, 2017). A purposive sampling approach was used to select five social enterprises, two in Ireland and three in Scotland, as examples of a community-focussed regenerative tourism approach. Names, locations, a brief description of each and a justification for their inclusion are included in Table 1. Once ethical approval was received from the universities' ethics committees, the key contact person for each project was invited to an online information meeting to inform them of the project and what was involved. After agreement had been reached on participation, interviewees were chosen, also using a purposive sampling approach, to provide multiple

perspectives on the complex phenomenon of community development and regenerative tourism.

Stakeholders chosen to be interviewed were those central to each of the projects who had sufficient overall comprehension and experience to answer the questions knowledgeably. Implementing a 'snowballing' technique (Teeroovengadum & Nunkoo, 2018), initial key contacts from each enterprise suggested stakeholders who would be suitable as additional respondents. An information letter was issued to each prospective participant, and informed consent was evidenced through signing this before recording the interviews, to ensure data completeness and accurate quotation (Leedy & Ormrod, 2013). Between two and four were interviewed in each destination resulting in 12 semi-structured interviews in total, six in each of Scotland and Ireland.

Interviews were 30–40 min in length and were conducted either in-person or online and guided by extant best practice in the field of conducting qualitative interviews (Hillman & Radel, 2018; Irvine et al., 2013; Rowley, 2012). Semi-structure interviews were designed to ensure that the themes included the principles of regenerative tourism according to the main academic contributions to date (Bellato et al., 2022; Dredge, 2022). The themes were simplified and contextualised into appropriate questions and prompts to ensure clarity and comprehension. Questions sought respondent's experiences of their tourism activity's benefits to nature and the community, community perspectives of tourism, measuring success and stakeholder collaboration.

Each interview was recorded and transcribed and the resulting data were subsequently thematically analysed using Nvivo software, allowing themes to be generated through the systematic identification and organisation of the data (Braun & Clarke, 2019). An additional software upgrade, 'Nvivo Collaboration Cloud', was used to allow researchers in both universities to contribute and collaborate. During this process themes and subthemes were reflexively discussed, developed, merged, reorganised and retitled as researchers reflected on and engaged with the data. The result of this was the generation of four principal themes and a series of sub-themes. Fig. 1 offers a summary of the themes and subthemes which will be discussed in the following sections. Quotes included in the findings to follow are identified by their location and a number which denotes the particular interviewee. The funding required the inclusion of opportunities for physical networking between the Irish and Scottish participants, adding a further dimension of reflexivity to the project. To deliver on this requirement, two in-person workshops were organised, the first in Kilmallock in Ireland and the second at Comrie Croft in Scotland. These were attended by representatives of each of the participating enterprises, along with invited representatives from local and national tourism authorities. The first workshop allowed researchers to give a basic introduction to the concept of regenerative tourism, whilst the second allowed for the sharing of preliminary results of the study.

### 4. Results and discussion

The research project explored the regenerative activities and impacts of community-based tourism initiatives. The findings can be applied to a broader audience of tourism stakeholders to consider a regenerative approach to tourism and how this may translate into practice. The themes, generated from the data and illustrated in Fig. 1, took inspiration from the regenerative tourism principles laid out in academic literature (Bellato et al., 2022; Dredge, 2022) and the visual representation of The Tourism CoLab's principles (2023). Three core themes of Community Positive, Nature Positive and Place Positive are generally consistent with existing principles. 'Visitor Positive', a theme which is largely overlooked in literature to date, transpired to be worthy of further attention. This theme acknowledges the essential role that the visitor and their experience have to play in regenerative tourism. The core and sub-themes identified, provide a structure by which the findings will subsequently be discussed. The sub-themes represent actions which have been taken within each of the four themes. Table 2 lists



Fig. 1. Summary of regenerative actions of participating social enterprises.

examples within each of the themes and subthemes; however, is not exhaustive of all examples cited among the research findings.

#### 4.1. Community positive

Since all the enterprises studied were community driven, it is unsurprising that they all demonstrated community positive activities. Exhibiting what Bellato et al. (2022) describe as a ‘regeneration mindset’, one interviewee shared their perspective: “I see tourism as a tool for our community, I think that we want to get visitors to our areas and we want them to enjoy it, but we do want them to contribute something ... to benefit our community in lots of different ways, like the environment, the economy, the social, the health and well-being” (GALE 1).

