

Transforming management in the era of post-globalization and agentic economy

UNIVERSITY OF PAVIA – 28-29 MAY 2026



Sinergie SIMA
Management Conference

PROCEEDINGS



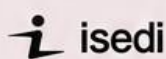
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Foreword

The annual Sinergie-SIMA Management Conference is more than an opportunity to present and discuss research findings. It is a moment in which our scientific community comes together to reflect on the transformations affecting firms and organizations and, at the same time, on the evolution of management as a discipline.

The 2026 Conference, hosted by the University of Pavia and entitled Transforming Management in the Era of Post-Globalization and Agentic Economy, invited us to consider this double transformation. We are experiencing profound changes whose direction, scope, and consequences are often difficult to anticipate. Understanding them is already a demanding task. Management must then translate them into organizational choices, processes, and practices that work in concrete contexts.

A significant part of managerial work has traditionally consisted of collecting information, synthesizing it, and transforming it into reports, scenarios, forecasts, and decisions. Artificial intelligence does not “know everything”, but it greatly increases the capacity to process information. As a result, managerial value no longer resides primarily in access to information or in routine analysis, but in the ability to steer how knowledge is generated, filtered, integrated, and critically interpreted. Managers are therefore called upon to become even more critical interpreters. They must recognize ambiguities, balance conflicting objectives, and assess organizational constraints, as well as the reputational, social, political, and institutional implications of different courses of action. Information may be increasingly abundant and accessible, but judgment and responsibility cannot be delegated to a technological system.

The nature of coordination is also changing. Management has always involved coordinating people, organizational units, and processes. Today, alongside people, there are data, algorithms, platforms, and artificial agents. Human teams are increasingly becoming hybrid systems. The challenge is to design work architecture in which human and artificial intelligence can cooperate effectively, without people losing control, competence, or responsibility. Technology should strengthen human capabilities. It should not reduce the human contribution to the passive execution of technologically generated instructions or subject individuals and organizations to an unsustainable acceleration of productivity expectations.

The limits of these technologies are not yet fully understood, nor is their medium- and long-term impact on organizations and society. What is already clear, however, is that the way artificial intelligence enters organizations changes decision-making processes and redistributes responsibilities, competencies, and power. Management, therefore, does not disappear. It changes its nature. If the nature of management changes, the responsibility of our scientific community must also evolve. We must examine whether the concepts and theories we use to interpret organizations remain adequate. We must investigate how technologies transform work, coordination, authority, and accountability. We must also reflect on the contributions that management studies can make to firms, institutions, and society in a period of rapid, sometimes contradictory change. The “SIMA Manifesto degli studi di management” was developed in this spirit: not as a definitive answer, but as a platform for discussion. It invites us to question what matters today for our discipline, whether the categories we use to interpret emerging phenomena are still appropriate, and what relationship management scholars intend to build with firms, institutions, and society.

The papers collected in these Proceedings provide tangible evidence of the vitality and diversity of our community. They represent different theoretical perspectives, methodological approaches, and fields of inquiry. Together, they demonstrate the ability of management research to address complex questions with rigor, openness, and responsibility. They also reflect a community capable of bringing together research and teaching, senior and younger scholars, international engagement, and dialogue with firms and institutions. This ability to connect different dimensions of academic life is one of the distinctive strengths of the Sinergie-SIMA Conference. A scientific conference truly fulfills its purpose when it is not merely a program of scheduled sessions, but becomes a space inhabited by its community: a space in which papers are presented and discussed, questions are raised, different perspectives are compared, relationships are developed, and new collaborations begin. Attention must be devoted to younger scholars. Their ideas, questions, and research trajectories are essential to the future of our discipline. Creating opportunities for their development, supporting their participation in the scientific community, and encouraging research that combines academic quality with practical relevance are central responsibilities for SIMA.

I would like to express my sincere gratitude to Sinergie Italian Journal of Management, the University of Pavia, the Conference Chairs, the scientific and organizing committees, the Chairs of the tracks and SIMA thematic groups, the reviewers, and all those who contributed to the organization of the Conference and to the preparation of this volume. Above all, I thank the authors and participants who presented their work, discussed papers, raised questions and animated the many opportunities for exchange. Their engagement made the Conference the expression of a living scientific community.

A conference ends well when it does not close a discussion but leaves participants eager to continue it. I hope that these Proceedings will carry forward the ideas, questions, relationships, and new possibilities for joint work that emerged in Pavia and will strengthen the capacity of management research to understand and responsibly shape the transformations of our time.

