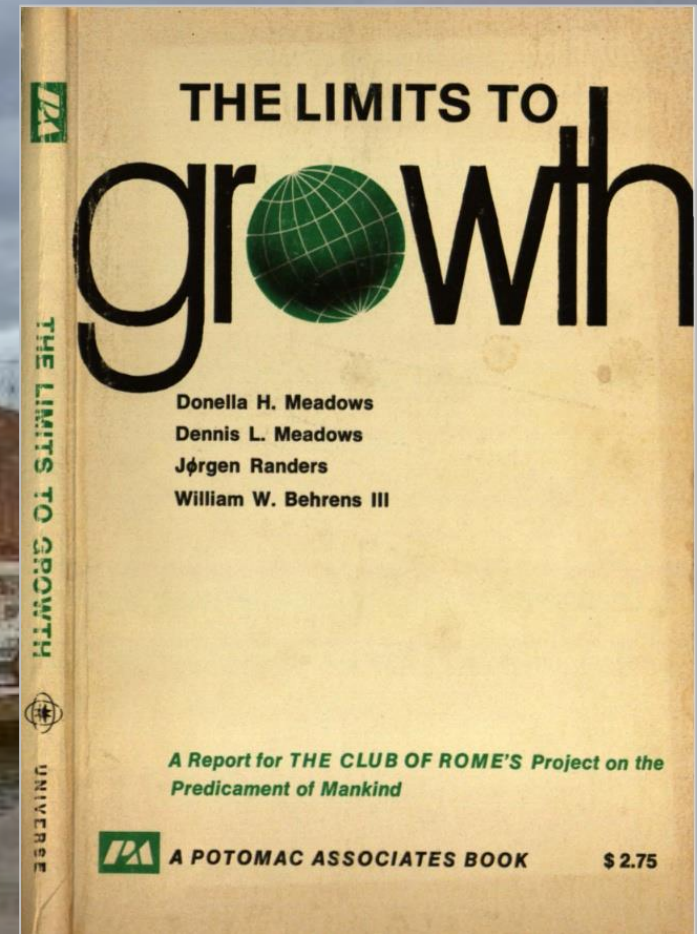# #03. Destinations & Commons

University of Bergamo

Master Course in Project and Management of Tourism Systems

Academic Year 2021-2022

IT for Tourism Services

THE LIMITS TO growth

Donella H. Meadows
Dennis L. Meadows
Jørgen Randers
William W. Behrens III

A Report for THE CLUB OF ROME'S Project on the Predicament of Mankind

A POTOMAC ASSOCIATES BOOK $2.75

What are we talking about this time?

1. Beyond POIs
2. Destinations and DMOs
3. Overtourism
4. From Rome to Greta
5. The Commons
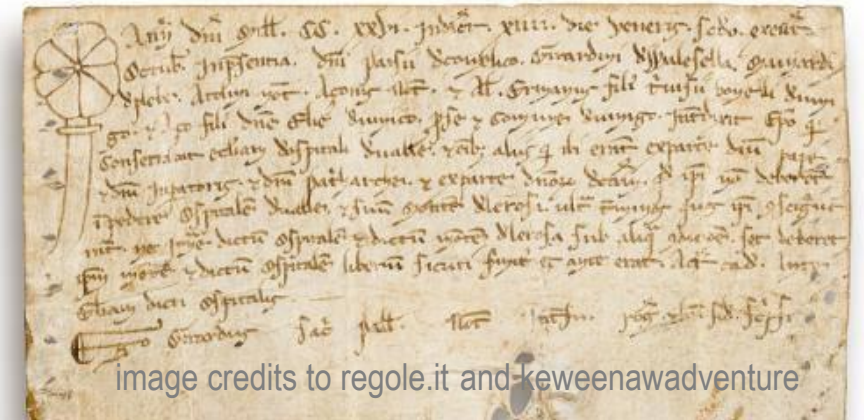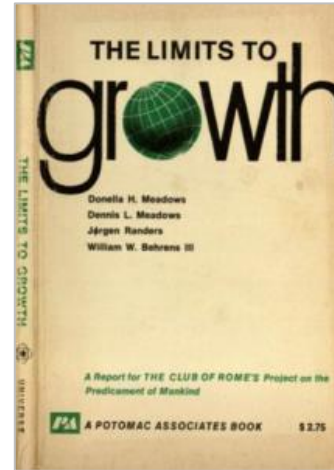6. Fragility
7. Sustainability

image credits to regole.it and keweenawadventure

POIs or globality?

We introduced the concept of Points of Interest, i.e. geographically located places which are interesting from a tourist point of view.

But let's consider tourism under a more comprehensive approach, now.

We may recall a definition of tourism released by Jean-Pierre Lozato-Giotart, a French scholar who defined himself as a "tourism engineer".

"Tourism is the management of globality."

A paradoxical definition, yet a stimulating one.

It makes us perceive how broad our sight should be.

Management du tourisme

Territoires, offres et stratégies

3e édition

Jean-Pierre **Lozato-Giotart**

Erick **Leroux**

Michel **Balfet**

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29,00 €

APPRENDRE, TOUJOURS

PEARSON

Destination? What is it?

Under this broader sight, we have to consider that the main keyword in tourism is destination.

But what is a destination?

- Is it a place?
- Is it an offer?
- Is it a network?

Destination as a territory

"A physical space in which a visitor spends at least one overnight.
It includes tourism products such as support services and attractions, and tourism resources within one day's return travel time.
It has physical and administrative boundaries defining its management, images and perceptions defining its market competitiveness.
Local tourism destinations incorporate various stakeholders often including a host community, and can nest and network to form larger destinations."

The World Tourism Organization (WTO), 1999, 2007

The WTO, or UNWTO, is the United Nations specialized agency entrusted with the promotion of responsible, sustainable and universally accessible tourism.

Destination as an offer

"A bundle of activities and factors of attractiveness situated in a specific place (site, locality, destination) [which] can provide a well-constructed and integrated tourism offer, that represents a distinctive system of tourism hospitality enhancing local resources and culture."

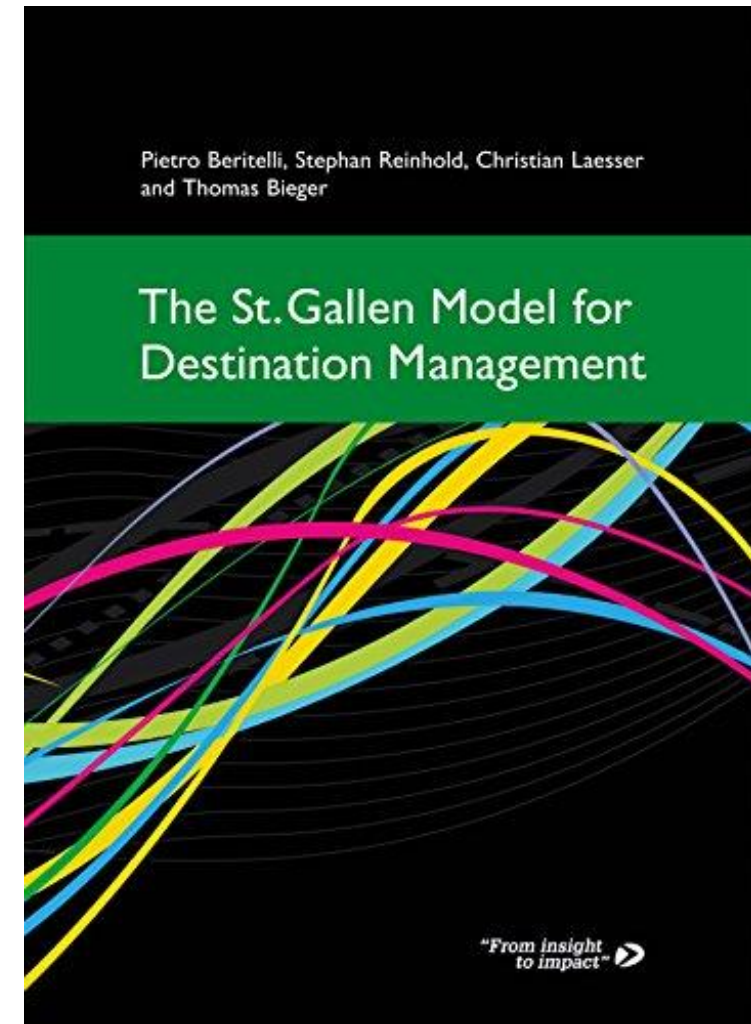Maurizio Rispoli, Michele Tamma, economists, Ca' Foscari University, Venice, 1995

Destination as a network

"The destination is a place 'created' and defined by the visitor, to which the visitor is attracted and in which he moves freely in/with the mass."

