

## Startups As Drivers Of Sustainable Tourism

Prof. António Augusto Baptista Rodrigues<sup>1</sup>, Prof. Tetiana Kornieieva<sup>2</sup>, Prof. Rosa Isabel Costa Vicente Rodrigues<sup>3</sup>

### Abstract

**Objective:** To analyze the importance of startups as drivers of sustainable tourism.

**Theoretical Framework:** The search for sustainable solutions in all areas of the economy has driven the birth of green startups. Aligned with the UN Agenda 2030 and best ESG (environmental, social and governance) practices, they seek to bring solutions to the problems of the current economy. According to the European Commission, in 2021, 8.8 billion euros were invested in startups in the area of sustainability, compared to 4.7 billion in 2020. Although there are no official statistics on green startups, there appears to be an increase in number of startups dedicated to sustainability in the tourism sector. a

**Design/methodology/approach:** This article is a theoretical study, qualitative research, based on a literature review and other documents.

**Results and Conclusion:** Sustainability in tourism is an unavoidable path and taken on with growing awareness by agents in the sector, on a global scale. It means it takes into account the needs of visitors, the sector and communities and their environmental, economic and social impacts now and in the future. The various ISO standards establishing requirements and recommendations also define quality benchmarks in the different areas of sustainable tourism. Entrepreneurs and startups as drivers of sustainable tourism play an important role in contributing directly and indirectly to the Sustainable Development Goals (SDGs), in particular Goals 8 (sustainable economic growth), 12 (sustainable consumption and production) and 14 (sustainable use of oceans and resources marine). Let's change today and we will keep visiting tomorrow.

**Research, Practical and Social implications:** The findings offer information and reinforce the importance of startups as agents of change in a more responsible tourism industry by incorporating the priority SDGs for their activity into their strategy. Both innovation and sustainability already have an impact on determining the future of tourism.

**Originality/Value:** This paper suggests several lines of action and perspectives that can contribute positively to the appreciation of literature and provide knowledge to academics and professionals with a view to overcoming the challenges of a new tourism.

**Keywords:** ISO, SDGs, Social Responsibility, Startups, Sustainable Tourism.

### INTRODUCTION

Tourism contributes to economic growth worldwide. According to the Organization for Economic Cooperation and Development (OECD), and before 2020, the Tourism sector represented 4.4% of the GDP of the member countries of this organization, 6.9% of employment and 21.5% of exported services. According to the World Tourism Organization (WTO), a record 1.5 billion tourist arrivals were reached in 2019, representing growth of 4%.

---

<sup>1</sup>ISG- Business & Economics School, Lisbon, Portugal; Corresponding Author: ORCID <https://orcid.org/0000-0001-5550-5581>

<sup>2</sup> ISG- Business & Economics School, Lisbon, Portugal; ORCID <https://orcid.org/0000-0002-6434-0552>

<sup>3</sup> ISG- Business & Economics School, Lisbon, Portugal; ORCID <https://orcid.org/0000-0001-6548-418X>

Tourism is one of the sectors that, worldwide, is most affected by COVID-19 (Gössling, Scott, & Hall, 2020). It is estimated that more than 100 million jobs worldwide may be at risk, in direct employment alone (WTTC, 2020).

The year 2020 interrupted this growth trend in the sector, placing a new scenario for assessing future growth risk. This slowdown necessarily means that the future of the sector has to be rethought.

Tourism will necessarily have to be based on a balanced model that contributes to the achievement of the Sustainable Development Goals (SDGs), with a special focus on the environmental and socio-cultural pillars, as a guarantee of long-term economic growth, generating employment and a return to investment.

Current challenges cannot wait, for example, and climate change has a direct effect on tourist activity. According to the WTO, in 2030 carbon emissions from transport associated with the tourism sector will increase by 25% compared to 2016, 5.3% of total predicted global emissions, representing around 3/4 of what is emitted by this economic sector. Therefore, the importance of progressive decarbonization of the sector is important, thus contributing to a common objective for all economic agents: climate action (SDG 13).