##### 4.1.1. Addresses community needs

The research revealed many rich examples of this flipped agenda of regenerative tourism, whereby instead of the traditional model of focussing solely on the needs of visitors and reacting to these, the stakeholders placed community needs first (King, 2022) and explored how tourism can address these needs. GALE organised regular planning consultations with the community to establish people’s needs and perceptions, while its building houses a cafe and shop. The income and building are both resources for community initiatives and the alleviation of social isolation. Income was also put towards beneficial community projects such as a counselling and GALE’s ‘warm bank’, a pay-what-you-can scheme which pays for somebody in the community to get a free hot drink in the cafe. One interviewee in Mulranny reflected on a challenge which existed whereby the community “needed our walls repaired and we didn’t have the capacity to do it ourselves because they’re huge” (Mulranny 4). Considering the regenerative potential of tourism, an innovative solution was created: The Mulranny Stone Wall Festival, an event which brings tourists to the area, shares a traditional skill with both locals and visitors which has been lost in rural Ireland, encourages community participation and contributes gradually to a lengthy process of wall restoration. It is a literal example of building back stronger (UNESCO, 2020).

##### 4.1.2. Nurtures collaboration and community engagement

Optimising stakeholder engagement and participation are cornerstones of regenerative tourism development (Bellato & Cheer, 2021), many examples of which were found in the data across each of the community enterprises. The value of interaction with the local community will be discussed under another theme in the paper, in terms of its contribution towards the visitor’s experience. However, here the interaction is discussed in terms of its value for the community itself:

“It’s a mix of people from outside the locality and within, so almost like a relationship building exercise ... it fosters a sense of pride in the community’s cultural heritage and encourages cooperation and collaboration amongst participants” (Mulranny 1). Similar sentiments emerged from each of the enterprises, reflecting a drive to encourage maximum community engagement.

The levels of community engagement engendered by the Hearsay festival were particularly noteworthy. The immersive design of the festival sees community members play a range of roles. They are hosts of the festival in that it is held in their village, the participants stay in their homes, and in some cases, they host events in their kitchens, living rooms and even a bathtub. However, they are also invited to become part of the audience or be event volunteers and stars of the recordings, which are made as part of the festival. As such, they are encouraged to share their stories, and those of Kilfinane, as material that would contribute to the festival and its outputs. “The local people in essence were the show, so I think as local people got their heads around that, more and more people were delighted to participate, delighted to do interviews, delighted to contribute” (Hearsay 2). This collaborative participation is core to regenerative tourism and encourages harmony over competition (Bellato et al., 2022; Mang & Haggard, 2016; Pollock, 2012), where activities complement other.

In Mulranny, for example, individual community members were often involved in more than one initiative, allowing for synergies and cross pollination of ideas (Rainero & Modarelli, 2020). In Cullen an informal umbrella ‘Cullen Connected’ group enables different community initiatives to be coordinated: “we all try to work together and nobody’s treading on toes because we all know each other and get on” (Cullen 1). This phenomenon also contributes to a continual co-evolution (Bellato et al., 2022; Dredge, 2022; Ho, 2020), an important underlying principle of regenerative tourism.

##### 4.1.3. Supports widespread community economic benefit

Notwithstanding Cave and Dredge’s (2021: 49) discussion of “a new relationship between tourism and capitalism” presented by a regenerative approach, the economic benefits of tourism remain important for these communities. Providing employment and opportunities for as many local individuals or businesses to benefit economically from their tourism offering was found to be a key theme from each of the five case studies. Importance was placed on having ‘low input’ (Comrie Croft 1) business models whereby the tourism provider does not supply all aspects of the product or service themselves but instead is actively “supporting local suppliers, makers, craftspeople. We’ll also get local people in for work like contractors, that kind of thing, they are always local” (Comrie Croft 2). This illustrates a strong awareness of the ecological worldview

(Bellato et al., 2022), whereby this business is just part of a system, all parts of which are important for its overall health.

Like many local events, Hearsay began with the community offering resources free of charge and general goodwill from local businesses. However, after the first year there was a move from a 'pay what you can' attendance fee to a flat rate which ensured that suppliers were paid fairly for their goods and services, demonstrating a conscious evolution away from a tourist focused model to a more regenerative approach. *"There's hardly a household in the neighbouring areas that hasn't a direct connection into it"* (Hearsay 2). Likewise, in Mulranny catering and accommodation is outsourced, and a conscious effort is made by organisers to spread the spend among a range of local providers. GALE Action Forum demonstrated a very well-considered, holistic and inclusive strategy in terms of economic impacts. At GALE it was not just important that the cakes and crafts in the café and shop are made locally but that 20 different local people bake for the café and are paid for that produce, spreading the benefit widely amongst the local population. It estimated that it makes financial payments to about 5 % of the local population either through wages or sales of their produce: *"We are measuring the amount of money we are generating but also the number of local people in our community who are engaged in our activity"* (GALE 1).