Nothing more and nothing less than a network – where nodes, links and hubs change in time.

Pietro Beritelli, Institute for Systemic Management and Public Governance, University of St. Gallen, Destinations' Consultant, 2014
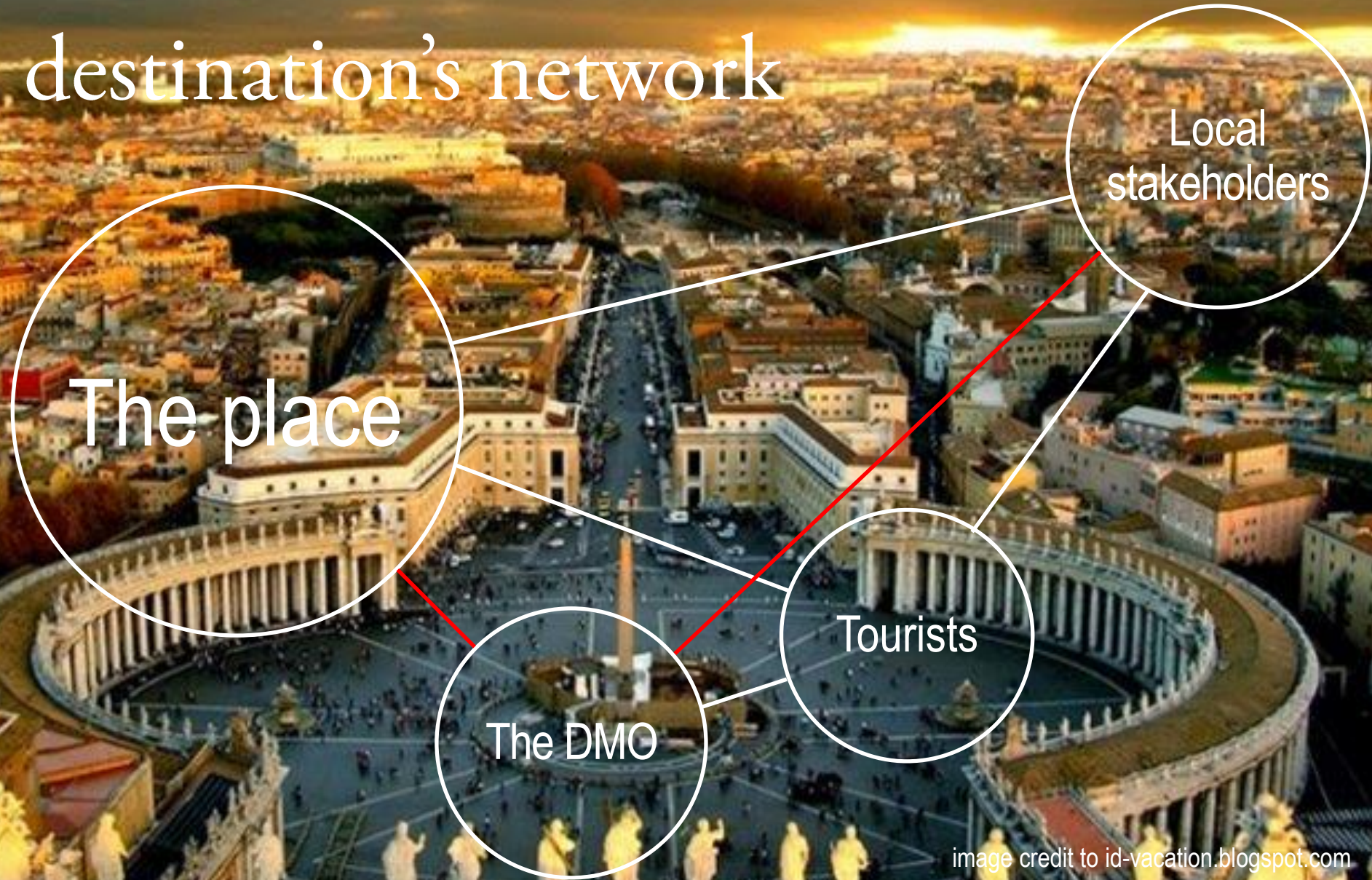
Pietro Beritelli, Stephan Reinhold, Christian Laesser and Thomas Bieger

The St.Gallen Model for Destination Management

"From insight to impact"

The destination's network

The place

Local stakeholders

Tourists

The DMO

image credit to id-vacation.blogspot.com

Destination   Organization

Having found the basic keyword, the acronym DMO must be introduced.

Destination Management Organization

But does "M" stand for "Management"? or for "Marketing", as often intended?
What is a DMO for?
Should a DMO manage its territory?
Can a DMO manage its place and its stakeholders as a network?
Or should it offer its bundle of activities and attractions, and that's all?

image credit to European Travel Commission

We're all stakeholders

Stakeholder noun

[countable]

Someone who has invested money into something, or who has some important connection with it, and therefore is affected by its success or failure.

Stakeholder in...

– Citizens should be stakeholders in the society they live in.

definition from the Longman Dictionary of Contemporary English
image credit to infinityimmigration.com, BC, Canada

Destinations are their stakeholders as a DMO

image credit to infinity-immigration.com, BC, Canada

The case of Barcelona

Barcelona is a well managed city from a tourist point of view.
The question whether a tourist territory should be managed as an offer or as a network has been addressed in spatial terms.