Beatrice Luceri, President of Italian Society of Management (SIMA)

Editorial Note

To the reader,

This volume contains the short papers presented at the Sinergie-SIMA 2026 Management Conference, hosted by the University of Pavia on 28 and 29 May 2026. The Conference, entitled *Transforming Management in the Era of Post-Globalization and Agentic Economy*, provided an opportunity to discuss the transformations affecting organizations, managerial practices, and management research.

The conference program included contributions related to:

- the main Conference theme;
- the research areas represented by the SIMA thematic groups;
- management case studies.

The diversity of the subjects addressed, theoretical perspectives adopted, and the methodological approaches employed reflected the breadth and vitality of the Sinergie-SIMA scientific community.

The Conference call invited the submission of both short and long papers. Overall, the editorial team received 315 submissions, consisting of 249 short papers and 66 long papers.

All submissions underwent the peer-review process established for the Conference. Short and long papers were evaluated by 245 reviewers, selected from the Sinergie and SIMA scientific communities on the basis of their expertise in the subjects addressed.

The submissions were assessed according to the following criteria:

- clarity of the research aims;
- appropriateness and rigor of the methodological approach;
- originality and innovativeness of the contribution;
- theoretical and practical relevance;
- clarity of communication;
- quality and significance of the bibliographical foundations.

For the short and long papers, the evaluation followed the peer review process, with a double-blind review performed by, respectively, one and two referees - university lecturers and experts about the topic - selected from among members of the SIMA community. At the end of the evaluation process, the authors received the reviewers' reports and incorporated their observations into the presentation and discussion of their work at the Conference.

The evaluation process resulted in the acceptance of 296 papers. The present volume contains 216 short papers whose authors authorized their publication.

All the contributions included in the volume were presented and discussed during the Conference and are made available online through the Sinergie-SIMA Management Conference portal (<https://www.sijmsima.it/>). The papers collected here should be understood not only as individual research contributions, but also as evidence of the questions, perspectives, and developing research trajectories that characterized the scientific debate in Pavia.

We wish to thank the authors for entrusting their work to the Conference; the reviewers for the quality and care of their assessments; the track and thematic group Chairs for coordinating the evaluation and discussion processes; and all participants for contributing to an open and constructive scientific exchange.

We hope that this volume will support the further development of the research presented during the Conference and contribute to the wider debate on the transformation of management and organizations.

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Rethinking Sustainable Tourism in Protected Areas through Arts and Cultural Heritage: A Comparative Study of National Parks in Italy and the United States

MARA CERQUETTI, LEAH HAMILTON, SIMONE SPLENDIANI

Abstract. *Climate change is profoundly reshaping protected areas, altering ecosystems, landscapes, and tourism dynamics through rising temperatures, extreme events, and natural disasters. Existing research has examined vulnerability assessments and human-wildlife interactions, as well as strategies to address climate change, such as stakeholder engagement, sustainable entrepreneurship, and climate adaptation. However, limited attention has been paid to the role of arts and cultural heritage in fostering sustainable tourism transitions. This study aims to fill this gap through a comparative case analysis of the National Park of Monti Sibillini (NPMS, Italy) and Cumberland Gap National Historical Park (CUGA, USA), both recently affected by major natural disasters. Drawing on document analysis and qualitative interviews with park directors and key stakeholders, the research explores how climate change affects tourism, which adaptation strategies are implemented, and how cultural resources contribute to resilience. Preliminary findings highlight culture's dual role as both a vulnerable asset and a transformative driver, supporting integrated governance approaches that bridge environmental conservation, community engagement, and sustainable tourism development in protected areas.*

Framing of the research. *The United Nations' Intergovernmental Panel on Climate Change (IPCC) noted that "widespread and rapid changes in the atmosphere, ocean, cryosphere and biosphere" are creating notable weather and climate extremes around the world (IPCC, 2023, p. 5). Warming temperatures, more frequent and intense hurricanes, wildfires, and longer-lasting droughts are drastically altering protected areas and their fragile ecosystems. In this context, natural parks are called to revise and innovate their tourism strategies towards sustainability, also leveraging cultural resources.*

In recent years, scientific literature on sustainable tourism management has devoted increasing attention to strategies and actions, policies and practices to face this challenge through climate mitigation and adaptation. When coming to protected areas, scholars have focused on integrated vulnerability assessment (Mkiramweni et al., 2016; Jamaliah, Powell, 2019), the management of human-wildlife interactions (Moyle et al., 2022; Kupika et al., 2024; Mupunga, Shoko, 2024; Weststrate et al., 2025), the involvement of local communities and stakeholders (Le, Nguyen, 2023; Chambwe, Shereni, 2024; Vandermale, Mason, 2024), and the study of visitors' perceptions (McCreary et al., 2018). Scientific research has also enhanced the role of sustainable entrepreneurship (Buzzao et al., 2023), social sciences (Sharp et al., 2014) and the Theory of Change (ToC) as a mechanism for sustainable financing (O'Flynn et al., 2022). However, a few studies have examined the potential role of arts and cultural heritage in rethinking and reshaping sustainable trajectories for managing tourism in protected areas (Fig. 1).