#### 4.1.4. Provides sustainable employment

GALE and Comrie Croft demonstrated thoughtful approaches to employment with examples such as real living wages, staff development and training, and year-round contracts instead of seasonal employment. At GALE, annualised contracts are utilised to combat seasonal tourism income levels, so that despite hours fluctuating throughout the year, employees earn the same monthly pay. Its approach is driven by a desire to create sustainable living situations within its localities, demonstrating the use of tourism to support regenerative community ambitions.

### 4.2. Place positive

Due to the nature of tourism, 'Place' undeniably overlaps with each of the other themes and sub-themes generated during data analysis. 'Place' refers to more than just a physical geographic location, and the research provided tangible and intangible examples of regenerative principles such as caretaking, honouring and restoring both the physical place and the cultural, social and sense of place (Bellato et al., 2022; Ho, 2020; McEnhill et al., 2020). Examples included infrastructure, which is of benefit to the community, and also repurposing and realising the potential of existing spaces. Additionally, the potential for preserving heritage, instilling pride and confidence among the community and providing a platform for the sharing of local stories were outcomes evidenced throughout the interviews.

#### 4.2.1. Develops infrastructure which benefits the community

In terms of new infrastructure development, interviewees from Comrie Croft discussed the importance of contributing to services for the local community that may not be available otherwise given the rural nature of these destinations, combining tourism, community, and place needs, as opposed to treating them as separate entities. For example, they worked with a local organisation on a campaign to *"try and get a cycle path along ... the old railway line"*, stating *"it would also be great for our communities because there is no safe cycle route between Crieff and Comrie"* (Comrie Croft 1). As a key contributor to the local 'Breadalbane tourism cooperative', Comrie was also instrumental in the establishment of a local looped bus route which *"ran four times a day in each direction and it carried bikes, and it stopped at tourist places so every village and town"* (Comrie Croft 1). It also hosts independent businesses (a café, a market garden, a forest school and a tea company) and is building housing with perpetual affordability restrictions. Through accessing external funding and local volunteers, Discover Cullen also made a significant contribution to the development of local walking paths and maps: *"It benefits everybody that lives here but it benefits everybody that comes to Cullen, and it*

*actually gives people a reason to come here"* (Discover Cullen 1).

Interviewees in Kilfinane spoke about the challenge of the lack of existing infrastructure in the town, both for hosting events and for accommodation. Through its use of existing resources, the Hearsay Festival provided innovative solutions to challenges that involved the adaptive reuse of existing buildings (Foster, 2020), such as disused shops, pubs and churches being used to host events along with homestay accommodation. This repurposing of spaces helped the community of Kilfinane to review its built resources and appreciate its potential: *it reimagined derelict buildings, it reimagined existing businesses, it reimagined outdoor spaces and indoor spaces right across the town for the event ... that encouraged the community then to look at all those spaces and go ... actually you know, we're not limited by not having this or not having that, we just need to reimagine what we have, repackaging it and utilise it better* (Hearsay 2).

These solutions had the added advantages of creating entirely authentic, unique and place-based experiences (Smith, 2015) which involved a deep level of interaction with the local community. Similar to the findings documented by Hosen et al. (2023) in Malaysia, albeit in a very different context, the use of homestays as a solution to the lack of formal tourist accommodation further led to an unusually high level of interaction and bonding between host and visitors.

#### 4.2.2. Builds community confidence and pride

The reimagining of spaces in Kilfinane not only had a practical effect, but a psychological one in terms of community confidence and empowerment, key features of regenerative tourism (Dredge, 2022). Prior to the establishment of Hearsay, Kilfinane did not have a tradition as a tourist destination. Interviewees stated that it was a community that was lacking in confidence and self-belief and did not value its 'place'. The festival led to a *"reimagination of what the town can be, and that confidence that comes with all of that and the fact that international people want to come and visit"* (Hearsay 2). Interviews also revealed some of the more tangible consequences of this change in the community: *"A lot more focus on local creative organisations, new organisations establishing, people getting more involved in the schools and new groups being established, all of that kind of coming on the back of people seeing the opportunity and the possibilities and the interest"* (Hearsay 2). This reflects the findings of Pung et al.'s (2024: 1) study in New Zealand which focussed on the themes of improving places, giving back to communities and "fostering a connection with place for both visitors and local residents".