Another challenge, the preservation of natural habitats, enhancing their biodiversity, is an opportunity for growth and differentiation. Many of the most popular destinations have great biodiversity. However, this situation has not had the same level of return through the improvement of ecosystems, thus contributing to several SDGs, in particular: 6 (drinking water and sanitation), 12 (sustainable production and consumption), 14 (protect marine life) and 15 (protect terrestrial life).

The new sustainability paradigm must be a daily practice for citizens, institutions and governments. This change of mentality cannot happen only due to the political will of Governments and their policies, but above all due to an objective of long-term economic sustainability of the sector: SDG 8 (decent work and economic growth).

Startups characterized by their promising ideas, organizational agility, willingness to take risks and aspirations for rapid growth play a key role in the transition to a greener and more sustainable economy, while driving economic growth and job creation (Weiblen & Chesbrough, 2015).

## **THEORETICAL FRAMEWORK**

### **Sustainable Development Goals (SDGs)**

In 2015, the 2030 Agenda for Sustainable Development was defined by the United Nations (UN) with the purpose of creating a new global model to end poverty, promote prosperity and well-being for all, protect the environment and combat climate change.

17 SDGs and 169 targets were defined to be achieved by 2030 by all 93 countries. These objectives are supported by a set of more than 200 indicators that allow monitoring the respective progress and supporting the reports produced.

The SDGs are based on three dimensions - social, economic, environmental - of sustainable development, to promote peace and justice, in a common vision for Humanity and with a focus on the planet and its inhabitants.

All SDGs and their respective targets are interconnected and have a global character, that is, they must be applied universally, with responsibility for their achievement being shared by all countries (and not just developing countries), which reflects an evolution towards to the MDGs - Millennium Development Goals (2000-2015).

As a globally agreed agenda, the SDGs comprise an unprecedented set of ambitious and complex goals, goals that comprise a monitoring framework through annual reports to the UN (Valencia et al., 2019).

In this sense, the Tourism4SDGs.org platform was developed and launched by the World Tourism Organization (WTO) with the support of the Swiss State Secretariat for the Economy (SECO) with the main objective of stimulating the involvement of the tourism sector with sustainable development and in particular with the SDGs.

The Tourism4SDGs.org platform was built taking into account three principles: learn, share and act, since the objective is not only to educate, but also to encourage debate, sharing and action, considering that all are fundamental when tourism is intended to develop as a sustainable sector.

### **Social Responsibility**

ISO 26000 determines that social responsibility is the “responsibility of an organization taking into account the impact of its decisions and activities on society and the environment, through transparent and ethical behavior that:

- (1) contributes to sustainable development, including the health and well-being of society;
- (2) takes into account stakeholder expectations;
- (3) complies with the law and in accordance with international standards and (4) is integrated throughout the organization and practiced in internal and external relations.

In turn, the European Commission defines it as “the responsibility of companies taking into account their impacts on society and includes employment practices (human rights, work and training, diversity, gender equality, health and well-being of employees) workers), environmental issues (biodiversity, climate change, resource efficiency and pollution prevention), and the fight against corruption. Community involvement and development, the integration of people in disadvantaged situations and the interests of consumers are also part of the Corporate social responsibility agenda.”

ISO 26000 covers seven central themes of social responsibility:

- Organizational;
- Human rights;
- Employee practices;
- Environment;
- Fair operational practices;
- Issues related to consumers;
- Community involvement and development.

The existence of alignment between the organization's mission, duties and objectives and social responsibility practices, fosters an ethical and transparent relationship between the organization and all its stakeholders, embodying a true commitment to society and stimulating the SDGs.

### **Sustainable Tourism**

In 2005, for the World Tourism Organization – UNWTO, sustainability in tourism must make adequate use of environmental resources, respect the socio-cultural authenticity of communities and ensure that economic activities are viable in the long term. To achieve this, the informed participation of stakeholders is necessary, constant monitoring of its impacts, maintaining a high level of tourist satisfaction.

Currently, the term “Sustainable Tourism” is used more frequently, being defined by the UNWTO in a more simplified way: “Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, industry, the environment and host communities.” (UNWTO, 2012b).

