

---

## Contents

---

<b>Foreword. Thinking on Tourist Destinations as Complex Systems in Times of Uncertainty .....</b>	<b>xi</b>
Salvador Anton CLAVÉ	
<b>Acknowledgments .....</b>	<b>xxvii</b>
<b>Introduction to the Authors of the Two Volumes .....</b>	<b>xxix</b>
<b>Introduction .....</b>	<b>xli</b>
Sylvie CHRISTOFLE based on contributions by Franck DEBOS, David HURON, Jean-Christophe GAY, Bernard MASSIERA, Otto REGALADO-PEZÚA and Jacques SPINDLER	
<b>Part 1. Marketing and Communication at the Heart of Tourism Agility: Stories from Actors and Regions .....</b>	<b>1</b>
<b>Chapter 1. Tourist Consumer-driven Agility: A Framework for Tourism Marketing .....</b>	<b>3</b>
Marios SOTIRIADIS and Shiwei SHEN	
1.1. Introduction: marketing environment and consumer behavior in the digital era .....	3
1.2. Theoretical framework: agile marketing .....	5
1.3. A blended approach: a framework based on two models .....	7

1.3.1. Consumer/customer journey in the digital era . . . . .	7
1.3.2. Marketing implementation: the marketing mix . . . . .	9
1.4. Proposed framework for implementing marketing agility in tourism . . . . .	11
1.5. Conclusion . . . . .	13
1.6. References . . . . .	14
 <b>Chapter 2. Online Communication Agility for International Tourist Destinations: Cannes, Nice, Monaco . . . . .</b>	17
Sylvie CHRISTOFLE and Carine FOURNIER	
2.1. Theoretical framework . . . . .	18
2.2. Methodology . . . . .	20
2.3. Results and discussion . . . . .	22
2.3.1. Are DMOs early adopters? . . . . .	22
2.3.2. What publications? . . . . .	24
2.3.3. What mutual recognition? Measuring interaction . . . . .	26
2.3.4. Producing a composite index measuring online communication agility . . . . .	32
2.4. Conclusion . . . . .	35
2.5. References . . . . .	36
 <b>Chapter 3. “Les Accros du peignoir” (Massif Central): Proof of the Agility of the French Spa Scene . . . . .</b>	39
Marie-Ève FÉRÉROL	
3.1. Introduction . . . . .	39
3.2. Methodology . . . . .	42
3.3. Contextualization: the decline of the Massif Central’s flagship resorts . . . . .	44
3.4. The remedy for the crisis: a territorial brand based on humor, inclusivity, experience and openness to the cultural world. . . . .	46
3.4.1. A reflective work on the identity to be given to the Massif Central’s water towns . . . . .	46
3.4.2. Choosing humor and self-mockery . . . . .	47
3.4.3. More punchy, inclusive and experiential communication . . . . .	49
3.4.4. Water cities: creative and innovative . . . . .	52
3.5. Conclusion . . . . .	56
3.6. References . . . . .	58

---

<b>Chapter 4. Attractions and Interconnected Destinations: The Case of the Chaîne des Puys–Limagne Fault UNESCO Site . . . . .</b>	<b>61</b>
Jean-Bernard MARSAT and Étienne POLGE	
4.1. Issues, references and models . . . . .	62
4.1.1. Spatial features of the local system . . . . .	63
4.1.2. Management issues: stakeholder profiles, objects and scales of intervention . . . . .	66
4.2. Case study . . . . .	67
4.2.1. Study on the visitors . . . . .	68
4.2.2. The study of the management of the tourism system affected by attraction (the CPFL). . . . .	72
4.3. Discussion – conclusion . . . . .	74
4.4. References . . . . .	75
<b>Chapter 5. Collective Agility at the Heart of Tourism Development in Hauts-de-France During the Covid Period . . . . .</b>	<b>79</b>
Sandrine FOURNIER	
5.1. Promoting the “HDF destination” in the region . . . . .	80
5.2. The agility of tourism players: adapt, develop and innovate . . . . .	81
5.3. Adding value and agility through digitalization . . . . .	82
5.4. Promotional synergy between official operators/tourism professionals and citizens/tourists . . . . .	84
5.5. Methodology, results and discussion . . . . .	85
5.5.1. Methodology . . . . .	85
5.5.2. The agility of professional players in HDF . . . . .	86
5.5.3. The adaptability of official operators/tourism professionals and citizens/tourists . . . . .	87
5.5.4. Agility of regional, departmental and local tourism organizations . . . . .	88
5.5.5. Interrelations between official operators/tour operators and citizens/tourists . . . . .	90
5.5.6. Discussion . . . . .	92
5.6. Conclusion . . . . .	93
5.7. References . . . . .	93