Respondents from Mulranny said of their event: *"It fosters a sense of pride in the community's cultural heritage and encourages cooperation and collaboration amongst participants."* (Mulranny 1). In Cullen, it was felt that *"people love living here. And they're passionate about it. They want to share that."* (Discover Cullen 1). There are also examples of how these projects have raised the profile of their destinations, such as Comrie Croft which worked with its local community council to apply for an award scheme called 'top green destinations'; this led to Comrie being listed as one of the top 100 green destinations in the world. This pride of place, generated by the presence of visitors acknowledging the residents' culture or landscape, for example, has long been recognised in the literature as a positive impact of tourism (McKean, 1978; Smith, 2014; Lever et al., 2023). Research carried out by Soulard et al. (2024: 80) proposed that pride has more significant benefits and is "associated with residents' perceived well-being, empowerment, and sense of belonging". Civic pride has been included elsewhere, as one measure towards a more regenerative form of tourism developed by Visit Flanders (McEnhill et al., 2020).

#### 4.2.3. Preserves heritage and local stories

Mulranny Stone Wall Festival is the most tangible example of heritage preservation included in this study, facilitating the physical rebuilding of a historically significant heritage resource and sharing and contributing to a renewed interest in a skill which has largely been forgotten. The added benefit of visitors taking part is the potential for a resultant geographic spread of this sharing of traditional knowledge and

skills.

#### 4.3. Visitor positive

The UNWTO recognised the important role of the visitor in the publication of its global code of ethics for tourism, yet the role of the tourist is notably understated in the literature on regenerative tourism. A specific focus on the visitor is a fresh departure from the work of the Tourism CoLab and most other literature on the principles of regenerative tourism (Bellato et al., 2022; Dredge, 2022; Ho, 2020). Data on the theme of the visitor were grouped into the three sub-themes of visitor profile and behaviour, empowering visitors to be responsible and the visitor experience. These three themes are acutely interdependent with the themes discussed thus far.

##### 4.3.1. Considers how visitors can contribute to the place

The role and responsibility of the visitor is of great importance in the quest towards a regenerative approach to tourism, opined by numerous interviewees. As such, visitor experiences offered by the featured social enterprises often attract types of visitors that tend to be more responsible or 'conscious' (Pollack, 2012) in their behaviour and want to contribute something to the host community. Certainly, this is the case in terms of the two Irish events which could be considered niche in nature. For example, one experience of the Stone Wall Festival was that *"it seems to attract a certain type of tourist, they're very interested in a lot of the environmental things we do here. We've beach clean ups, we've lots of things going on and they're genuinely interested in that"* (Mulranny 4). Gale Action Forum staff also observed that visitors genuinely want to make a positive impact and tend to spend more money if they think that profits are directly benefiting the host community: *"There is a real sense of visitors wanting to put back into the community, the ones that have stopped here are certainly wanting to feel part of the community, and wanting to make a contribution, and they do that by buying, or donating, or thanking us, or writing a nice review"* (GALE 1). GALE even provides an option to add an additional donation to their local charity, when customers pay by card.

##### 4.3.2. Empowers visitors to be responsible

Interviews revealed some of the efforts made by study participants to empower visitors to be responsible. Comrie Croft gave the examples of encouraging visitors to not litter, to buy local, and not to bring all their food to the campsite in single use plastic, etc. When hosts noticed that campsite users were not sorting their waste, they purposefully placed the customer waste area in a visible location, drawing attention to the fact rather than hiding from it. It has plans to create a "resources not rubbish" area to educate and empower visitors to behave more responsibly. Comrie Croft staff members felt that communication of such messages in fact contributes to the visitor experience of feeling part of the community or perhaps even as a 'temporary local' (Scottish Community Tourism, 2023). *"I think that's a nice feeling. Because you're sort of made part of the community that's on site. And you're sort of expected to behave in that way as well."* (Comrie Croft 2).

##### 4.3.3. Co-creates a positive visitor experience

Findings reveal that the nature of a community-led tourism experience is different to alternative experiences from the visitor perspective. It is a naturally more authentic experience with increased opportunities for interaction with the local community. This parallels the literature on regenerative tourism experiences, specifically Fusté-Forné and Hussain's (2022) key factors of regenerative leisure and tourism experiences. Authentic experiences imbue a better sense of, and connection to, place for the visitors (Fusté-Forné & Hussain, 2022) which foster a more responsible relationship with place. Hearsay is quite unique in its potential for a deep level of community interaction, central to the success of the event and its artistic output: *"All of those documentaries are all made locally, with local people contributing, participating and I guess that's what people love when they come"* (Hearsay 2).