Indeed, climate change, culture, and tourism are tightly linked by a two-way relationship. On the one hand, climate change is a threat for cultural heritage and tourism: these two resources and sectors, along with biodiversity and natural heritage, are among the most affected by climate change (e.g., the erosion of archaeological sites and historic buildings, migration of communities forced to abandon their physical cultural heritage, risking the loss of place-specific customs, traditions, and habits) (UNESCO, 2016; European Commission, 2022; UNESCO, 2023; European Parliament, 2024). On the other hand, culture and tourism are resources for addressing climate change: cultural institutions can play a leadership role in the fight against it (see the actions taken by climate activists, ICOM, 2022). The cultural and creative sectors can inspire change towards the green transition (Voices of Culture, 2023; ICOM, 2025), while arts and cultural heritage can help preserve cultural landscapes and promote traditions, practices, and knowledge systems (Eiter, 2007; Esfehiani, Albrecht, 2018; Wessels, Dougals, 2020).

Purpose of the paper. *To address the identified gap, this paper investigates the role of cultural assets in rethinking and reshaping sustainable tourism strategies in protected areas, while balancing conservation needs with tourism development. Focusing on the cultural resources present in two parks – one in Italy and one in the United States – the research examines their potential contribution to answer the following research questions:*

RQ1. How do arts and cultural heritage function within tourism management frameworks in protected areas?

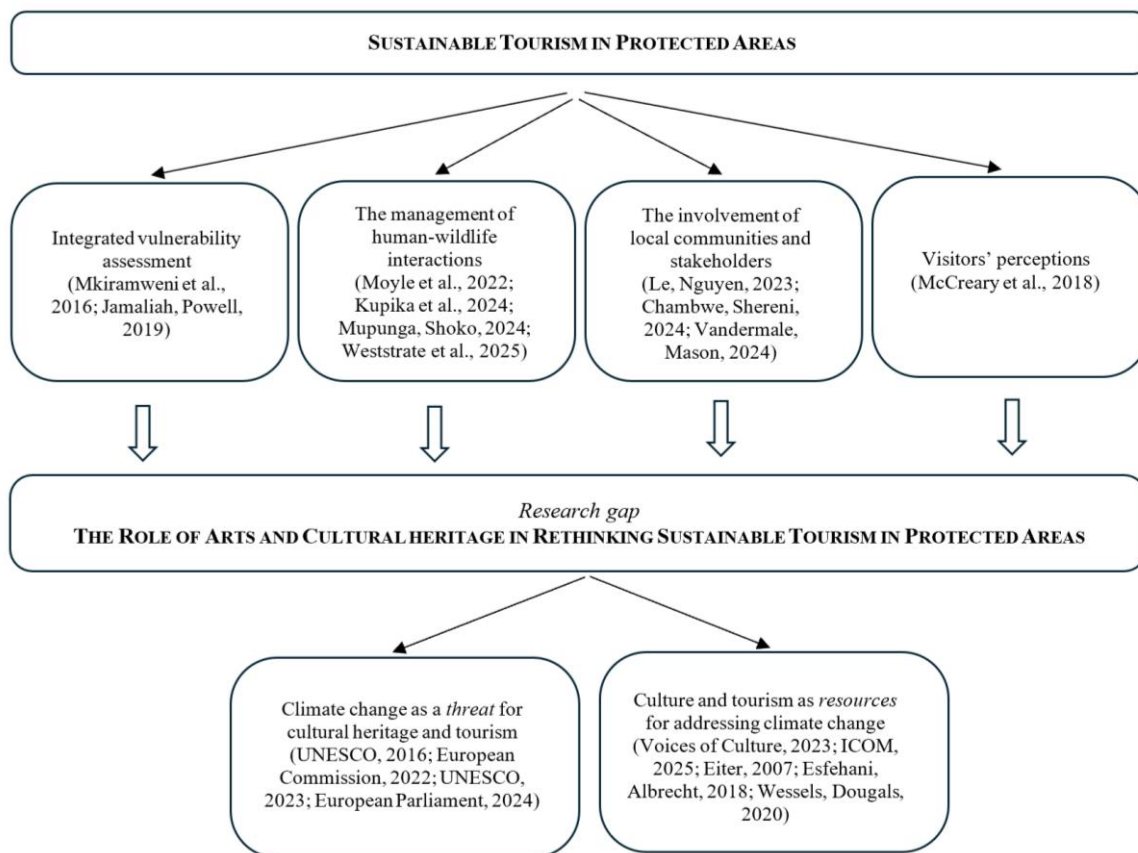
RQ2. What management approaches are used to balance conservation with tourism, particularly in relation to arts and cultural resources in and around protected areas?