- Barcelona has two DMOs, located in different headquarters.
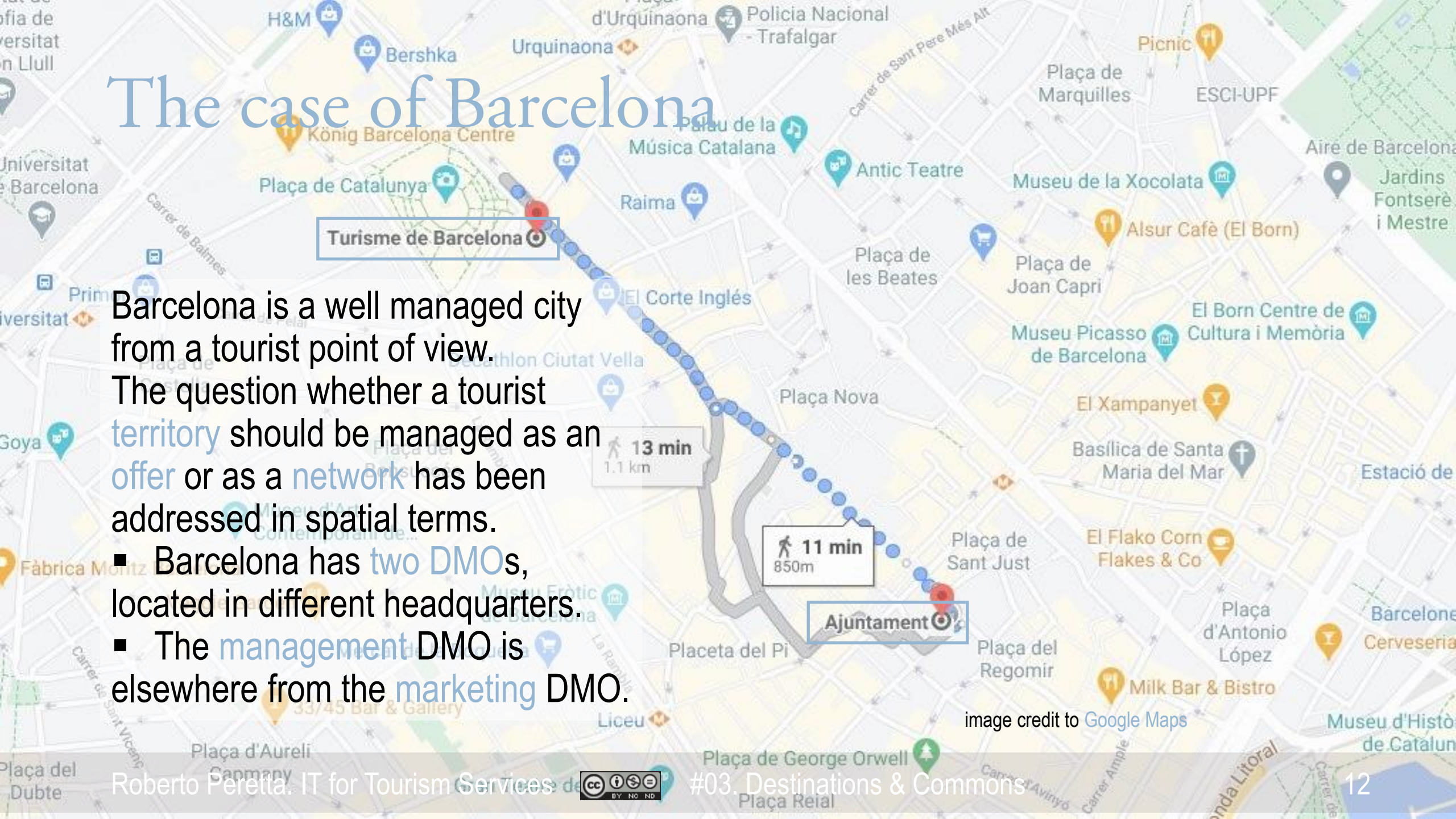- The management DMO is elsewhere from the marketing DMO.

image credit to Google Maps

An unavoidable question

No territory can be uniquely touristic.
Even Disneyland, the Prater or Tivoli must take into account – to function – those who work there, live around and relate with the other entities in the territory.
In a nutshell, sell is different from survive.

image credit to Google Maps

image credit to infinityimmigration.com, BC, Canada

Overtourism

When sales overcome survival, overtourism is the result.
It's apparent from personal experience, media reports and academic research that tourists increasingly crowd destinations worldwide.

image credit to travindy.com

Are the causes of overtourism overlooked?

Routledge
Taylor & Francis Group

RESEARCH LETTER

Check for updates

Framing overtourism: a critical news media analysis

Giang Thi Phi

The Faculty of Humanities, Aalborg University, Copenhagen, Denmark

ABSTRACT

To better comprehend how the news media frames modern overtourism,

root causes of overtourism are largely overlooked and the focus is on reporting tourist numbers and impacts on local.

communities and tourists. There is a need to explore responsibilities of diverse tourism actors in addressing overtourism, along with discussions on alternatives to the pro-growth paradigm and the industrial work-home-travel model that fuel modern mass tourism.

Results suggest that

According to the UNWTO

The approach the UNWTO
is currently adopting considers urban destinations.

'Overtourism'? Understanding and Managing Urban Tourism Growth beyond Perceptions Volume 2: Case Studies

Is overtourism an issue of attitudes?

The UNWTO considers overtourism as an issue of attitudes.

The management of tourism flows in cities to the benefit of visitors and residents alike is a fundamental issue for the tourism sector. It is critical to understand residents' attitude towards tourism to ensure the development of successful sustainable tourism strategies.

Overtourism as a multidimensional issue

sustainability

MDPI

Article

Is Overtourism Overused? Understanding the Impact of Tourism in a City Context

Ko Koens [1,2,*], Albert Postma [3] and Bernadett Papp [3]

1   Hotel and Facility Management, Breda University of Applied Sciences, PO Box 3917, 4800 DX Breda, The Netherlands
2   School of Tourism and Hospitality, University of Johannesburg, Johannesburg 2092, South Africa
3   European Tourism Futures Institute, NHL Stenden University of Applied Sciences, PO Box 1298, 8900 CG Leeuwarden, The Netherlands; albert.postma@stenden.nl (A.P.); bernadett.papp@stenden.nl (B.P.)

Results highlight that overtourism describes an issue that is multidimensional and complex.

Abstract. In less than two years, the concept of overtourism has come to prominence as one of the most discussed issues with regards to tourism in popular media and, increasingly, academia. In spite of its popularity, the term is still not clearly delineated and remains open to multiple interpretations. The current paper aims to provide more clarity with regard to what overtourism entails by placing the concept in a historical context and presenting results from a qualitative investigation among 80 stakeholders in 13 European cities. Results highlight that overtourism describes an issue that is multidimensional and complex. Not only are the issues caused by tourism and nontourism stakeholders, but they should also be viewed in the context of wider societal and city developments.

In leading urban destinations

The city of Venice, Italy, has been compelled to regulate the number of tourists accessing the city centre. And a toll will be introduced.

Another example: way into Dubrovnik
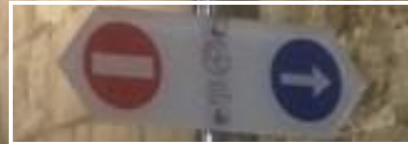
Flow governance is clearly an issue there.

May branding be a problem?

Destination branding and overtourism

Hugues Séraphin[a,*], Mustafeed Zaman[b], Sharon Olver[c], Stéphane Bourliataux-Lajoinie[d], Frederic Dosquet[e]

[a] University of Winchester Business School, United Kingdom
[b] University of Perpignan, France
[c] University of Sunderland, United Kingdom
[d] University of Tours, France
[e] ESC Pau, France