There are several aspects of the Mulranny Stone Wall Festival identified by interviewees that would indicate what is identified in literature as a 'transformative experience' for visitors (Kirillova et al., 2017). These include the combination of the immersive experience involving learning and physical labour outdoors in a scenic location, the teamwork element, visitors' sense of contributing to the preservation of the local landscape and connection to the people and the area. The small number of participants (30) makes it a more intimate, and personal, experience:

*The festival provides a unique and immersive experience ... when they're building the stone wall they're all getting behind a common goal where they take a few things back, they obviously enjoy the experience, they learn a new skill, and they in turn give, so they can see what's left behind, share that experience, and help someone else through that learning journey and then they've left something behind that's given back to the community and it's left there for generations* (Mulranny 1).

From the visitor perspective, locals can add greatly to the authenticity of the experience. This was echoed in feedback from visitors at Gale Action Forum: *"Visitors comment on our friendly team of staff and volunteers and I think that is one of the things they feel - they have had a genuine welcome to community and that enriches their experience so they feel that they have met real live local people"* (GALE 1).

#### 4.4. Nature positive

Of the four principal themes, this is generally the least developed for each of our five enterprises. It is recognised that, with the exception of restoring biodiversity and habitats, many of the examples given within the interviews are more about 'not making things worse', that is sustaining the natural environment, rather than regenerating it, or what Bellato et al. (2022) refer to as 'healing approaches'. However, it is important to note that regenerative tourism by its nature involves continual co-evolution (Bellato et al., 2022; Dredge, 2022; Ho, 2020) and continuous learning (Dredge, 2022). Ho (2020) adds that regenerative tourism is aspirational in nature, illustrating the challenge for any destination of achieving a balanced and holistic tourism system. Therefore, examples have been included which fit the pro-environmental theme, though not necessarily the regenerative one.

##### 4.4.1. Restores biodiversity and habitats

Restoration of dry-stone walls is the focus of the Mulranny festival. A dry-stone wall is built solely with stone and without mortar or cement. When the community of Mulranny began to focus on these walls it learned that traditional stone walls are 'high value biodiversity features' (Mulranny 2) which create habitats for many plant and small animal species, even birds and bats, provide shelter from harsh weather and assist with drainage. The establishment of the festival drew attention to these largely overlooked structures, with a high-profile nature journalist working for the Irish Times writing a *"nice piece on the Stonewall Festival and the habitat value of the stone walls"* (Mulranny 2). Comrie Croft sees 'nature as a stakeholder' within its business (Comrie Croft 1) and incorporates some biodiversity and habitat focused elements such as rewilding sections of its estate and undertaking biodiversity assessments to set baselines for change analysis. It has also introduced an osprey nest with the hope of encouraging a nesting pair.

##### 4.4.2. Educates visitors and the community about the place and their impacts

Visitor education or opportunities to take part in regenerative activities are an important aspect of regenerative tourism (Dredge, 2022) and can lead to longer term environmental impacts such as behaviour change for the visitors. Further to the example of educating visitors on how to physically rebuild the stone walls in Mulranny, Comrie Croft is endeavouring to educate visitors about waste. During the interview a participant shared their plans to create a very visible and interactive waste sorting area:

*We want to set up a 'resources not rubbish' area out here. So like a*

compounded kind of area with the walls of it made from recycled material itself. So that way we try to work with people to try and stop things going off in a general waste bin .... I would like to be able to take them in there and get them crushing cans, turning the hot composter, or whatever else is going to be in there (Comrie Croft 1).

Additionally, visual clues to a business's operating practices or physical structures, such as GALE's passive building or Comrie Croft's solar panel bank, are cues to help educate visitors towards nature positive practices.

#### 4.4.3. Facilitates sustainable transport

There was a general acknowledgement throughout the interviews that travel, and resultant emissions were an important factor for consideration. Comrie Croft was the most proactive of our sample in this area: "We have had a sustainable travel discount, which is 10 % off your stay if you arrive without your car, whether that is public transport ... we had a guy arrive on a skateboard one time!" (Comrie Croft 1). In Kilfinane, efforts were made to encourage visitors travelling greater distances to stay longer, to carpool and to ensure that cars were not a necessity, aided by the coordination of local homestay accommodation in the town. Whilst sustainable transport is not in itself regenerative, reducing travel related emissions is necessary and goes some way to maintaining positive environmental conditions (McEnhill et al., 2020).