Sustainable tourism is one of the main focuses of the debate on the development of environmentally integrated tourism and is a modality based on the principles of sustainable development (Butler, 1999; Ete, 2009; Nunkoo et al., 2011; Eslami et al., 2018; Pan et al., 2018).

Therefore, sustainability has become a dominant narrative within the development of tourism policy at all territorial levels (Baum et al., 2016; Miller et al., 2010).

The term sustainability became popular after a report by the World Commission on Environment and Development, 1987, the Brundtland Report (Bramwell, 2011). In this context, it came to be understood that tourism would be sustainable if it met the needs of current generations without compromising the abilities of future generations to provide themselves.

Tourism can contribute directly and indirectly to all objectives, but more specifically to objectives 8, 12 and 14 which are related to inclusive and sustainable economic development, sustainable consumption and production and the sustainable use of oceans and marine resources.

Within the perspective of the 2030 Agenda, the WHO argued that tourism has the potential to contribute to achieving all SDGs, directly or indirectly.

To analyze the effective contribution of tourist activities to achieving the SDGs, a holistic approach is necessary, due to the interrelationships between natural and cultural resources and interested parties. In summary, to ensure sustainable tourism development, it must be ecologically responsible, socially compatible, culturally appropriate, politically equitable, technologically supportive and, finally, economically viable for the host community (Choi et al., 2006).

### **Principles of Sustainable Tourism - the future ISO 23405 Standard**

Principle 1 – Effective management of sustainable tourism

Stakeholders in tourism must establish and/or promote ethical business processes that seek the engagement of those involved in corporate responsibility (social, economic and environmental) increasing the commitment to the sustainability of destinations and businesses in the elaboration and implementation of mission, objectives, strategies, plans and management processes.

Principle 2 – Guarantee the rights of local populations

Tourism stakeholders must seek and promote mechanisms and actions of social, environmental responsibility and economic equity, including respect and defense of human rights and land use, maintaining or expanding in the medium and long term the dignity of workers and communities involved.

Principle 3 – Conserve the natural environment and its biodiversity

Tourism stakeholders must adopt practices with minimal impact on the natural environment, effectively monitoring and mitigating negative impacts in order to contribute to the maintenance of natural dynamics and processes in their landscape, physical and biological aspects, considering the existing social and economic context, including measures relating to mitigation and adaptation to climate change.

Principle 4 – Consider cultural heritage and local values

Tourism stakeholders must recognize and respect the historical-cultural heritage of the regions in harmony with the traditions and cultural values seen.

Principle 5 – Stimulate the social and economic development of tourist destinations

Stakeholders in tourism must contribute to strengthening the local economy, increasing qualification levels and economic impacts, generating jobs, contributing to equal access to work, income and services, promoting local capacity to develop tourism enterprises that stimulate the same time to responsible local supply chains.

Principle 6 – Guarantee the quality of tourism products and processes

Tourism stakeholders must provide reliable information, promote awareness about tourist destinations, assess tourist satisfaction and encourage the implementation of recognized service standards related to, but not limited to, sustainability, quality, accessibility and food safety.

Principle 7 – Encourage safety at destinations

Tourism stakeholders must contribute to the security of destinations by increasing the levels of safety, security and comfort of the local population and tourists.

Principle 8 – Consider legal compliance

Tourism stakeholders must identify and be aware of applicable legal requirements.

### **ISO International Standards aligned with the SDGs**

ISO 21401:2018 - Sustainable Tourism - Sustainability Management System for Accommodation Establishments – requirements

The standard specifies the environmental, social and economic requirements for implementing a sustainability management system in tourist accommodation. Addresses the topic of sustainability in tourist establishments in the following dimensions:

- environmental – water consumption, energy consumption, waste generation, architecture and construction, protection of biodiversity;
- sociocultural – creation and working conditions, health and education, appreciation of culture and development of the local community;
- economic – prevention of accidents with customers and employees, customer satisfaction, quality of services and the economic viability of the establishment.