> So far, no research has investigated branding, and more broadly marketing as the reason of overtourism.
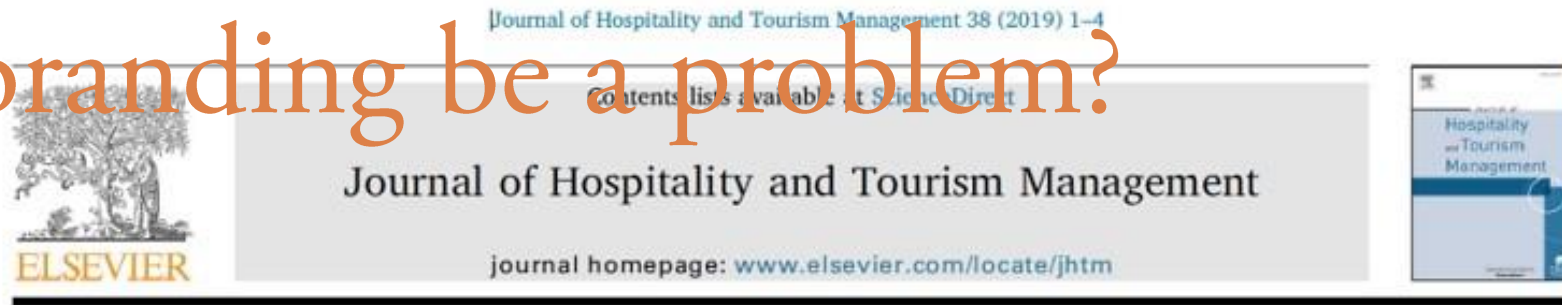
Séraphin, Sheeran and Pilato (2018) refer to as *Trexit* (Tourist exit). This Research Note argues that the branding strategy adopted by these destinations is playing a significant role in the emergence of overtourism. So far, no research has investigated branding, and more broadly marketing as the reason of overtourism. Existing research mainly investigates the consequences of overtourism, namely anti-tourism movements, tourismphobia and pollution, etc. (Paris, 2017; Petkar, 2017; Seraphin, Yallop, Capatina, & Gowreesunkar, 2018; Yazdi & Khanalizadeh, 2017) and potential solutions like the education of

visitors (Stubbs, 2012). If logo design (corporate name, design, typeface, tagline, symbolic elements) is part of the branding strategy of any organisation (Foroudi, Melewar, & Gupta, 2014; Kladou, Kavaratzis, Rigopoulou, & Salonika, 2016), the branding strategy needs to go way beyond just designing a logo, as on its own it has proven very limited in terms of ability to convince potential visitors (Kladou et al., 2016), despite the fact that the slogan or tagline has an exclusive appeal and plays on the affective component in the overall message (Gali,

Tourists as vandals

Highly branded destinations may attract uneducated tourists.

image credit to corriere.it

Educating tourists? An example from Split

But is this an effective approach?
And, most of all, does it work?

The proverbial tip of the iceberg?

Though the World Tourism Organization is approaching the problem by focusing on leading urban destinations, several indicators warn that "overtourism" is becoming a general and diffused phenomenon.

It does not affect leading urban destinations only.

May overtourism be just the proverbial tip of the iceberg?

image credit to travelwireasia.com

Overtourism worldwide

An evaluation of overtourism worldwide,
as reliable as it could be, concentrates in the
USA West Coast, Southern Asia, and Europe.

source: responsibletravel.com

The local level: urbanism

Addressing some overtourism problems on a local level may consist in addressing urban development problems.

image credits to Google and Nuova Venezia

Land consumption in Venice-Mestre

e. g., 740 tourism cubicles have been recently built in Mestre, aside the station, for 1,700 day trippers to Venice.

image credit to La Nuova Venezia

The local level: transport

Addressing some overtourism problems on a local level may consist in addressing transport problems.

image credit to dolcevitaonline.it

Not in leading urban destinations only

Manarola

Transport solutions can address overtourism problems
also in smaller destinations, like the Cinque Terre.

image credit to cinqueterre.eu.com

Local? Glocal? Global?

- The underlying idea of current consultations is that overtourism should be addressed at a local level.
- The number of visitors allowed to enter the Last Supper or the Sistine Chapel at the same time is limited.
- Why shouldn't bigger places, like towns, mountains or beaches, undergo similar limitations?
- But is this local approach sufficient? Or should overtourism be addressed by considering global limitations?

Overtourism has global roots

Airbnb Listings 2016

Historical Centre

0   0,375   0,75   1,5 Kilometers

Esri, HERE, DeLorme, MapmyIndia, © OpenStreetMap contributors, and the GIS user community
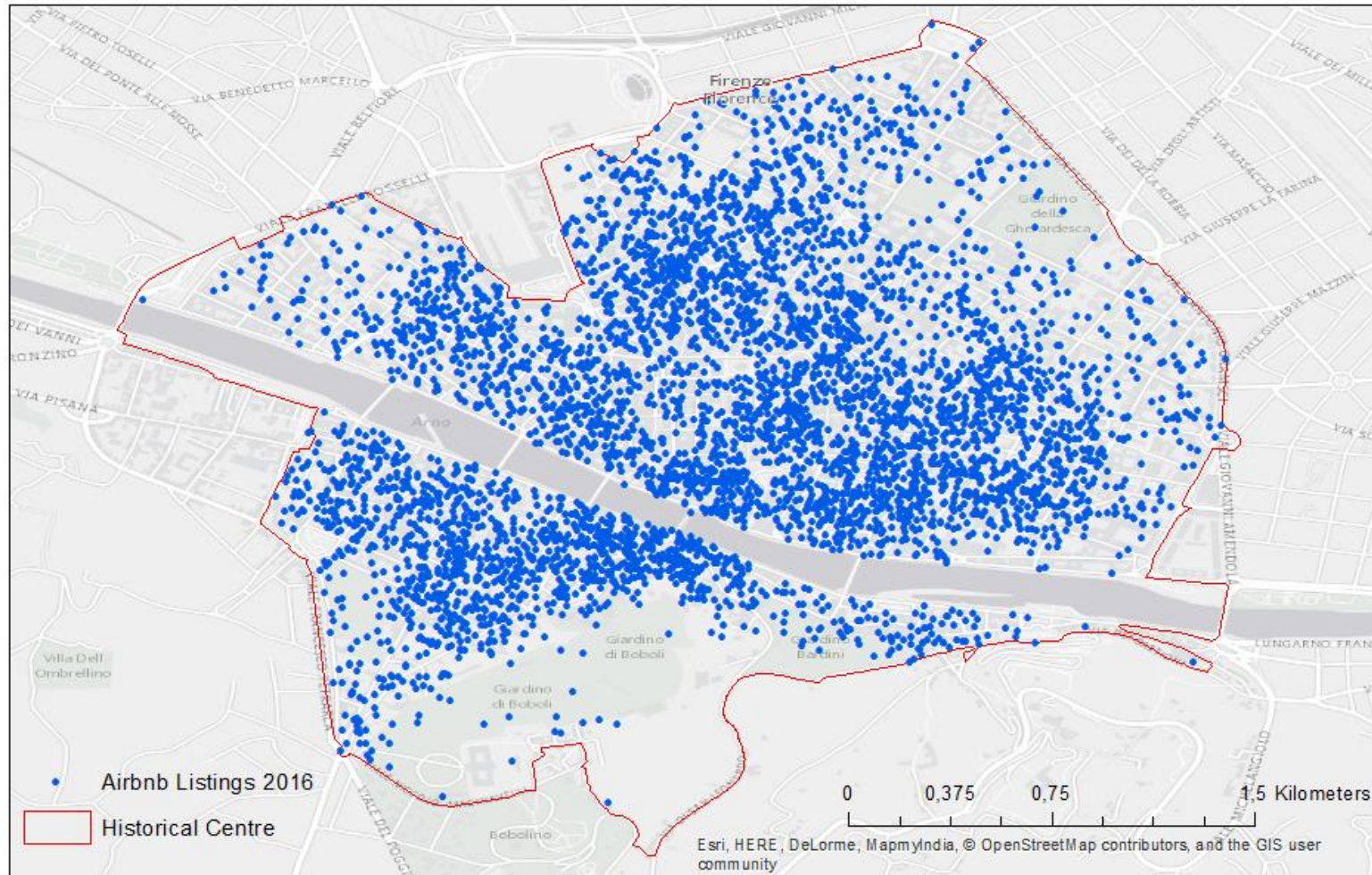
A map of Airbnb family accommodation in Florence Italy, 2016.