Choosing local suppliers was also identified as important throughout the interviews as well as tourism infrastructure. For example, the Gale Action Forum building was the first public passive building in Scotland, constructed using native timbers. Interviewees also spoke about the café activity:

We try and use home grown produce, we have a growing area out here where we grow salads and herbs to use in the kitchen. We compost all our kitchen waste and paper from the office and things like that. So, these are the things that we are trying to do to reduce our environmental footprint (GALE 1).

## 5. Conclusion

This research set out to examine practical examples of social entrepreneurship to determine their underlying characteristics and activities, as well as considering how these initiatives are commensurate with the principles of regenerative tourism. It revealed how, even if not couched as regenerative tourism, the principles can be practically employed in terms of activities, perspectives, operation dynamics and impacts. In the face of increasing global recognition of the pressures that tourism places on local communities, infrastructure and environments, the paper highlights a move away from traditional models of looking at tourism success in terms of visitor numbers and revenue towards a more holistic overview of what tourism can deliver.

Bellato et al. (2022) identified that there has been a dearth of applied research that examines how regenerative tourism principles are enacted at the hyper-local level. Reporting on the findings of a bilateral networking initiative, the paper's contribution to knowledge has been to investigate how the approach of social enterprises to local tourism development can have sustainable community impacts while delivering meaningful visitor experiences. In considering how their actions align with the principles of the concept, it expands our understanding of what regenerative tourism means 'in practice'.

The social enterprises examined were deemed to represent great such examples, where activities within the themes of Nature, Community, Place and Visitor Positive represent a more inclusive measure of success, more than just the economic contribution of tourism. The research undertaken revealed examples of how social enterprises, operating in a manner broadly correlative to regenerative tourism, can deliver **Community Positive** outcomes by delivering hyper-local economic benefits, providing sustainable employment, facilitating collaboration and engaging and empowering community members. This is achieved by placing community needs first and foremost. Regenerative tourism can

be **Place Positive** as it provides an infrastructure for community activities, it instils community confidence and pride, and it preserves the heritage and culture of the place/destination.

While existing research has largely overlooked **Visitor Positive** dynamics, they revealed themselves to be important factors in this study, worthy of further attention; regenerative tourism can impact visitor profile and behaviour, as well as their experience. Research findings illustrate that regenerative tourism practices empower visitors to be more responsible, where they are not viewed and treated as just 'tourists' but with an expectation that they will, in some small way, enhance the destination by their visit. Regenerative tourism has the potential to be **Nature Positive**, supporting biodiversity and nature, and it can enhance a more sustainable infrastructure. However, this requires education and, from a community and business perspective, due to the community focus of this research nature was the least developed of the four themes. It is noteworthy that research participants were not necessarily aware of the concept of regenerative tourism and this project facilitated learning to take place which has since already contributed to further regenerative practices being developed, especially under the theme of nature positive.

Each interviewee considered success to be more than visitor numbers and revenue. The findings generated can be considered to deliver a more holistic approach to tourism development. In terms of the application and interpretation of the results presented above, it is important to recognise that these findings are qualitative rather than quantitative in nature. Each destination is different and how, and to what extent, these examples can and should be applied will thus also be different. Regenerative tourism is a process of continual co-evolution (Bellato et al., 2022; Dredge, 2022; Ho, 2020); thus, the activities presented here are not exhaustive but are merely examples of a whole range of activities that will evolve over time.

The examples shared in this research reflect and build on existing regenerative tourism theory. This research set out with a focus on social enterprises as a community development tool, which limits its consideration of natural and environmental impacts. Further research is required to develop and test robust indicators of successful regenerative tourism, as well as a comparative paper on how other types of businesses or destinations employ such practices. New scholarly work might also be focussed on tourism sub-sectors, adventure travel for instance; as Schmidt Rojas et al. (2024) suggest, the nature of many adventure tourism experiences promotes active engagement with landscapes and communities and lends itself well to the regenerative ethos.

Ultimately, the research illustrates that a focus on the benefits to place, community, nature and visitors that social enterprises can deliver can only have a positive impact on a regenerative tourism sector. The hope for the future, as reflected by one participant in the study, is a future where we need to nourish and care for all tourism stakeholders:

... the word **nourish** ... isn't a word that you tend to use with tourism ... If you even think in food terms ... it's got a certain homemade [quality] ... it's not really as perfect but it's generally made with care. There's a bit of love in it (Hearsay 1).

## Management implications

Although interest is growing in regenerative tourism there remains a significant gap in understanding its practical application. This paper provides destination managers and decision-makers with evidence of how social enterprises' approaches to local tourism development can have sustainable community impacts while delivering meaningful visitor experiences. Even if their activities are not labelled as regenerative tourism, the research expands our knowledge of how the concept's principles can be demonstrated in practice. The research also draws attention to how the success of tourism in a destination can be, and should be, measured by a range of factors beyond simple economic indicators.