RQ3. How are these management approaches reshaped in response to natural and climate-related disasters?

The findings will contribute to a deeper understanding of the role of arts and cultural heritage in sustainable tourism, highlighting the best practices and challenges in its management. Additionally, the research will offer policy insights to support the integration of arts and cultural heritage into broader management and adaptation strategies for protected areas. By bridging the gap between cultural and environmental conservation, this study aims to inform policymakers,

heritage managers, and tourism stakeholders on developing more holistic and sustainable approaches to heritage and nature conservation in the face of climate challenges.

Fig. 1. Theoretical framework (Source: own elaboration)



Methodology. This research applies a comparative case study analysis (Knight, 2011; do Amoral, 2022) based on two protected areas—the Sibillini Mountains in the Marche and Umbria regions of Central Italy and Cumberland Gap National Historic Park in the tri-state region of Kentucky, Tennessee, and Virginia in the Southeastern United States. Both sites are federally protected areas and promote cultural heritage sites and community arts events to encourage visitors to engage with the parks' cultural and natural resources. Both areas have also been affected by recent natural disasters, including earthquakes in the Sibillini Mountains (2016/2017) and flooding caused by Hurricane Helene in Cumberland Gap (2024).

Analysis of existing resources (e.g., websites, technical reports, etc.) and qualitative field research provides insights into existing conservation frameworks and their effectiveness in balancing cultural heritage preservation, sustainable tourism, and climate resilience. Qualitative field research is in progress and conducted through interviews with park directors and key stakeholders (e.g., local authorities, guides, cultural associations).

Interviews with the park directors are designed to explore the following areas: 1) The park governance, roles and responsibilities; 2) Arts and cultural heritage in the park, i.e., cultural heritage and artistic events; 3) Management strategies, sustainable tourism and climate change, such as strategies for balancing conservation needs and sustainable tourism development, impact of climate change, national/federal policies, impact of natural disasters; 4) Challenges and opportunities for the future.

Interviews with key stakeholders explored the roles of public and cultural actors, focusing on their relationships with natural and cultural assets, responses to previous crises and disasters, perceptions of tourists' awareness, forms of territorial collaboration, suggestions for innovating the cultural offer, and everyday challenges.

Results. The Cumberland Gap National Historical Park (CUGA) in the United States and the National Park of Monti Sibillini (NPMS) in Italy represent two important protected areas that combine environmental conservation with the preservation of historical and cultural heritage. Although they share some common goals, their characteristics differ in terms of extension and location, mission, institutional framework, governance structure, and cultural heritage activities.

Regarding extension and location, CUGA covers approximately 24,000 acres (9,712 hectares) and extends across three U.S. states: Kentucky, Tennessee, and Virginia. In contrast, the NPMS is significantly larger, covering 71,437 hectares across 16 municipalities and two Italian regions: Marche and Umbria.

The missions of the two parks reveal similar priorities, with some differences related to the typology of heritage they preserve. CUGA aims to preserve the cultural and natural resources of an area in and around “the Gap”, a natural break in the Cumberland Mountain range that provided passage for animals, hunters, and early explorers of America in westward migration and expansion. In addition to conservation efforts of its natural ecosystems, CUGA’s 80 miles of horse and foot trails, plus five backcountry camping areas provide recreational opportunities for visitors (NPS, 2025). CUGA also plays an important role in supporting the local economy, as visitor spending generates substantial economic benefits and employment for surrounding communities. In 2023, visitor spending at CUGA generated over \$25.6 million in local community spending, supporting 312 jobs, and had a cumulative economic benefit of over \$27.8 million to the local economy (NPS, 2024). Similarly, the NPMS focuses on environmental conservation, but emphasizes the protection of the landscape as historically and culturally shaped by human action. The park promotes sustainable development by preserving ecosystems, supporting traditional productive practices, and encouraging high-quality local social and economic activities.

