



Building glocal and innovative tourism networks

For a more sustainable, inclusive and participatory tourism

Written by

mh
materahub



Index

The European Youth Roots project	2
How to use this Manual	2
THEORY	4
What are networks?	4
What is a community?	5
What is innovation?	6
What does glocal mean?	7
PRACTICE	8
Step 1. Establish the scale and scope of your network	8
Step 2. Visually represent your network	10
Step 3. Build, manage & maintain it	12
Step 4. Bolster your networking soft skills	18
INSPIRATION	19
Bibliography	26
Acknowledgements	27

1) The European Youth Roots project

The European Youth Roots project promotes the involvement of young people in innovative projects in the field of participatory and sustainable tourism. The main objectives of the project are:

- Raising awareness on the theme of sustainable and inclusive tourism
- Developing a coherent strategy to improve and diversify the promotion of sustainable and inclusive tourism services
- Recognising and developing the potential of cultural and natural heritage
- Producing the results of new innovative approaches to better support competitiveness and employment

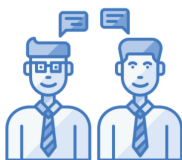
A pivotal part of these results are the Manuals created by the Project Partners of European Youth Roots. Indeed, the present Manual belongs to them:

- A sensibilisation manual by [Le LABA](#)
- An implementation manual by [Momentum Consulting](#)
- A promotion manual by [FilmWorks Trust](#)
- A local communities manual by [Materahub](#)

Moreover, the project provides two training activities for young tourism professionals, a training toolbox and an online platform of resources and communities.

2) How to use this Manual

The present Manual deals with advice and best practices on how to create glocal and innovative networks for a more inclusive, sustainable and participatory tourism. It provides an understanding of what communities and networks are, how to build and maintain them. This can help young tourism entrepreneurs to harness the advantages of community and network building, that are basically (but not only):



Leveraging
social capital



Getting a view of the actors
involved in, therefore
influencing our network



Fostering
knowledge sharing

This manual is therefore for:



Wannabe startupper: have you dreamt of running your own business? Do you want to innovate the tourism sector with more sustainable and inclusive tourism?

→ This Manual helps understand the power of networks and recalibrate before launching, building your mission and vision to innovate the tourism sector.



Young businesses: are you already running your own startup, tour operator, travel agency, tourist guide activity or other type of business?

→ This Manual can provide some tips on how to lighten your workload and make your business more well-known, and give tips on how to innovate the tourism sector by making it more sustainable thanks to the power of community.



Intrapreneurs: do you already work in the tourism sector and want to bring the business you work for more sustainable and socially-wise?

→ This Manual helps propose improvements to your colleagues and make your job more meaningful. Dare to bring a wind of change in the business you work for: being an 'Entrepreneurial Employee' and taking the initiative will be appreciated, especially if it brings benefits to the enterprise.¹

In every case, this Manual provides:



THEORY

If interested, read and understand the theory; otherwise, feel free to jump directly into practice!



PRACTICE

Fill in the tables to start thinking of your network and ways to activate it; we suggest that you do it with your colleagues for better results!



INSPIRATION

Get inspired by the case studies showing how the potential of networks and communities can be harnessed.

¹ Some tips on how to become an Entrepreneurial Employee can be found at these links:

- <https://entrecomeurope.eu/wp-content/uploads/2021/02/The-Entrepreneurial-Employee-Martin-Lack-eus-Presentation.pdf>
- <https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/entrepreneurial-employee-public-and-private-sector-what-why-how>

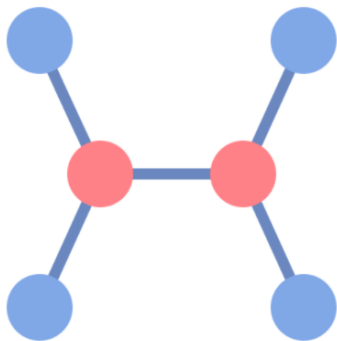
3) THEORY

What are networks?

We live in a networked world: we have networks of friends, of businesses, of computers. There also exist inter-organisational networks such as alliances, partnerships, clusters, districts and communities of practice.

In addition, **tourism is a hybrid sector** intersecting many others, so it provides the **ideal context to study networks**. The usual description of tourism as a fragmented and geographically dispersed industry belies a pervasive set of business and personal relationships between companies and managers in businesses such as national tourism offices, hotels, attractions, transport, tours, travel agents and restaurants.