## CRediT authorship contribution statement

**Sophie Price:** Writing – review & editing, Writing – original draft, Visualization, Project administration, Methodology, Investigation, Funding acquisition, Formal analysis, Data curation, Conceptualization. **Steve Taylor:** Writing – review & editing, Writing – original draft, Resources, Project administration, Methodology, Investigation, Funding acquisition, Conceptualization. **Kendra Turnbull:** Writing – review & editing, Writing – original draft, Visualization, Project administration,

Methodology, Investigation, Funding acquisition, Formal analysis, Data curation, Conceptualization. **Mary Rose Stafford:** Writing – review & editing, Visualization, Resources, Project administration, Funding acquisition, Conceptualization.

## Declaration of competing interest

No potential conflict of interest was reported by the authors.

## Appendices.

**Table 1**  
Social enterprises included in the study

|                                     | Location              | Brief description                                                                                                                                                                                                                                                                            | Rationale for inclusion                                                                                          |
|-------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| <b>Comrie Croft</b>                 | Perthshire, Scotland  | The core business provides accommodation, camping and ecolodges, events, bike trails and a farm shop. A series of connected businesses are also hosted onsite. Owned by local community shareholders. <a href="https://www.comriecroft.com/">https://www.comriecroft.com/</a>                | Eco-tourism business with a unique ownership model who consider regeneration to be part of their business model. |
| <b>Discover Cullen</b>              | Moray, Scotland       | Community-run destination management body which promotes the area to tourists and works with businesses and community groups and events to make Cullen a better place to live. <a href="https://discovercullen.com/">https://discovercullen.com/</a>                                         | Is an interesting example of a community run, voluntary, destination management organisation.                    |
| <b>Gale Action Forum</b>            | Wester Ross, Scotland | The GALE centre hosts a café, shop and tourist information centre. It uses tourism to generate funds to support wider community projects and services. <a href="https://galeactionforum.co.uk/">https://galeactionforum.co.uk/</a>                                                           | Community development company which harnesses tourism as a tool for the benefit of its community.                |
| <b>Hearsay Audio Arts Festival</b>  | Kilfinane, Ireland    | International festival dedicated to audio creation. The local community provides accommodation, performance venues and are also featured in the creative output of the event. <a href="https://www.greyheron.ie/hearsay/">https://www.greyheron.ie/hearsay/</a>                              | Features an unusually high level of community engagement and positive community impacts                          |
| <b>Mulranny Stone Wall Festival</b> | Mayo, Ireland         | Community-led event which includes a programme of talks, demonstration and dry-stone wall building contributing to the preservation of traditional skills and rebuilding of a historical resource. <a href="https://mulrannystonewallfestival.ie/">https://mulrannystonewallfestival.ie/</a> | Innovative example of the use of tourism to contribute to both heritage regeneration and community engagement    |