**Part 2. Sustainability: A Challenge for Tourism Agility? . . . . . 97**

**Chapter 6. Managing Visitor Numbers: A Public Policy Challenge  
for Preserving and Enhancing our Natural Heritage . . . . . 99**  
Émeline HATT and Sylvie CLARIMONT

6.1. Visits to natural areas with a high profile and major management challenges . . . . .	101
6.1.1. Large natural sites with high visitor numbers . . . . .	101
6.1.2. (Over)visiting and visitor management issues . . . . .	104
6.2. Managers of natural areas increasingly inclined to implement visitor management systems . . . . .	105
6.2.1. A variety of visitor management systems in natural areas . . . . .	105
6.2.2. Experiments to limit visitor numbers in France . . . . .	108
6.2.3. Regulatory changes to support visitor number management. . . . .	110
6.3. Visitor management systems: between concrete implementation difficulties and ambivalent social perceptions . . . . .	110
6.3.1. Challenges to the creation of operational management territories . . . . .	110
6.3.2. A principle of regulation accepted, but regulatory measures criticized by users . . . . .	112
6.4. Conclusion . . . . .	115
6.5. References . . . . .	116

**Chapter 7. Metropolitan Areas and Local Tourism . . . . . 121**  
Fabrice DECOUPIGNY

7.1. Introduction . . . . .	121
7.2. Metropolises and local leisure activities . . . . .	121
7.3. Impact of second homes on attractiveness. . . . .	126
7.4. Prospective simulations of attractiveness . . . . .	128
7.5. Conclusion . . . . .	131
7.6. References . . . . .	132

**Chapter 8. Hypermobility and Environmental and  
Societal Challenges . . . . . 133**  
Isabelle FROCHOT, Véronique MONDOU and Philippe VIOLIER

8.1. Introduction . . . . .	133
8.2. Methodology . . . . .	133
8.3. Analytical framework . . . . .	134

8.4. Main results . . . . .	136
8.4.1. Varied combinations . . . . .	136
8.4.2. Effects of the pandemic . . . . .	141
8.4.3. Effects of lifting restrictions . . . . .	144
8.5. Discussion: a stark observation . . . . .	144
8.6. Conclusion . . . . .	146
8.7. References . . . . .	147
 <b>Chapter 9. Feedback on Soft Mobility and Sustainable Tourism in Côte d'Opale: The Bicycle, a Vector of Agility . . . . .</b>	149
Jean-Denis HUE and Vincent HERBERT	
9.1. Action research to understand local mobility issues . . . . .	150
9.2. Institutional agility as a marker of “direction” for an ecotourism policy . . . . .	152
9.3. The bicycle, a translation of “agile” practices for users . . . . .	156
9.4. Conclusion . . . . .	159
9.5. References . . . . .	161
 <b>Conclusion . . . . .</b>	163
Sylvie CHRISTOFLE	
 <b>List of Authors for the Two Volumes . . . . .</b>	169
 <b>Index . . . . .</b>	173
 <b>Summary of Volume 1 . . . . .</b>	177