This makes tourism businesses even more depending on the solidity of their networks. But what exactly is a network?



In graph theory a network is "a finite set of points (called nodes) linked by lines (called arcs) called a net" (Mitchell, 1974). To use Castells' terms (2009), "A network is a set of interconnected nodes." Thus a network consists of a set of nodes (or actors in the case of people), and ties representing some relationship between the nodes. Transferred into sociology, a **network** is defined as "a specific type of relation (tie) linking defined sets of persons, objects or events" (Knoke and Kuklinski, 1983).

The concept of a network is therefore a metaphor for the complex interactions between people in the community, where individuals do not act in isolation and with perfect information, but that the behaviour of individuals is profoundly affected by the pattern of relations that they develop.

Within the tourism sector, the use of the concept of a network appears logical and delivers a number of useful outcomes for the analysis of tourism destinations and organisations. Tourism is a networked industry where loose clusters of organisations within a destination – as well as networks of cooperative and competitive organisations linking destinations – cooperate and compete in dynamic evolution.

Networks can play a **significant role in facilitating access to knowledge, resources, markets and technologies** because they have the ability to convey information and to induce innovation through knowledge exchange and shared strategies (Costa *et al.*, 2008).

What is a community?



The term *community* has various facets and interpretations. In tourism development, it has been defined as “*a group of sensitive people towards joining common objectives in the name of places, the history of human settlements and the environment*” (Salvatore & Chiodo, 2017, pp. 75, 76, N.d.T.). In this definition, the community can also include those who do not live in the same place as all the other members, such as the expats, or those who have been residents for a short time, such as the *newcomers* and the *comebackers*.

In the case of rural and mountainous areas, there sometimes exist also the so-called *returning* or *new mountaineers* (often coinciding with *lifestyle entrepreneurs*), who are part of the community that decides to stay, live and invest their lives in rural areas and villages despite the difficulties, such as the lack of community (or social capital). These peculiar cases need above all **community building practices**, starting from consolidating and favouring the cohesion of the community.

For community building, two basic approaches used to exist: an endogenous one (from the inside) and an exogenous one (with the help of outside forces); but a cutting-edge sociologist, Bock (2016), proposed a *nexogenous* approach, which is a mix of the two, but based on **strengthening social interrelations**. This approach seeks to strengthen communities through enhancing people’s confidence, knowledge and skills, and their ability to work together.

For sustainable tourism development, it is crucial to build networks at a local, regional, national, and international level. Since networks are made of relationships, it is therefore necessary to strengthen the relationships inside and outside the places, as well as to create new ones. This can alleviate or even solve the fragmentation, frequent in rural areas, by fostering instead:

- skills and knowledge, circulation of information and social learning, with a place-based approach and rooted local knowledge;
- the reaching of a collective agreement with confidence in collective action and an intense and continuous participatory planning;
- openness and a welcoming attitude towards the newcomers, the tourists and other people coming from the outside.

In every community building process, keep in mind that the wider is the networking process activated, the stronger is the intertwining among actors, the higher is the level of coordination required. If one wants to keep a ‘confidential’ atmosphere in the network, it might be good to stop at **150**, also known as **the Dunbar number**.

What is innovation?

Innovation can be intended in various ways and applied to nearly every field. It implies a change in products, processes, services and/or ideas. One could ask oneself: a change compared to what? New compared to what?

Classic economy used to describe innovation as a change in products or processes with the sole objective of increasing productivity of factors, while nowadays it is more perceived as a change in all the socio-economic spheres happening in a circular process where **the key to innovation is learning**. As Knickel *et al.*, (2009, p. 886) state:

"innovation processes almost always are the outcome of collaborative networks where information is exchanged and learning processes happen".

As a matter of a fact, **real innovation happens when a new idea becomes a current practice or rule**. This allows us also to reflect upon the barriers to innovation, which could be the lack of information sharing and the resistance of the involved actors due to their attachment to consolidated rules.

Innovating can also mean **seeing opportunities in difficulties**, namely the major changes brought by the pandemic to the tourism sector: on the one hand, they caused important economic losses; on the other hand they can be seen as opportunities to reboot the sector in the view of the renewed interest in rural, lesser-known or sustainable destinations.

In the tourism sector, innovation can happen thanks to networks such as **alliances, partnerships, communities of practice, clusters, districts, foundations, themed product clubs, certification delivering networks**, and other institutional, European, international or national tourism networks.