**Table 2**  
Examples of Regenerative Activities Categorised by Theme

|                    |                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community positive | Addresses community needs                            | <ul style="list-style-type: none"> <li>Discover Cullen manages town-wide funding applications through its constituted body status</li> <li>GALE operates a year-round café and community spaces which enable multiple community functions: counselling services, warm bank, "pay what you can" options, volunteering opportunities, as well as helping alleviate social isolation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                    | Nurtures collaboration and community engagement      | <ul style="list-style-type: none"> <li>Mulranny Festival addresses stone wall repair needs that exceed community capacity</li> <li>Hearsay creates immersive experiences with unique community involvement (home stays, personal property events, local voices in outputs)</li> <li>Discover Cullen inspires spin-off projects (local path restoration), are part of the Cullen Connected umbrella group and have active collaboration and partnership working with local and external organisations.</li> <li>GALE involves 20+ local bakers in an innovative business model providing cake for the café.</li> <li>Mulranny Stone Wall festival fosters cross-pollination of ideas through multi-initiative involvement and parallel activities. The event also nurtures volunteerism and a collective effort for conservation and community projects</li> </ul> |
|                    | Supports widespread community economic benefit       | <ul style="list-style-type: none"> <li>Comrie Croft prioritises local suppliers over self-provision</li> <li>Hearsay uses homestay accommodation to distribute income equitably</li> <li>GALE monitor and record their economic impact through GALE in numbers. They estimate that only 12.5 % of income leaves the local economy</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                    | Provides sustainable employment                      | <ul style="list-style-type: none"> <li>GALE provides year-round annualised contracts, real living wage, employee development, and flexible working.</li> <li>Comrie Croft maintains a 2:1 maximum wage ratio, pays the real living wage, encourages personal development training, provides year-round contracts to as many staff as possible</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Place positive     | Develops infrastructure which benefits the community | <ul style="list-style-type: none"> <li>Comrie Croft develops mutually beneficial projects (bus route, cycle path), host other businesses with innovative profit based rental models, and address housing needs by building housing with perpetual affordability restrictions attached.</li> <li>GALE creates community-owned assets providing year-round services.</li> <li>Discover Cullen ensures promotion and facilities which align with the needs of the locals (encouraging visits away from the beach, public toilets, picnic benches, bins) and develop local walking paths and maps</li> <li>Hearsay repurposes derelict and existing buildings as event space.</li> </ul>                                                                                                                                                                              |
|                    | Builds community confidence and pride                | <ul style="list-style-type: none"> <li>Comrie Croft combined with the local community to gain a 'top green destination' award</li> <li>GALE enables long-term community planning and leads by example how everyday community members can instigate change</li> <li>Through the Cullen Skink festival, Discover Cullen celebrates the unique heritage of the town, they ensure the town is well presented and equally promote businesses, community events, heritage and local walks.</li> <li>Hearsay fosters creativity and innovation through town reimagining</li> <li>Mulranny festival encourages cooperation and collaboration among participants</li> </ul>                                                                                                                                                                                                |

(continued on next page)

Table 2 (continued)

|                  |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | Preserves heritage and local stories                                     | <ul style="list-style-type: none"> <li>Hearsay incorporates 200 local voices in storytelling and has inspired community led cultural and creative activities and events</li> <li>Mulranny preserves traditional stone wall expertise</li> <li>Discover Cullen celebrates the origin of the Scottish cuisine through the Cullen Skink festival</li> <li>Comrie Croft view nature as a stakeholder in the business</li> <li>Rebuilding Mulranny's stone wall enhances the habitat value due to the biodiversity they support (frogs, lichens, insects, birds, etc)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Nature positive  | Restores biodiversity & habitats                                         | <ul style="list-style-type: none"> <li>The Discover Cullen app promotes local walking activities, and their marketing and information services promotes local excursions</li> <li>Comrie Croft offer a sustainable travel discount</li> <li>Hearsay encourages and enables car-pooling and public transport use</li> <li>Mulranny festival attracts visitors who tend to stay longer in the area</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                  | Facilitates sustainable transport                                        | <ul style="list-style-type: none"> <li>Discover Cullen runs regular beach clean events which are promoted alongside standard tourism events</li> <li>Mulranny maintains a small-scale festival and 'gentle construction' model</li> <li>GALE uses passive building design from local materials, they compost waste, use home grown or locally sourced produce, and wood heating</li> <li>Comrie Croft generates renewable electricity and uses non-chemical products</li> <li>Hearsay challenges traditional thinking and use of space which has led to the creative use of existing resources and repurposing of unused spaces</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Visitor Positive | Educates visitors and the community about local nature and their impacts | <ul style="list-style-type: none"> <li>GALE offers charity donation options to guests</li> <li>Comrie Croft ensures that visitors understand the company's regenerative stance and provides opportunities to embrace it</li> <li>Mulranny festival participants have an opportunity to leave a physical legacy through wall building</li> <li>Hearsay is an immersive event with visitor participation core to the event</li> <li>GALE demonstrates community support through visible cues (volunteers, growing beds, notices of health and wellbeing projects, abled and disabled staff), and provides a space where visitors and locals can have meaningful interactions</li> <li>Comrie Croft signposts environmental good practise, giving responsibility to the visitor to behave in a manner that is in keeping with the company ethos</li> <li>Hearsay provides a high level of interaction with the community, creating strong connections to place</li> <li>Mulranny has high levels of community interaction and visitors physically restore the environment</li> <li>Discover Cullen provides a multifunctional app with local information, heritage trails, quizzes and games, and personal information. They place community and tourism information on equal levels.</li> <li>Comrie Croft value visitor satisfaction as a measure of business success</li> <li>Hearsay experiences organic growth and evolution due to host and visitor experiences, and it enables industry networking.</li> <li>Mulranny experiences a high repeat visit rate to the event and the area</li> </ul> |
|                  | Considers how visitors can contribute to the place                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                  | Empowers visitors to be responsible                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                  | Co-creates a positive visitor experience                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

## Data availability

The data that has been used is confidential.

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