ISO 13009:2015 - International Beach Standard - Requirements and recommendations for operating on a beach establishes the requirements and recommendations for beach operators offering services to tourists and visitors. This certification contributes to the safety and sustainability of beaches from a perspective of continuous monitoring and improvement, ensuring the provision of a quality service, integrating the values of coastal communities and respecting local ecological sensitivity.

ISO 20611:2018 - Adventure tourism - Good practices for sustainability - Requirements and recommendations

Provides requirements and recommendations for providers of adventure tourism activities on good sustainability practices (environmental, social and economic aspects) for adventure tourism activities.

ISO 21416:2019 Recreational diving services — Requirements and guidance on environmentally sustainable practices in recreational diving

Recreational diving services - Requirements and guidance on environmentally sustainable practices in recreational diving.

This standard provides guidance to all stakeholders involved in activities related to recreational diving on best practices to minimize negative impact on the aquatic environment and optimize positive outcomes.

ISO 21417:2019 – Recreational diving services - Requirements for environmentally conscious training for recreational divers

This document specifies requirements for training programs designed to environmentally educate participants and foster sustainable environmental practices in recreational diving activities.

### **Tourism Strategy 2027 in Portugal**

The vision of the national plan Tourism Strategy 2027 is based on “Tourism as a hub for economic, social and environmental development throughout the territory, positioning Portugal as one of the most competitive and sustainable tourist destinations in the world”. Portugal, as a quality tourist destination, bases its competitive advantage on the principles of sustainability, on a diversified offer and on the valorization of its distinctive and innovative characteristics, placing people at the center of its strategy. The 2027 Strategy defines concrete goals in each of the three sustainability pillars.

Portugal Tourism has thus identified relevant areas of action that aim to contribute to a tourism response to the urgent challenges of sustainability, in alignment with the National Tourism Strategy 2027 and the objectives of the Environmental Fund, in terms of circular economy and sustainability .

The main strategic axes defined in the Tourism Strategy 2027 are, the valorization of the territory – conserving, valuing, enjoying, preserving authenticity, economically enhancing and structuring the offer, boosting the economy – competitiveness of companies in the medium and long term: Reduction of costs of context, circular economy, international affirmation, enhancing knowledge - transfer of knowledge and its dissemination, as well as the qualification of human resources and tourism professions, generating networks and connectivity - focused on the objectives of strengthening mobility systems, air and roads and navigability, accessibility and tourism for all, the mobilization of networking and

community involvement and designing Portugal - oriented towards internationalization and the affirmation of domestic tourism.

### **The Sustainable Tourism Plan 2020-2024 in Portugal**

It is the strategic reference of Tourism de Portugal, which aims to mobilize agents and society to promote sustainability in Portugal Tourism over the next three years.

Resulting from the recovery plan “Reactivate Tourism. Build Future” and aligned with the objectives of the Tourism Strategy 2027, the + Sustainable Tourism Plan 20-24 aims to intensify the objective of sustainability in tourist activity based on the 17 United Nations Sustainable Development Goals:

The document reinforces the importance of Portugal strengthening its positioning and competitiveness as a sustainable and safe tourist destination, promoting the energy transition towards environmental sustainability, the circular economy of tourist companies, involving, to this end, all stakeholders in the sector and stimulating a change in paradigm across the entire value chain.

119 actions are covered across 4 strategic axes of action:

- Structure an increasingly sustainable offer;
- Qualify sector agents;
- Promote Portugal as a sustainable destination;
- Monitor the sector's performance for sustainability.

The goals to be achieved by 2024 are:

-75% of tourist developments with energy, water and waste management efficiency systems;

-75% of tourist enterprises that do not use single-use plastics;

-25,000 adherents to the Clean & Safe Seal and 30,000 trained professionals; and 50,000 professionals trained in the areas of sustainability.

In accordance with the global guidelines of the WTO, the responsible recovery of the sector, after the COVID-19 pandemic, will allow the recovery of activity to be even stronger and more sustainable under the commitment to do better and with greater safety, from the point of economic, social and environmental point of view.