What does *glocal* mean?

The term 'glocal' – a portmanteau of **global** and **local** – is said to come from the Japanese word *dochakuka*, which simply means global localization. Originally referring to a way of adapting farming techniques to local conditions, *dochakuka* evolved into a marketing strategy when Japanese businessmen adopted it in the 1980s.

In terms of marketing, glocalization is generally intended as the adaptation of global and international products into the local contexts they're used and sold in. A glocal strategy standardizes certain core elements and localizes others: this reflects that in order to be successful globally, marketing managers must adapt locally. But what are exactly the differences between globalization, localization and glocalization?

GLOBALIZATION



The tendency toward an international integration of goods technology, information, labor, capital, or the process of making this integration.

→ It takes into account the mass demand; globalism; quantity; international brand awareness; standardization

GLOCALIZATION



Providing a global offer (brand, idea, product, service, etc.), while taking into account local related issues and specificities.

→ It integrates both globalism and localism, differentiating the offer in order to appeal to local markets

LOCALIZATION



The process of adapting a product or a service to a particular culture, language, developing a local appeal and satisfying local needs.

→ It takes into account specific demand; localism; quality and values; local brand recognition

Nevertheless, the word glocal could also refer to building strong companies or networks at a local level while taking advantage of market and networks at a global level.

4) PRACTICE

Theory is rarely useful without putting it into practice. This is why this chapter leads you across a reflection on concrete actions to take in order to build successful networks, with a special attention to online environments which characterize our daily life after the pandemic. The following **4 main steps** will guide you into building your network from scratch or reflect upon your existing network. → **Tips** will help orientate. We suggest to:

- print this part and write: writing helps bring ideas to life;
- take these steps with your colleagues: it does help get better results.

Step 1. Establish the scale and scope of your network

What are the objectives of your network?

→ **Tips.** They can be to share knowledge, disseminate best practices, build the image of a destination, retain customers, build a community of users and clients, etc.

Objective 1: _____

Objective 2: _____

Objective 3: _____

Who will be involved and how many members do you need in your network?

→ **Tip 1.** The hosting community; employees; travellers; enterprises; institutions; etc.

→ **Tip 2.** Remember the Dunbar number: 150.

How do you imagine this network...

...in 1 year? _____

...in 2 years? _____

...in 5 years? _____

→ **Tip.** Use these questions to build a vision and a strategy.

Which local actors will be involved in your network?

→ *Tip. Value what's already there: locally embedded networks and clusters often prove stronger and more resilient!*

Which regional actors will be involved in your network?

→ *Tip. Especially for destination management, a coordinated effort at a regional level often pays back.*

Which national actors will be involved in your network?

→ *Tip. Your enterprise or initiative can benefit from national destination awareness and vice versa.*

Which international actors will be involved in your network?

→ *Tip. For example, remember how useful it is to share knowledge with similar European contexts to learn from each other.*

How could you match local and global actors?

→ *Tip. For example, could you be the link among local and global actors? If yes, how?*

Is your network for-profit or not? In case it's for profit, do members need to pay to belong to your network? What value do they get in exchange?

→ *Tip. In case*

Step 2. Visually represent your network

Networks can be represented. When managing an enterprise, having a clear overview of your entire network infrastructure and connections is critical for both troubleshooting and performance. One crucial piece of the puzzle is using a **network graphing tool**. Network graphs show you your network's physical and logical connections and allow you to have a visual representation of how your network is operating and where data is flowing.

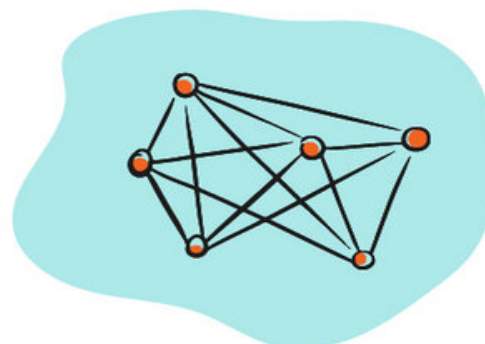
Networks can also be studied. A tool to do this is network analysis (or **social network analysis**), an approach and set of techniques used to study the exchange of resources among actors such as individuals, groups, or organisations (Haythornthwaite, 1996). The analysis is conducted by collecting **relational data** and organising it into a matrix and calculating various parameters such as density or centrality. Network analysis is a means of conceptualising, visualising and analysing these complex sets of relationships; it provides a method for simplifying and communicating these relationships and so can be useful in promoting effective collaboration within destinations. It allows the identification of critical junctures in destination networks that cross functional, hierarchical or geographic boundaries, ensuring integration within groups following strategic destination restructuring initiatives. Therefore, network analysis can be used by tourism managers as a tool to evaluate the effectiveness of their business-to-business relationships and partnerships.