In terms of its institutional framework, CUGA is a protected federal land area under the supervision of the National Park Service (NPS), a bureau within the US Department of the Interior (NPS, 2022). The NPS was established on August 25, 1916, when US President Woodrow Wilson signed the “Organic Act”, which created a federal bureau within the Department of the Interior designed to protect and manage the nation’s parks and monuments (NPS, 2022). The “Organic Act” established a dual mandate to conserve natural, historic, and wildlife resources while ensuring their enjoyment by future generations (NPS, 2022). By contrast, the NPMS is administered by the Ente Parco Nazionale dei Monti Sibillini, founded by Presidential Decree on 6 August 1993. The park authority has legal personality and operates under the supervision of the Italian Ministry of the Environment according to the Law of 6 December 1991 n. 394.

While both parks are publicly managed protected areas, they are embedded in different administrative systems—federal in the United States and national-regional in Italy, as confirmed by their governance structures. The Bodies of the CUGA Park Authority are the National Park Service (NPS) Director, the Deputy Directors (based on Regions), and the CUGA Park Superintendent. Management of the park and its resources is carried out by staff with various roles, including visitor and resource protection, interpretation and education, maintenance, science and resources management, and administration. The governance of the NPMS Authority is more complex and includes several governing bodies: a President, who is the legal representative of the Authority and coordinates the activities, carries out delegated functions and presides over the collegiate bodies; a Board of Directors, that outlines the programmatic guidelines for the management of the Park; an Executive Board, that supports the President in his functions; a Board of Auditors, an administrative and financial control and verification body; the Park Community representing local municipalities, and a Director responsible for technical and administrative management. This structure highlights the stronger involvement of local communities and multiple administrative bodies in the Italian park’s decision-making process. Indeed, the governance of the NPMS is based on a collaborative and multi-level approach involving several institutional actors.

Finally, the two parks differ in terms of cultural heritage and activities. The US National Park Service, in its Climate Change Strategy for Cultural Resources, categorizes cultural resources as archeological sites, cultural landscapes, ethnographic resources, museum collections, and buildings and structures (Rockman et al., 2016). Within this framing, CUGA manages two primary ethnographic resources within its boundaries: the early Appalachian-living historic Hensley Settlement and Newlee’s Iron Furnace. The remaining sites are cultural landscapes, including Gap Cave and its various Overlooks, with markers outlining historic events, people, and places. While CUGA organizes events such as guided tours and educational programs at its Visitor Center (NPS, 2024b), festivals and museums are organized and promoted through businesses and associations in neighboring communities. According to the Cumberland Gap Region Tourism Association, there are 11 Regional Arts and Cultural Heritage Sites (Cumberland Gap Region Tourism Association, n.d.a) managed by municipalities or nonprofit organizations around the Cumberland Gap National Park and 14 festivals/events managed by municipalities or nonprofit organizations around the Cumberland Gap National Park (Cumberland Gap Region Tourism Association, n.d.b). The NPMS, on the other hand, boasts a remarkable concentration of historical and cultural assets, including approximately 275 architectural and archaeological sites and museums, most of which belong to municipalities and the Church. More than 25 museums across 16 municipalities, along with castles and churches, form a widespread cultural network throughout the park. The park authority promotes events and celebrations that preserve and showcase local traditions and cultural identity.

Desk research shows that both parks integrate environmental protection with cultural and historical preservation, but they do so through different institutional models and territorial contexts. CUGA emphasizes preservation of historical heritage and natural ecosystems via regulated recreational use, e.g., restricted, seasonal guided tours, within its centralized federal management system (NPS, 2025b), while the NPMS highlights landscape conservation shaped by traditional activities and features a governance structure that strongly involves local institutions and communities.

At the current stage of the research, the Director of NPMS has also been interviewed (September 26, 2025; 2.5 hours). The interview was transcribed and then manually analyzed to identify key themes and insights and answer the research questions.

The management and development of tourism and cultural activities in the park involve a wide range of stakeholders. These include the park authority, responsible for regulation, planning, and coordination; the municipalities, which own and manage local infrastructure and many cultural assets; regional administrations, often in charge of organizing exhibitions and cultural initiatives; local associations and Pro Loco organizations, which promote and coordinate events

and festivals; museums and other cultural institutions; and tourism operators and park guides. Together, this network of actors contributes to the governance of tourism and cultural heritage, often through collaborative arrangements and shared initiatives. More specifically, the park authority plays a coordinating and regulatory role, while many operational activities are implemented in cooperation with local municipalities and other public bodies. In several cases, investment funds provided by the Ministry are allocated to municipalities, which are responsible for implementing projects such as energy efficiency improvements in public buildings, cycling infrastructure, and sustainable mobility initiatives. This governance model relies on agreements between the park authority and local administrations. When projects are implemented directly by the park, the authority manages the entire process; otherwise, municipalities handle implementation on public property using allocated funds. Planning and management are complicated by the high degree of land fragmentation and the presence of private properties, which can limit the development of infrastructure such as hiking trails or visitor routes. This context requires negotiation and compromises in planning the park's system of visitor access and environmental interpretation.