Portugal's goals are to increase demand for the destination, combat seasonality, increase the qualifications of people employed in the sector, generate a positive impact on residents, promote energy efficiency, water efficiency and waste management in national tourist activity.

### **METHODOLOGY**

For this article, a descriptive research with a qualitative approach was carried out, supported through a bibliography review process with the aim of discussing the importance of startups as engines of sustainable tourism in the field of SDGs, concluding of the need to reflect "slowly" on our tourist activities to achieve a true ecological reconciliation and respect for planetary borders.

The methodology is suitable for collecting information within the scope of the study of subjective phenomena, which, in the opinion of Yin (2016), favors a more critical positioning on the part of the researcher.

### **DISCUSSION**

The study of entrepreneurship goes back to authors considered pioneers, Richard Cantillon and Jean Baptiste Say. However, it is from the economic thinking of the Austrian School that that area begins to take shape when evaluating its role in creating new markets through leadership and innovation, the identification and exploitation of profitable opportunities, and skills, uncertainties and decision-making. of risks (Landström & Harirchi, 2018).

The tourism industry is a fertile field for business development and, consequently, for entrepreneurship (Li, 2008). Although entrepreneurship as a theoretical field is contested due to its fragmentation, some characteristics stand out, such as the relationship between individuals and opportunities in different contexts (Moroz & Hindle, 2012; Shane &

Venkataraman, 2000). Therefore, the identification and exploration of issues related to sustainable development emerge as entrepreneurial opportunities (Hall et al., 2010).

With the publication of the Brundtland Report (CMMAD, 1991) and the debate on issues relating to sustainable development, entrepreneurship began to be recognized as a driver for the creation of sustainable businesses (Hall et al., 2010). From the perspective of Crnogaj et al., 2014, the tourism sector does not have the capacity to maintain itself in the long term if it is not both sustainable and entrepreneurial (Crnogaj et al., 2014).

Entrepreneurship at the basis of the development of sustainable tourism brings together the ability to articulate and combine the three fundamental and vital dimensions of Man: his individuality (creating distinction and affirmation before others); your collective (bringing you closer and supporting you with others); and its relationship with the environment (integrating it, integrating it and conquering a place). Entrepreneurship will therefore, through creativity, protagonism and solidarity, generate and mobilize social capital through the creation, acquisition, accumulation, application and transmission of knowledge and skills (Abramovay, 1999).

The tourism industry is made up of businesses that provide a wide variety of goods and services. That is, the focus is on people who spend periods of less than one consecutive year in different locations for different types of activities (Pizam, 2009). This industry comprises activities that present higher levels of growth in relation to other economic sectors, requiring great involvement from entrepreneurs due to their local, national and global reach (Crnogaj et al., 2014; Işık et al., 2019).

From the perspective of Simons-Kaufman et al., 2012, the success of tourism businesses goes beyond the charm of the inhabitants or the traditional lifestyle of the populations, because tourists are very sensitive to the economic value of their holidays. However, the diversification of tourist goods and services has been undergoing changes - demographic, socio-cultural, economic, technological and environmental - which have resulted in new business opportunities for the sector and the environmental and socio-cultural impacts have come to be considered by tourists as critical for the tourism industry (Butler, 1980; Simons-Kaufmann et al., 2012). Therefore, the concept of sustainable development began to be studied and applied in practice by this industry (Crnogaj et al., 2014). Since the publication of the Brundtland Report (CMMAD, 1991; Niñerola et al., 2019), sustainability has started to represent a challenge for entrepreneurs to innovate.

The idea that sustainable development is “that which meets the needs of the present without compromising the needs of future generations” (CMMAD, 1991) has generated transformations in business. The main concern of sustainability focuses on mitigating human impacts that threaten their own survival and that of the ecosystems on which they are dependent (Buckley, 2012).

More and more startups are beginning to take their first steps after detecting a business opportunity in the sector as there are no solutions similar to the ones they offer. The focus on sustainability brings together many of them, which sometimes opt for innovative and in some cases even disruptive alternatives. But, there are challenges that companies must face to guarantee their viability: the consolidation and growth strategy; the challenge of marketing and its new actors; the financing and solvency that allow them to survive; the innovation that is transforming tourism; the management of new talent and the great global challenge of sustainability.