TOOL 1. SYSTEM MAPPING & STAKEHOLDER ECOSYSTEM MAPS

These are methods to represent the key players involved in a network: a way to graphically represent, for example, the business's environment and the relationships influencing it. The key players can be stakeholders such as allies, stakeholders, opponents, influential bystanders, or factors like policies, processes, structures, infrastructure, norms, culture. We advise to do this offline, directly on paper or a board!



2



3

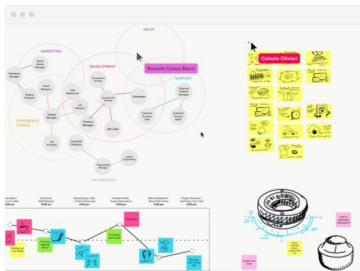
² This article explains how to create a stakeholder map: <https://urbact.eu/stakeholders-ecosystem-map>

³ A good source to familiarize with system mapping is this article on Medium by Leyla Acaroglu: <https://medium.com/disruptive-design/tools-for-systems-thinkers-systems-mapping-2db5cf30ab3a>

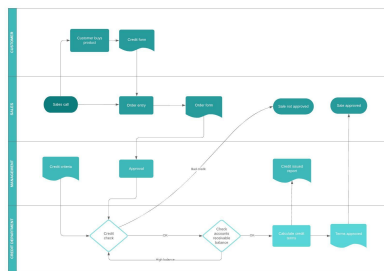
TOOL 2. ONLINE COLLABORATIVE BOARDS

Especially in pandemic times, when 80% of our life develops online, collaborative boards help teams in a number of tasks and processes like brainstorming, stakeholder mapping, design thinking, and on and on. We selected 3 platforms, each one providing its templates, but the web provides plenty more, so choose the one that best suits you!

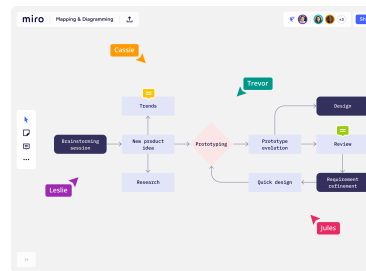
MURAL.IY



LUCIDCHART.COM



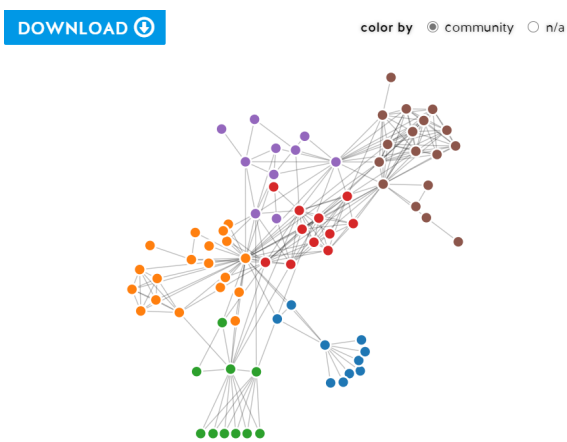
MIRO.COM



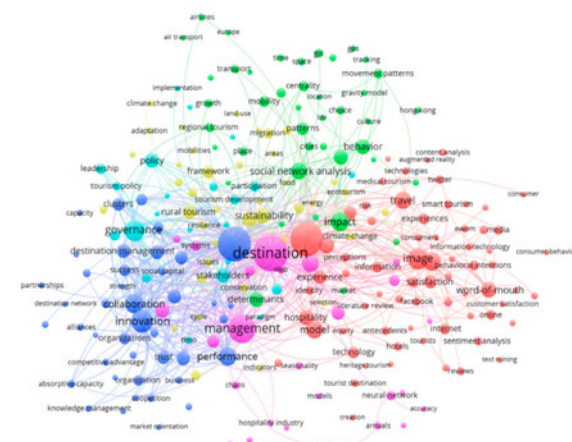
TOOL 3. SOCIAL NETWORK ANALYSIS

Although we suggest social network analysis to medium-big businesses, it also works for small ones if you have a team member with some experience with relational data. Among free software available, [Connect The Dots by databasic.io](https://databasic.io) is easier and more intuitive to use, while [Gephi](https://gephi.org) is downloadable and more technical.