It shows the risks that Italian destinations are taking in terms of sustainability because of an unregulated digital management of private accommodation.

source: UniSiena, 2017

"Airification"

- The abovementioned seminal contribution by the University of Siena introduced the world "airification" to the academic debate in 2017.

- The paper demonstrated that Airbnb – a leading online digital marketplace for arranging or offering lodging, primarily homestays, or tourism experiences – poses the greatest threat to the sustainability of Florence.

- The Siena researchers propose to act on the legal and the fiscal sides.

Digital factors

- The conclusion by the Siena researchers is that digital transformation should be included in the number of culprits as far as overtourism is concerned, and suggested to involve similar digital factors.

- If Airbnb suffocates destinations by providing too much accommodation, low-cost airlines like Ryanair can be blamed for suffocating destinations by providing too much international transport.

Airbnb listings in Europe
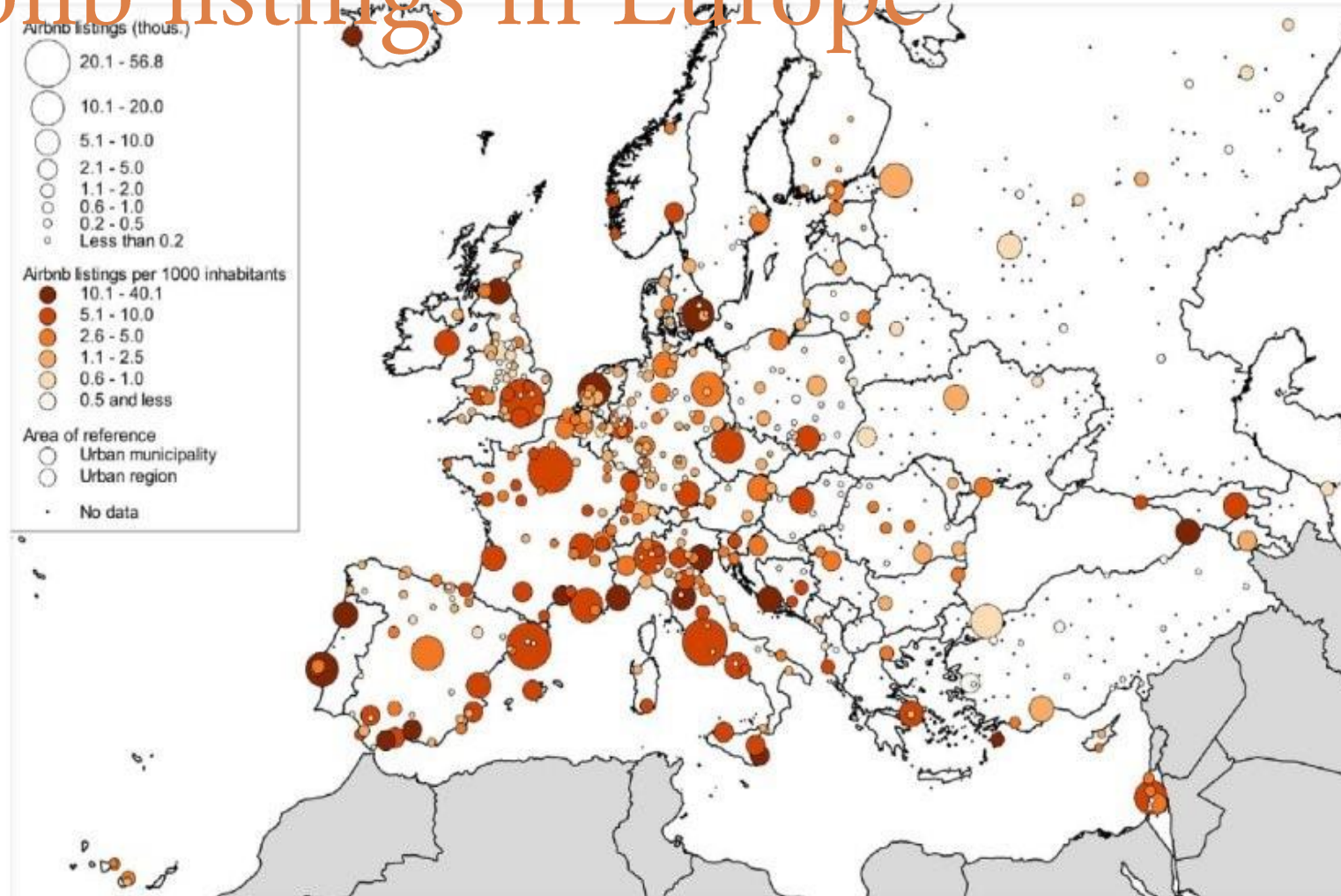
Fig. 1. Number of Airbnb listings and number of Airbnb listings per 1000 inhabitants in European cities.

Not only Florence.

Smaller Italian destinations like Ravenna or Alghero share a similar predicament.

source: Adamiak, 2018

Too much transport?

RyanAir may be loosing in terms of Profit After Tax, but the number of their guests is increasing anyway.

News

Ryanair Q1 Profits Fall 21% To €243m Due To Lower Fares, Higher Fuel & Staff Costs. Full Year Guidance Unchanged.

Q1 (IFRS)	Jun. 2018	Jun. 2019	% Change
Guests	37.6m	41.9m	+11%
Load Factor	96%	96%	–
Revenue	€2.08bn	€2.31bn	+11%
PAT	€309m	€243m	-21%
Basic EPS (euro cent)	26.62	21.47	-19%

The global level

"Tourists Go Home!" – Tourism Overcrowding And "Tourismophobia" In European Cities (Can Tourists And Residents Still Co-Habitate In The City?)

István Egresi

Center for Research on Settlements and Urbanism, Faculty of Geography, Department of Human Geography and Tourism, "Babes-Bolyai" University, Cluj, Romania

indiscriminate place marketing, as well as the development of low-cost flights and the popularization of home-sharing platforms, such as Airbnb, has led to massive surges in the number of tourists visiting European cities.

Tourism development provides numerous advantages to the host nations and places. However, more recently, indiscriminate place marketing, as well as the development of low-cost flights and the popularization of home-sharing platforms, such as Airbnb, has led to massive surges in the number of tourists visiting European cities. Swelling number of tourists creates massive overcrowding making it difficult for locals to live in the more touristy neighborhoods. Some cities, where tourists and locals battle for the use of shared spaces, are already stretched to breaking point. The questions we ask in this paper is whether or not it is still possible for residents and tourists to co-habitate under these conditions and what tactics should be employed to change tourism so as to manage its impact and make it more sustainable for both tourists and residents.

keywords Urban Tourism, Place Marketing, Home-Sharing Platforms, Tourist-Resident Co-Habitation