Focusing on the role of the arts and cultural heritage (RQ1), the Director first highlighted that the NPMS is considered one of the most significant among Italian protected areas for its rich tangible and intangible cultural heritage. Many heritage sites and museums are integrated into the park's visitor center network and play multiple roles, supporting scientific research, environmental education, and cultural dissemination related to the park's natural heritage. The park primarily promotes them through indirect forms of collaboration. It facilitates accessibility, integrates some of them into the visitor center network, and promotes them through communication channels such as the park website and media platforms. This creates forms of co-marketing that increase the visibility of both the park and the cultural sites. Cultural heritage is considered a key resource for the park's identity and attractiveness. The park itself takes its name from the Sybil, a legendary prophetic figure associated with the traditions and folklore of the central Italian Apennines and thus part of the region's intangible cultural heritage. In some cases, cultural heritage may even be as important as the natural heritage, which remains the primary conservation priority of the park authority. For this reason, heritage interpretation plays a crucial role in the park activities.

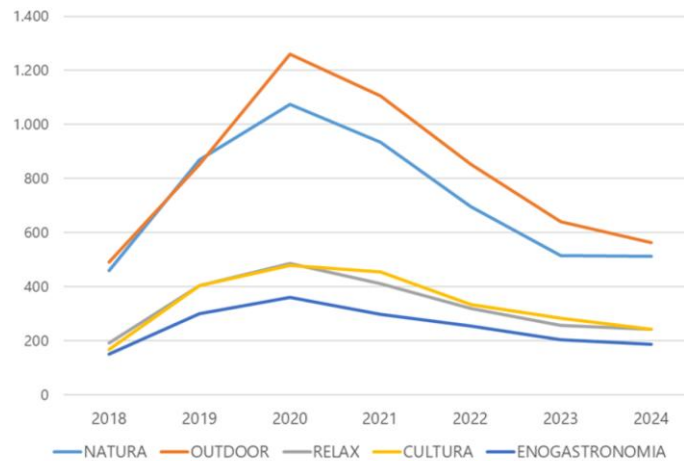
The integration of cultural activities, events and heritage sites into the visitor experience strengthens the park's appeal and diversifies tourism offerings. This approach helps attract broader audiences while supporting the socio-economic vitality of local communities. However, the park authority directly manages only a limited number of cultural events. Most exhibitions and cultural initiatives are organized by regional authorities, municipalities, local associations, or cultural organizations. In recent years, the number of artistic and cultural events taking place in natural environments has increased significantly. These include concerts, festivals, and other cultural manifestations organized by associations, local communities, and tourism stakeholders. Such events substantially enhance the area's attractiveness and draw visitors who might not otherwise visit the park. The park's role is mainly to authorize and support these initiatives while ensuring that they comply with environmental sustainability criteria. Events must respect the ecological carrying capacity of sites and avoid disturbing sensitive habitats, such as areas where birds nest on the ground. In some cases, the park collaborates with event organizers to identify suitable locations and time periods that minimize environmental impact. This collaborative approach has led to increasingly sustainable practices in event organization, such as reducing noise pollution and adopting renewable energy solutions (e.g., solar panels instead of diesel generators). These initiatives also help raise environmental awareness among visitors who may not usually frequent mountain environments.

Moving to RQ2, balancing conservation objectives with tourism development is a central challenge for the park. The NPMS is a member of the EUROPARC Federation. Through the awarding of the European Charter for Sustainable Tourism in Protected Areas, EUROPARC seeks to safeguard cultural and natural values by promoting high-quality sustainable tourism, fostering partnerships that support local livelihoods, raising awareness of the need for sustainability, and encouraging international cooperation (NPMS, 2024, Annex 1). Within this framework, the NPMS prioritizes protecting sensitive ecosystems while providing opportunities for visitor access and tourism experiences. Visitor management strategies aim to guide tourism flows toward suitable areas while avoiding excessive pressure on fragile ecosystems. In some cases, access to particularly sensitive sites is not formally prohibited but is intentionally not promoted through official signage or infrastructure. This approach allows the park to maintain ecological integrity while still supporting sustainable tourism. The park receives dedicated public funding, including resources specifically aimed at addressing climate change and sustainability measures. For example, more than €2 million were allocated for climate-related interventions in 2026, following similar investments in previous years. These funds support initiatives such as: energy efficiency improvements in public buildings; sustainable mobility solutions; cycling infrastructure; and environmental and climate adaptation measures. Investments are generally implemented through agreements between the park authority and municipalities.