CONNECT THE DOTS BY DATABASIC



GEPHI



Step 3. Build, manage & maintain it

PLAN YOUR NETWORKING ACTIONS IN EVERY TRAVEL PHASE

	<p style="text-align: center;">Travellers</p> <p>How can you favour networking among travellers before, during and after their travel experience? How can you be useful to them and vice versa? → Tip. Providing useful information can help generate a future client base.</p>
<p>Pre-experience → Tip. Try to wear their shoes: what networks do you refer to before you travel?</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>In-experience → Tip. Consider the power of User-Generated Contents: how can you leverage this opportunity?</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>After-experience → Tip. Consider that this phase can be crucial for customer retention. How will you gather feedback for testimonials and continuous improvement?</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

Enterprises and employees	
<p>How can you and your colleagues or employees be useful to people working in the tourism sector and vice versa? What information can you exchange?</p> <p>→ Tip. Consider that tourism is an ever changing sector, sometimes fragile (as shown by the pandemic effects), so people need to be constantly updated on rules, trends and so on.</p>	
<p>Pre-experience</p> <p>→ Tip. Think of forecasts and trends, and how they can help enterprises adapt their offer before the high tourism season.</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>In-experience</p> <p>→ Tip. E.g., is there any information that can help readiness and resilience in case of sudden, unforeseen events?</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>After-experience</p> <p>→ Tip 1. At this stage tourism enterprises often compare their experiences to draw conclusions for future improvements.</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

<p>Pre-experience → Tip. Try to wear their shoes: what does the community need to know in advance before a tourism season starts? What useful information can they share?</p>	<p style="text-align: center;">Hosting community</p> <p>How can you or your network be useful to the hosting community? Think of the answer both as a traveller and as a tourism actor. → Tip. Creating occasions for the local community to share best practices, tools, visions, contacts, projects and knowledge favours a lively community and entrepreneurial environment.</p>
<p>In-experience → Tip. Think of practical cases. How can a network in the hosting community serve for mutual aid and constant support, especially in case of unforeseen events?</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>After-experience → Tip. How will a network (inside the hosting community or with other outside communities) benefit learning?</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

ACKNOWLEDGE AND MAINTAIN THE MUTUAL BENEFITS

Mutual benefits, aid or support are at the basis of any successful network, so it is due to wonder and define the benefits that participants gain from spending their time and commitment in a network, and keeping these benefits is crucial for its continuity in time. Especially knowledge is a key element in networks: it is a resource shared amongst stakeholders: the more knowledge is distributed within the destination, the more value is created. Benefits can also be different among stakeholders.

What mutual benefits keep the actors of your network motivated to participate?

Write the stakeholder types and the benefit they get, for example:
accessible tourism startup; learning accessible tourism trends.

Stakeholder 1. _____

Benefit 1. _____

Stakeholder 2. _____

Benefit 2. _____

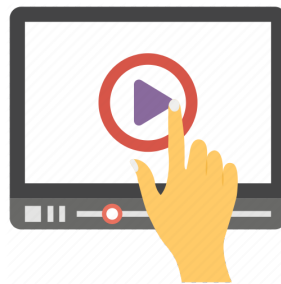
Stakeholder 3. _____

Benefit 3. _____

IMPLEMENT YOUR NETWORKING CHANNELS

In order to communicate and exchange information, every network needs its channels. Considering the ongoing pandemic, nowadays tourism networks can almost only benefit from the online channels: this is why we now list just online tools. Nevertheless, live events keep their strong connecting power.

OPTION 1



This communication type sees 1 or more speakers delivering information to 1 or more recipients in a vertical or unidirectional way. It is the case of social media live streaming, webinars, conferences, call launches.

Instagram Live⁴



Instagram live has become quite popular especially during lockdown. Either alone or with another person owning an Instagram account, here you can share a wide variety of contents dealing with travels and tourism, like tips, stories, classes, 1-to-1 interviews, for maximum 1 hour. While you talk, people watching can interact with comments, questions and likes that you can answer by talking directly or by writing yourself in the comments. Afterward, you can upload the video to your gallery.