Florence, April 12, 2014

A Nobel laureate
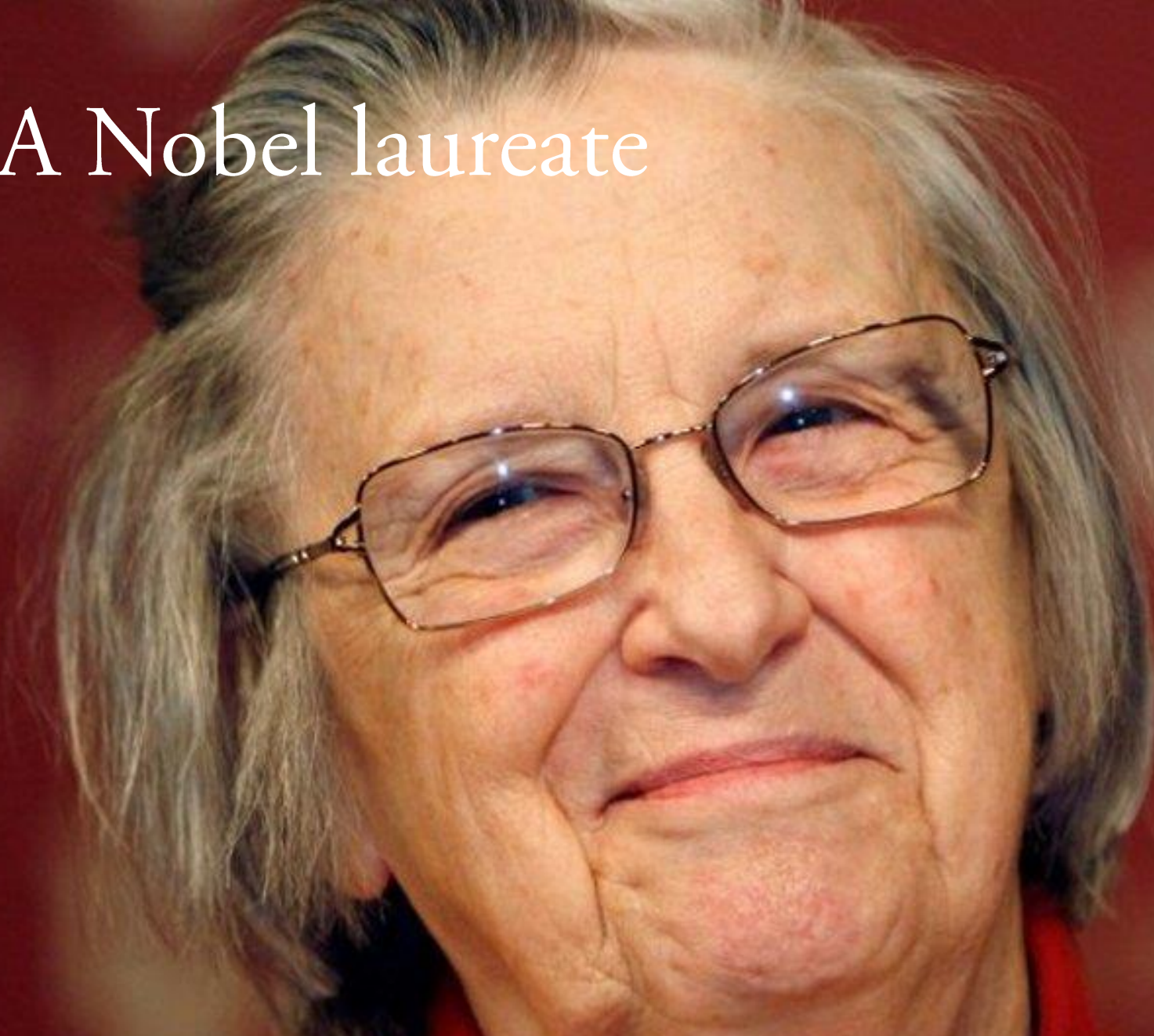
image credit to econlib.org

Elinor Ostrom

Elinor Ostrom (Los Angeles, CA 1933 - Bloomington, IN 2012) was awarded the Nobel Prize in Economic Sciences – first woman ever to win the Prize in Economics – "for her analysis of economic governance, especially the Commons" in 1994.

The Nobel Foundation's motivation follows.

"It was long unanimously held among economists that natural resources that were collectively used by their users would be over-exploited and destroyed in the long term.

Elinor Ostrom disproved this idea by conducting field studies on how people in small, local communities manage shared natural resources, such as pastures, fishing waters, and forests. She showed that when natural resources are jointly used by their users, in time, rules are established for how these are to be cared for and used in a way that is both economically and ecologically sustainable."

Geographic Commons

The concept of Commons – usually translated into Italian as "beni comuni", or common goods – has different origins and possible meanings, all of them intriguing.

The Encyclopaedia Britannica defines them as "an area of land for use by the public".

According to the Longman Dictionary, they are "a large area of open land in a town or village that people walk or play sport on".

image credit to Wikipedia

image credit to Wikimedia
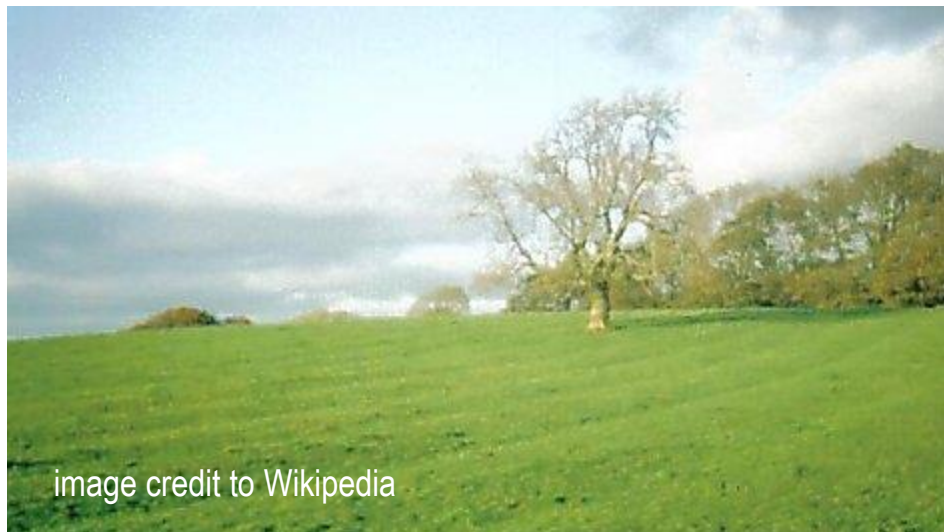
Social Commons

Wikipedia writes that the Commons are "the cultural and natural resources accessible to all members of a society. Commons can be also defined as a social practice of governing a resource not by state or market but by a community of users that self-governs the resource through institutions that it creates."

The Parliament of the United Kingdom is officially called "the Commons".

image credit to blendspace

image credit to The Guardian

Before the Early Middle Ages?

The word Commons has clear Anglo-Saxon origins. However, a State where this concept of "common goods" has never been abandoned since its historical beginning is the Swiss Confederation.

It is in Switzerland that academical researches and books have been published – in recent times, too – about the possible relationship between the Commons and local territorial organization.

Chapters in the book pictured here testify that in Switzerland social practices survive – like shared property – that are rooted in the Early Middle Ages, before Feudalism came to dominate Europe and later capitalism the World.