When discussing the impact of natural and climate-related disasters (RQ3), the Director noted that the effects of climate change are not yet clearly evident in the NPMS, although several emerging trends are already observable. These include rising temperatures, milder winters, and reduced precipitation levels. The reduction in precipitation, particularly winter snowfall, is considered the most significant risk. Snow plays a crucial role in recharging groundwater and maintaining the hydrological balance of the area. A decrease in snow accumulation may therefore reduce water availability in springs and rivers. This reduction could have cascading impacts on ecosystems, habitats, and economic activities that depend on water resources, such as agriculture, hydroelectric production, and fish farming. Climate-related extreme events could also affect infrastructure and increase hydrogeological risks in certain areas of the park.

In this context, strengthening the integration of cultural heritage, artistic activities, and tourism is seen as a significant opportunity for the park's future development. Cultural resources can enhance visitor experiences and help diversify tourism beyond the still-dominant nature-based activities (Fig. 2), thereby transforming open-air activities into a more complete holiday experience and creating opportunities for visitors to engage with the local community. However, it is also necessary to develop new ways of experiencing these resources that go beyond post-earthquake reconstruction. The rebuilding process following the 2016 earthquake remains incomplete in some cases, and additional efforts are needed to promote initiatives that counteract the loss of local cultural traditions and knowledge (NPMS, 2024, p. 22). At the same time, integrating cultural events into protected natural environments requires careful planning to ensure environmental sustainability. This includes regulating visitor numbers, selecting appropriate locations and periods for events, and promoting low-impact organizational practices. If properly managed, cultural initiatives can contribute to both environmental awareness and the sustainable development of the territory.

Fig. 2. Product Cluster Selection – Historical Series 2018 – July 11, 2024 (Source: NPMS, 2024, p. 15)