Facebook Live⁵



Facebook live is pretty much the same as Instagram live, but it allows for longer duration and it is more used for webinars that can also be broadcast from streamyard or other online conferencing platforms. Another difference to be considered is the target audience: Facebook users seem to be slightly older than Instagram users on average, so you should keep this in mind.

Online event streaming platforms⁶



Send the stream anywhere!



No matter if you use Gotomeeting, Cisco Webex, Zoom meetings, Microsoft teams or other meeting platforms: some platforms like Streamyard allow to broadcast your meeting simultaneously on multiple platforms, for a wider dissemination that allows more networking effect. In any case, make sure that you have at least one team member who takes care of reading and answering to comments while the broadcast goes on.⁷

⁴ More details on Instagram Live here: <https://later.com/blog/instagram-live/>

⁵ More details on Facebook Live here: <https://www.facebook.com/help/1636872026560015>

⁶ Cloud conferencing software: https://www.capterra.com/live-streaming-software/?sort_options=

⁷ Some alternatives to Streamyard: saasworthy.com/product-alternative/4389/streamyard

OPTION 2

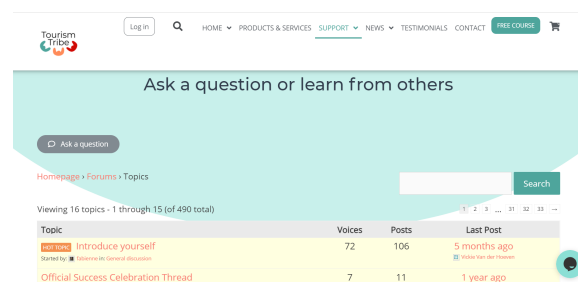


This communication type sees many speakers and many recipients where all of them can intervene with horizontal and multidirectional information sharing and debate. It is the case of meetings, groups and forums.

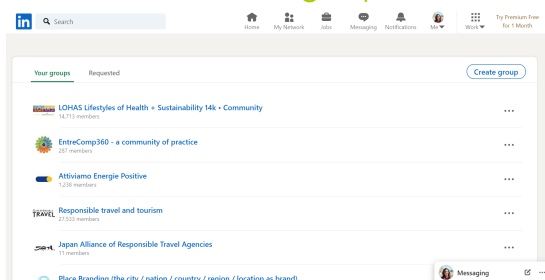
Facebook groups



Tourism forums



Linkedin groups



Facebook, LinkedIn and the world wide web all provide a wide variety of online spaces (such as Tourism Tribe⁸) with a just as wide variety of threads, depending on specific tourism contents. Look your tourism keywords up and find the groups where to ask questions, activate conversations or answer to existing ones.

Now that you have an idea of what tools could be helpful in developing a network, the next step is scheduling a communication plan including dates and contents for your posts, webinars, live sessions and so on. A schedule with nearly regular appointments will be useful to keep a constant contact among members and keep the network alive and lively.

⁸ <https://www.tourismtribe.com/>

Gathering feedback is just as important, as it helps improve the weakest aspects and make sure that the members feel satisfied with what goes on in the network. A good way would be including strategic questions at the end of your Zoom calls with its integrated surveying tools, roundtables, webinars. Some other tools to make surveys or polls are: Google forms, SoGoSurvey, Survey Monkey, Typeform, Client Heartbeat, Zoho Survey, Survey Planet.

Step 4. Bolster your networking soft skills

Last but not least, to manage a network some soft skills may be useful. Some of them can be perfected over time with constant practice: we share some of them just in case you want to bolster them voluntarily!

- **Long-term vision** to forecast risks and opportunities and take action accordingly
- **Leadership** to motivate members and keep the network strong and cohesive
- **Organizational skills** to manage complexity and coordinate others
- Favouring a **sense of belonging** and a sharing environment
- **Mediation skills** to facilitate decisions and scheduling
- Actively **listening** to the stakeholders' needs

Regardless of the type of network you want to create or participate in, remember to always keep up-to-date by attending webinars & tradeshow, investing your time on building quality, **win-win relationships**.



5) INSPIRATION

This chapter shows a series of virtuous examples of networks, networking events or digital tools used for networking in the field of sustainable and accessible tourism.