Earthscan Studies in Natural Resource Management

THE COMMONS IN A GLOCAL WORLD

GLOBAL CONNECTIONS AND LOCAL RESPONSES

Edited by
Tobias Haller, Thomas Breu, Tine De Moor,
Christian Rohr and Heinzpeter Znoj
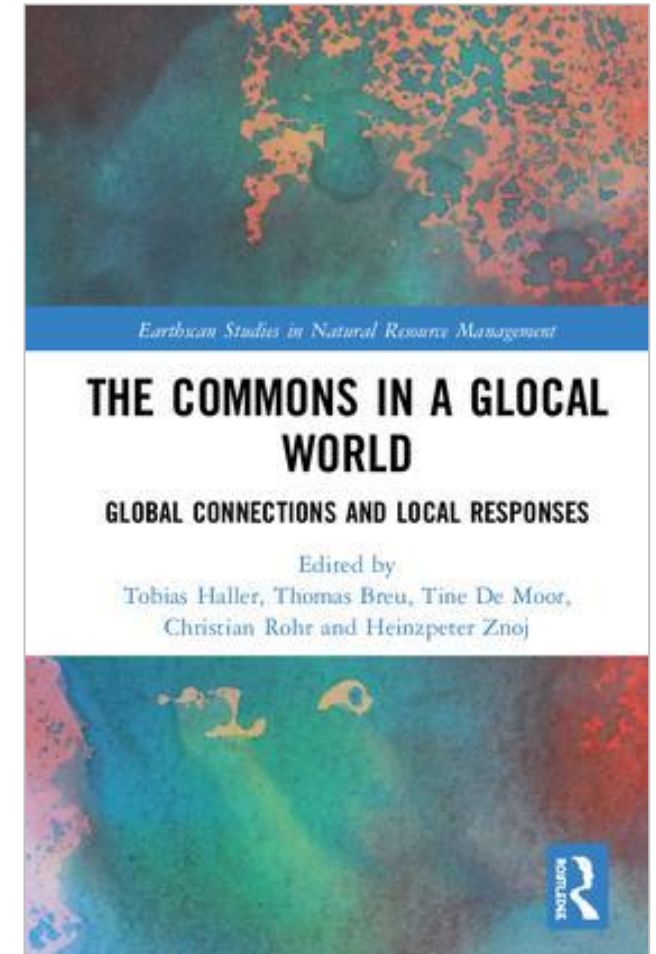
Regole and Comunità

Although this is not a course in economics, anthropology or sociology, it has – for inner reasons and scholarly integrity – to deal with the history of networks.

It is therefore relevant to recall here that forms of shared property and territorial self-government have survived also in this country, at the southern side of the Alps, in those that are today the provinces of Trento and Bolzano and the Veneto region.

In the area of Cortina, for instance, the Regole d'Ampezzo have been enforced since 1226, "having the task to manage a collective and undivided usage of the territory".

Cavalese – another example – still hosts the centuries-old seat of the Magnifica Comunità di Fiemme. Both these institutions keep formal responsibilities on their territories.
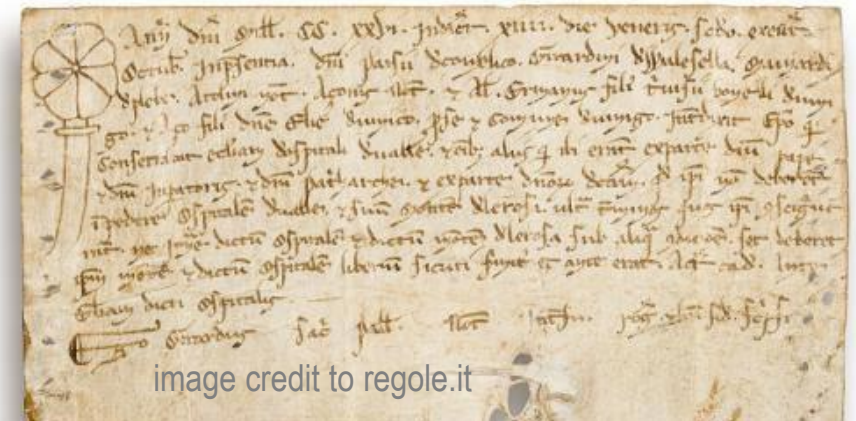
image credit to regole.it

Networks have always been there...

The place

Local stakeholders

Tourists

The DMO

image credit to id-vacation.blogspot.com

Commons and management

Similar pre-modern examples of territorial self-government are provided by the Brecklands in England, in the area of Norwich – where heritage and nature are still protected by local groups today – and the Campine in Southern Low Countries, east of Antwerp in Belgium and west of Eindhoven in Holland. Today the Campine is a popular tourist destination, with farms turned into B&Bs and a cycle touring network.

Some object that these are only remnants of the past, perhaps surviving locally but certainly unmanageable on a larger scale.

The point, however, is not size. What still makes the difference is the quality of the public administration – whether it behaves adopting a Commons approach, and the measure in which the public administration calls citizens and stakeholders to take part.

How comes that, in fact, large destinations like Barcelona are commonly managed?

The limits to growth

The concept – which Barabási has demonstrated – that we are all connected was also the key research point of the Club of Rome.

The Club was established by Aurelio Peccei, a top manager in Italian companies like FIAT and Olivetti, in April 1968. Its task was to create an international research centre able to identify and propose possible solutions to the issues posed by global changes.

The Club's first report, entitled The Limits to Growth, was published in 1968. An Italian translation appeared in 1972 as I limiti dello sviluppo.

The report made extensive use of computer modelling.
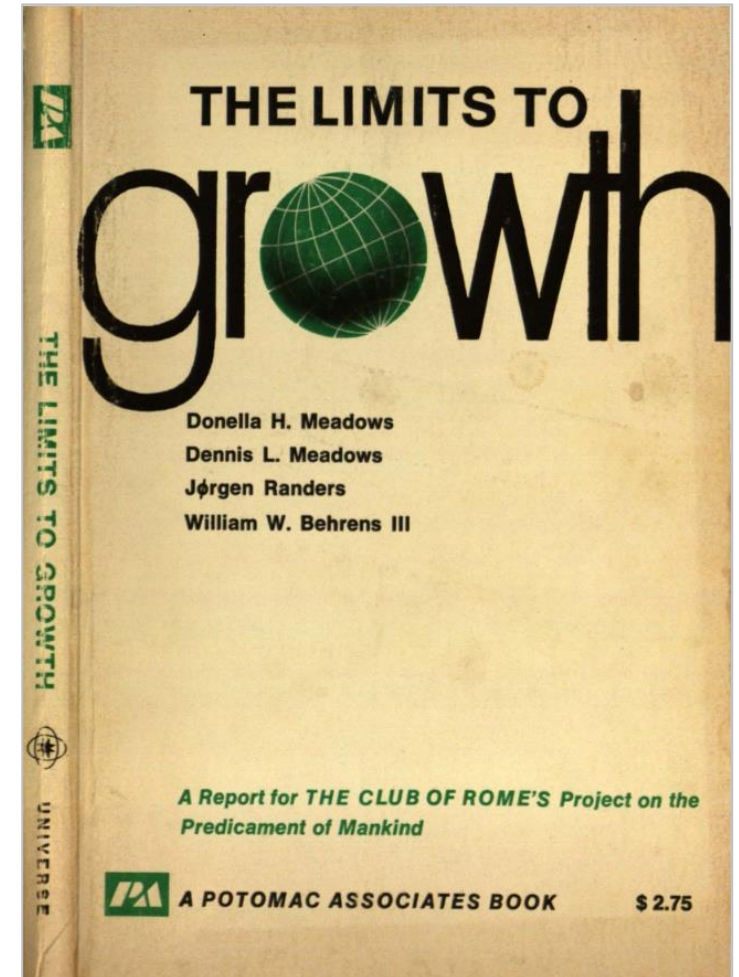
50 to 100 years to be taken

The presentation of The Limits to Growth – written by Dennis Meadows, the spokesman for the Club of Rome – made some points clear as early as in the 1960s.

- It was clear that physical limits to growth were there: they would have been most probably reached within a generation.
- By limiting to short-term choices and continuing to ignore these limits, they would inevitably have been reached, with catastrophic consequences
- The only alternative would have been rebalancing population growth and production by taking into account the environment and the available resources
- Achieving this balance would have taken 50 to 100 years
- Each year lost in pursuing these goals would have made the orderly transition to a situation of equilibrium increasingly difficult, reducing the options available.

53 years later

image credit to The New York Times

A fragile ecosystem

As a global complex ecosystem – part of the wider ecosystem which is the Planet today – tourism fits perfectly in the frame described by the Club of Rome 50 years ago.