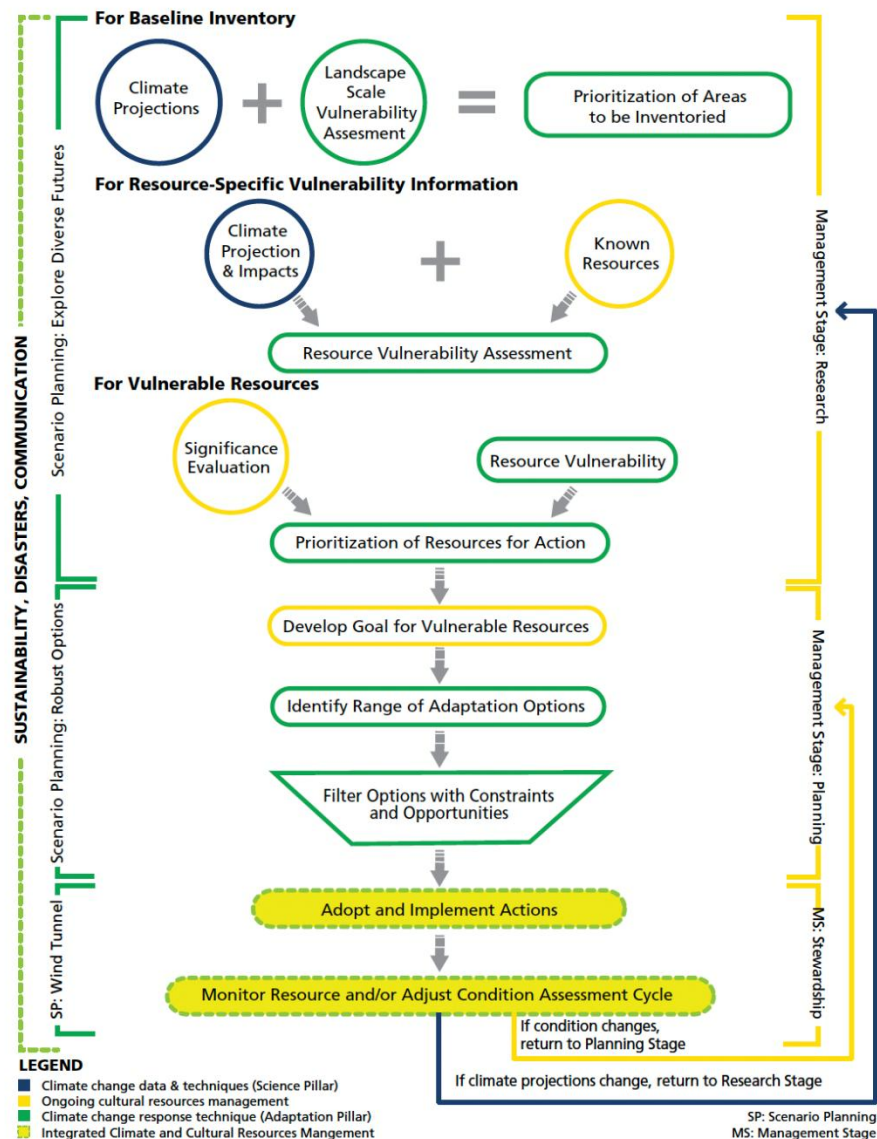


The NPMS's management approach reveals that climate adaptation is inextricably linked to socio-cultural resilience. The evidence suggests that the park's response to climate change is not merely reactive but integrated into a broader framework of territorial regeneration following the 2016 seismic events.

At the current stage in the research, CUGA's sustainable tourism management approach is viewed through the lens of the centralized management approaches outlined by the National Park Service in the "Cultural Resources Climate Change Strategy", released in 2016, which recognized "climate change as 'the greatest threat to the integrity of our national parks that we have ever experienced'" (Rockman et al., quoting Jon Jarvis, p. 1). In alignment with NPMS's recognition that cultural initiatives contribute to environmental awareness, NPS's climate change strategy explicitly identifies cultural resources as a key source of primary data for understanding how humans interact with and experience environmental changes, while also acknowledging that climate-related impacts affect how cultural resources are preserved and maintained (p. 8) (RQ1). While the policy document does not outline sustainable tourism approaches specifically, outside of a brief mention of marine tourism development as a "combined stressor" related to climate change (p. 24), it does provide a management strategy related to cultural resources in relation to climate adaptation and resiliency (Fig. 3). The strategy outlines localized assessment of cultural resources within each park, based on scientific projections and vulnerability indicators to highlight cultural areas of priority. Based on the identification of vulnerable cultural resources, seven adaptation options are provided, ranging in scale from removing or mitigating environmental stressors, e.g., reducing shore erosion or forest management to reduce wildfire risk, to relocating or moving the resource, to "interpret the change" as a method of acknowledging and sharing the impacts of climate change on a particularly vulnerable resource (RQ3). The next phase of this research will examine how these management approaches are implemented within CUGA's current strategies under a new federal administration, particularly regarding tourism activities and cultural resources (RQ2).

Research limitations. The research is still ongoing, and the interviews have not yet been completed or fully analyzed. Therefore, a comprehensive assessment of the roles of the different actors involved in the activities of the two parks is not yet possible. While cultural assets present opportunities for tourism development, their strategic role in rethinking and reshaping sustainable tourism strategies requires further investigation, particularly in order to highlight the key differences between CUGA and NPMS.

Fig. 3. Cultural Resources Management-Climate Change Integration Flow Chart (Source: Rockman et al., 2016, p. 27)



Managerial implications. Preliminary findings offer several critical insights into the management of protected areas, particularly in contexts facing the dual challenge of climate change and post-disaster recovery.

A primary implication concerns the necessity of adopting integrated governance models that transcend the administrative boundaries of a Park Authority. To effectively implement sustainability projects, managers should formalize collaborative agreements with local municipalities, fostering a multi-stakeholder environment where cultural assets and natural trails are promoted through joint strategies. This is particularly evident in the NPMS, where planning and management are complicated by high levels of land fragmentation and the prevalence of private property.

Secondly, in the NPMS, the research highlights the imperative to diversify the tourism offering to mitigate the “snow-dependency” threatened by rising temperatures. Management should prioritize heritage as a tool to transform landscape and intangible assets into year-round attractions. By shifting the focus from seasonal “nature-exclusive” to “culture-integrated” tourism experiences, protected areas can stabilize visitor flows throughout the year and reduce the ecological pressure concentrated during peak seasons.

Furthermore, the integration of arts and cultural events into natural settings requires the development of rigorous sustainability guidelines. This involves adopting low-impact practices and carefully scheduling events, ensuring that the transformative power of art does not compromise the park’s primary conservation mission.

Ultimately, the research demonstrates that a resilient management strategy must bridge the gap between cultural preservation and environmental adaptation, creating a holistic framework for sustainable tourism development.

Originality of the paper. The research highlights the key role of cultural resources in rethinking and reshaping tourism strategies in protected areas towards sustainability. When analyzing management approaches to the promotion and

preservation of arts and cultural heritage, it identifies the dual roles of governmental agencies and private businesses, including nonprofit organizations.

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