WHERE: Italy

WEBSITE: gecoexpo.com



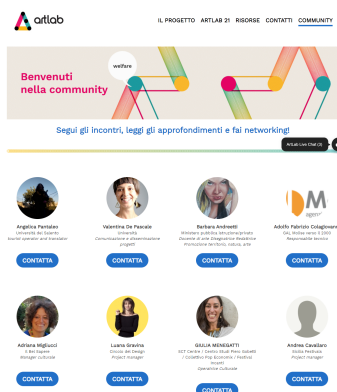
DESCRIPTION: *Geco* is an entirely online trade show dealing with themes related to sustainability, including

- Sustainable mobility to discover new ways to move in a green way through electric means of transport, cycle tourism, green ways, cycle paths and smart cities;
- Experiential tourism and business travel to understand new practices and choices that do not harm the environment and promote sustainable economic development.



WHERE: Italy

WEBSITE: artlab.fitzcarraldo.it



DESCRIPTION: *ArtLab. Territori, Cultura, Innovazione* is an Italian independent platform dedicated to debates and networking the innovation of cultural policies, programs and practices. Promoted in 2006 by the Fitzcarraldo Foundation, it is based on a network of over 40 partners that includes European networks, cultural agencies and institutes from different countries, public administrations, territorial agencies, foundations, companies, institutions, universities, professional organizations.



WHERE: Italy

WEBSITE: activeitaly.it/en

DESCRIPTION: Active Italy is a business network of Italian Tour Operators and travel agencies located throughout the peninsula, specialists in active holidays and outdoor experiences in Italy and abroad.



WHERE: France

WEBSITE: lesoiseauxdepassage.coop

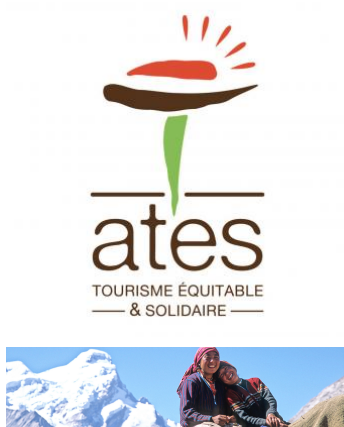
DESCRIPTION: *Les Oiseaux de Passage* is an ecosystem of persons coming from traveling, culture, hospitality, and the social economy world. They are a part of local, national and international networks. Some of these networks are founders, shareholders or partners of the SCIC *Les oiseaux de passage*. For *Les Oiseaux de Passage*, travel is a story that is written thanks to encounters and places.



WHERE: France

WEBSITE: accueil-paysan.com

DESCRIPTION: Accueil Paysan is an associative network made up of farmers and rural stakeholders committed to peasant agriculture and sustainable, fair and inclusive tourism. Through accommodation, tables and peasant products, visits / activities and social reception, the movement has been working for 30 years, with its partners, to make people discover through sharing and exchange the rural environment, the activities of the farm, its trades, its know-how. The Fédération Nationale Accueil Paysan has 900 members in France and 300 members in 32 countries. The headquarters of the association is based in Grenoble (38).



WHERE: France

WEBSITE: tourismesolidaire.org

DESCRIPTION: ATEs (Association for Fair and Solidarity Tourism) is a professional network of actors and specialists in fair and inclusive tourism. Created in 2006, ATEs brings together more than 30 travel producers, tourism operators in France and associate members, all committed to making tourism a lever for development and solidarity with local populations and actors. ATEs defines, manages and issues the Label Tourisme Équitable® Label which guarantees the practices of operators in compliance with the Charter of Fair and Solidarity Tourism.



WHERE: France

WEBSITE: unat.asso.fr

Experte **Engagée**
Solidarité Accessibilité
Responsable Innovante
Mixité **Diversité**
Fédératrice

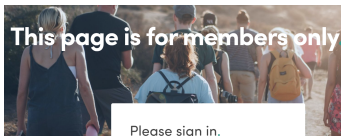
DESCRIPTION: UNAT is a recognized public utility association created in 1920. Head of the Social and Solidarity Tourism network, we represent the main non-profit tourism players committed to helping the greatest number of people go on vacation.



WHERE: France

WEBSITE: tourisme-durable.org

DESCRIPTION: ATD represents the French players in sustainable tourism. Through the creation of synergies and the promotion of good practices, ATD is the first national B-to-B network aiming to develop the entire sector towards a sustainable development of tourism.