In 2019, your lecturer joined forces with scholars from three universities (Bergamo, Bocconi, and Trento) to start editing a collective book on overtourism and the tourism crisis.

The pandemic burst out, and we had to realize that the crisis was deeper than anybody thought. All of us, here and now, must deal with the ecosystem's intrinsic fragility.

The book was partially rewritten, and published by McGraw-Hill in late 2020.

A cura di
Mariangela Franch · Roberto Peretta

Turismo,
fragilità,
emergenze

Mc
Graw
Hill

Overtourism in staycation

Our book was rewritten and published in time to realize that overtourism – that many thought had disappeared – was perhaps reduced to a regional scale but very soon dramatically back.

Global causes producing overtourism – low-cost airlines and too much available accommodation, both factors resulting from the digital revolution – had been nearly annihilated.

Yet the need of moving out of lockdowns, particularly in search of short-distance outdoors and safe locations, is still – somehow paradoxically – generating gatherings.

Staycation is not the opposite of overtourism.

image credit to Alto Adige Innovazione

Overtourism in the Dolomites

Last summers in the Dolomites: queuing exactly like along the Chinese Wall.

Overtourism is still here.

CRONACA

Dolomiti e turismo incontrollato, Mountain Wilderness: "La situazione è drammatica. La montagna ha reso evidente il valore del limite"

Le considerazioni di Luigi Casanova, presidente onorario di Mountain Wilderness Italia, sull'assalto alle Dolomiti di queste settimane: "E' triste constatare come la denuncia di tanti operatori turistici arrivi solo dopo l'evidenza del collasso ambientale delle nostre montagne. Ora chi deve decidere si assuma responsabilità concrete e imponga decisioni coraggiose"

Pubblicato il · 20 agosto 2020 - 19:02

TRENTO. Sul tema caldo delle **Dolomiti** "prese d'assalto" dai turisti (come è accaduto anche al **Lago di Braies**, sull'**Alpe di Siusi**, sul **Sass de Stria**, in **Val di Rabbi** e in **Val di Fassa**) a prendere la parola ora è **Luigi Casanova**, Presidente

TELEGIORNALE   ARCHIVIO

Ultima edizione
Edizione ore 19:30 del 10 novembre 2020

il Dolomiti

Il DolomitiTg, le notizie della giornata in sessanta secondi. Cronaca, politica, ambiente, università, economia e cultura: tutte le news in un minuto

Vai all'archivio →

Carrying capacity?

In terms of overtourism, a methodological detail has to be considered seriously.

The carrying capacity – that is, more or less, how many people can stay in the same destination at the same time – is a concept often recalled by scholars of tourism.

For example, in 1988 the Ca' Foscari University of Venice estimated the carrying capacity of the historic centre in 20,750 visitors per day, 53% of which staying overnight. The same calculation was updated in 2018: 52,100 visitors per day, 15,500 of which in hotels (30%), 22,000 with other accommodation (42%), and 14,600 day trippers (28%).

But a "carrying capacity" related to what?
- related to the wellbeing of current residents, or of their next generation?
- related to the future conservation of local heritage, or its consumption today?

image credit to smatourism.com

Sustainable?

The question of tourism governance and its sustainability was mainly placed by the overtourism issue.

Sustainability has easily become a buzzword, one of those words that end up meaning anything anywhere. Yet, setting a limit to the usage of natural and social resources in a model of growth is a non delayable duty.

The tourism offer is based on an unicum of natural and cultural attractors. Consuming them over the limit jeopardizes the very survival of tourism and the territory itself.

Land consumption has no way back. Letting a forest be born again takes no less than forty years.

Unmanaged mass tourism is a menace.

image credit to keweenawadventure

Sustainable!

Our Nobel laureate comes to mind again... And we may translate from a chapter of "Turismo, fragilità, emergenze" authored by Mariangela Franch.

"A relevant theme is that natural attractors like the landscape, water, forests or cliffs are almost always public goods or collective goods (Ostrom, 1990). Since they are inclusive and not competitive, their management cannot be allowed to take place through the market.
This means that decisions about the limits on their usage for tourism purposes must involve the public sector, alongside private entities like local stakeholders.
In other words, we need a different model of economic development."

image credit to keweenawadventure

Digital sustainability?

Last but not least, the idea of a digital side in the destination's sustainability may also be introduced.

Meaning what?

1. First, that connectivity should always be available.
2. Second, that the quality of the destination's web presence must be granted.

The question of connectivity deals with the local network coverage, that is the availability of at least one telco and/or free Wi-Fi hot spot for residents and tourists As for the second question – about the quality of the web presence – it is a crucial topic that we will address separately and in depth.

image credit to aroged.com

Detox?

It is true that some destinations (or tourism businesses) promote themselves exactly for freeing guests from digital obligations, and letting them detox from the usual obsessive-compulsive usage of computers, tablets and smartphones – especially during holidays.

It is also true, however, that the current lifestyle compels us to be connected, at least to let our family know that we're still all right, and where we are.

image credit to busict.com.au

Dolomites detox

Here's a digital detox project promoted in the province of Belluno in 2019, care of the municipalities of Rocca Pietore, Alleghe, Colle Santa Lucia, Livinallongo del Col di Lana-Arabba, Cencenighe, San Tomaso Agordino and Taibon Agordino

HEART *of the* **DOLOMITES**

Recharge in Nature
in the Heart of the Dolomites

Scopri di più

image credit to heartofthedolomites.org

Mountain nomads

On the other hand, digital nomads are a reality: those who live here and there – because they like travelling, or have no home – and are in dire need of connectivity.

We ourselves may become digital nomads, if just for a while.

image credit to myswitzerland.com

Smartrekkers

Your lecturer is currently cooperating in a research about remote working from mountain huts.

Tourism and the academia

We have reported here academic papers reporting research in the field of tourism.

Though considered since time immemorial – in this country particularly – as a low-level business activity, tourism has become a research field, too.

The academia has had to surrender. This was also because tourism accounts for about one fifth of the Italian Gross Domestic Product (GDP) these years, and its collapse in a time of pandemic resulted in deep worries.

You and your lecturer are currently taking part in a Master Course belonging to the "classe di laurea specialistica" – later "magistrale" – LM49 in Progettazione e gestione dei sistemi turistici, established in 2007.

Studies and research on tourism have long been conducted and published by one of the largest and most historical non profit associations in this country: the Touring Club of Italy, established in Milan in 1894.

UNWTO, Sistur, Ifitt: e-Tourism

Besides the UNWTO (which is, as you know, the United Nations specialized agency entrusted with the promotion of tourism), studies and research on tourism have long been conducted and published by academic associations both international like Atlas (Association for Tourism and Leisure Education and Research, since 1991) and national like Sistur (Società Italiana di Scienze del Turismo, since 2005).

The Ifitt (International Federation for Information Technologies and Travel & Tourism), which was established in Austria in 1994, has a specifically digital e-Tourism approach. Its main founding scholars where computer scientists working in close connection with destination managers.

Tourism and sources: Academia.edu etc.

Where can relevant papers and studies be found, when assembling a decent and reliable literature review to research about digital and tourism?

Generally speaking, it goes without saying that web search engines are of help. By the way, a specific Google Scholar service is available.

Dedicated platforms are also there, where scholars tend to mention – if not publish in full – their researches. Skim through Academia.edu (https://www.academia.edu/) and ResearchGate (https://www.researchgate.net/).

The world of academic publishing is complicated, however. Let's stop here for the moment.

Key points

1. Places, products or networks?
2. Sell or manage?
3. Too much is too much
4. A Nobel laureate
5. Shared properties
6. An ecosystem at risk
7. Sustainability and research? They are duties

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