WHERE: France

WEBSITE: isto.international

DESCRIPTION: Organisation internationale du tourisme social (ISTO) was established in 1963 as the International Social Tourism Bureau (BITS) as an international non-profit association. Bringing together public and private actors in social, sustainable and solidarity tourism around the world, ISTO represents accessible and respectful tourism.



WHERE: Ireland

WEBSITE: burren.ie

DESCRIPTION: The Burren Ecotourism Network is a network of tourism enterprises with the objective of establishing the Burren as a premier internationally recognised sustainable tourism region ensuring the future economic and social growth and sustainable development of its communities, environment and heritage. It provides training, mentoring and accreditation in sustainable tourism.



WHERE: Ireland

WEBSITE: iaat.ie

DESCRIPTION: Some of IAAT's objectives are: to provide an independent officially recognised representative professional association and a unified voice for the large number of small companies that make up the adventure sector; to highlight and promote Ireland as a world class adventure travel destination; to provide industry data and reports from regular member surveys; to promote best practices.



WHERE: Ireland

WEBSITE: sustainabletravelireland.ie



DESCRIPTION: Sustainable Travel Ireland is a profit-for-purpose company, aiming at transforming the Irish tourism industry into one that respects and protects the environment, but also supports local communities and makes better places for people to live and work in.



WHERE: Ireland

WEBSITE: greentravel.ie



DESCRIPTION: GreenTravel.ie was set up to provide this link between responsible hospitality and tourism businesses in Ireland and like minded travelers. Launched in 2013 greentravel.ie promotes businesses across Ireland who work hard to achieve good or best practice environmental management.



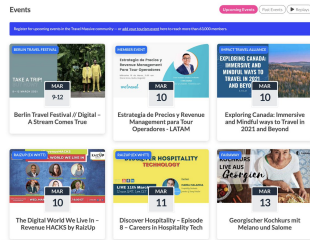
WHERE: Germany

WEBSITE: berlintravelfestival.com



DESCRIPTION: The Berlin Travel Festival is a trade show that brings together new ways of traveling with the new traveler and is a place where the digital and physical dovetail in a carefully curated selection of brands, products, and publications, with 100 exhibitors, 9000 international guests and a diverse program of over 130 presentations, screenings, workshops, concerts, cooking and children's events.

TRAVEL MASSIVE



WHERE: Worldwide

WEBSITE: travelmassive.com

DESCRIPTION: Travel Massive connects over 63,000 leaders, creators and innovators in travel. It is a global movement to connect people in the travel industry locally, bringing together leading travel brands, bloggers, startups and travel insiders. Travel Massive's mission is to connect travel insiders in every city in the world to empower change in travel.



WHERE: Worldwide

WEBSITE: destinet.eu

DESCRIPTION: Tourism2030 is an independent portal which brings together the global community of people and organisations working for making tourism more sustainable.



WHERE: Europe

WEBSITE: accessibletourism.org

DESCRIPTION: ENAT is a non-profit association for organisations that aim to be 'frontrunners' in the study, promotion and practice of accessible tourism.



WHERE: Europe

WEBSITE: facebook.com/EuropeanNetworkST



DESCRIPTION: European network of Tour Operators engaged with the promotion of Sustainable and social Tourism, especially connected to the year 2021, in order to promote soft mobility as a whole, especially railway.



WHERE: Europe

WEBSITE: necstour.eu

DESCRIPTION: NECSTouR provides an interregional cooperation strategy focused on the five key strategic approaches, known as the “Five S of sustainable tourism of Tomorrow”: Smart destinations, Sociocultural balance, Skills and talent, Safety and resilience, Statistics and measurability.



WHERE: Europe

WEBSITE: errin.eu/working-groups/cultural-heritage-and-tourism

DESCRIPTION: In its working group of cultural heritage and tourism, ERRIN focuses on investigating R&I-related measures to mitigate the environmental and social impact of touristic flows and encourage the transition towards sustainable tourism and cultural policies and practices; it supports ERRIN members in the uptake of digitalisation and the development of skills and competences in the Cultural Heritage and Tourism sectors. Finally, the Working Group aims at providing early information to members on cultural heritage and tourism policy future strands, financial tools, inter-regional joint activities, EU calls.



WHERE: Worldwide

WEBSITE: gstcouncil.org

DESCRIPTION: The Global Sustainable Tourism Council (GSTC) manages the GSTC Criteria, global standards for sustainable travel and tourism; as well as providing international accreditation for sustainable tourism Certification Bodies.

6) Acknowledgements

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