There is no point in being sustainable or disruptive if entrepreneurs and startups do not regenerate their business models and it must be clarified how each startup generates innovation, impact and scale, taking advantage of the lessons of these times of emergency to redesign the present and project the future.

## CONCLUSION

The SDGs have encouraged the debate on Corporate social responsibility (CSR). Incorporating the SDGs into organizations' strategies is not a choice, it is a reality that cannot be discussed.

CSR programs allow companies to continue their activities with positive returns, take care of the environment and create a positive social impact by challenging the negative externalities that the current economic model causes.

The SDGs can be used as a comprehensive framework to shape, guide, communicate and report on your strategies, objectives and activities, enabling you to capitalize on a range of benefits.

Crises carry great risks of triggering aggressive forms of return to “business as usual”, which in fact radicalize current thinking, sacrificing the quality of employment, social justice, and the health of the Planet to profits and company results (Klein, 2020).

Government tourism plans and ISO standards cannot take into account that the objective is to drive all tourism activity towards sustainability. That is to say, it is not enough to simply create new tourism models that are limited to working on a single specific aspect of sustainability and that compete with the traditional type of tourism, but it is necessary for sustainability to transform the activity as a whole and impact on the entire value chain. Although these business models are very welcome, they should not make us forget that the important thing is to integrate sustainability-in all its dimensions-in all tourism models, including traditional ones. Furthermore, it is unrealistic to think that traditional forms of tourism will disappear. Therefore, it is important to keep in mind that sustainability must operate in each and every one of the tourism models and integrate all its dimensions. Startups can help promote sustainability and raise awareness among tourists and the various stakeholders in the tourism sector. Specifically, promoting environmental conservation, supporting local economies, preserving cultural heritage and promoting responsible tourism practices.

Conditions are created for startups to be interpreters of renewed tourism through the presentation of solutions aligned with sustainability and which must deserve support from governments and assume the costs of resizing the active startup sector.

A window of opportunity opens to transform (from the roots and conscientiously) the traditional tourism sector to a more sustainable and respectful model with the planet and with all of us who live on it. A model in which the participation of various agents (including civil society) and the creation of alliances are one of the main assets.

Being truly sustainable implies a radical break with the current model. Is not traveling, not consuming, not spending a survival problem? Entrepreneurs and startups are expected to understand this challenge; it is not about designing strategies to consume more, but about building proposals that bring true happiness to people. Ultimately, we must have the ability to reflect in a “slow” way on our tourist activities to achieve true ecological reconciliation and respect for planetary borders.

## References

- Abramovay, R. (1999). *Sete desafios para o desenvolvimento territorial*. São Paulo: Fundação Lyndolpho Silva – BNAF Banco Nacional da Agricultura Familiar.
- Baum, T.; Cheung, C.; Kong, H.; Kralj, A.; Mooney, S.; Ramachandran, S. & Siow, M. L. (2026). Sustainability and the tourism and hospitality workforce: A thematic analysis. *Sustainability*, 8 (8), 809. <https://doi.org/10.3390/su8080809>
- Bramwell, Bill (2011). Governance, the state and sustainable tourism: a political economy approach. *Journal of Sustainable Tourism*. 19(4-5), 459-477. <http://dx.doi.org/10.1080/09669582.2011.576765>
- Buckley, R. (2012). Sustainable tourism: Research and reality. *Annals of Tourism Research*, 39(2), 528 - 546. <https://doi.org/10.1016/j.annals.2012.02.003>
- Butler, R. W. (1980). The Concept of A Tourist Area Cycle of Evolution: Implications for Management of Resources. *Canadian Geographer*, XXIV(1), 5 -12. <https://doi.org/10.1111/j.1541-0064.1980.tb00970>
- Butler, R. W. (1999). Sustainable tourism: A state-of-the-art review. *Tourism Geographies*, 1(1), 7-25. <http://doi.org/10.1080/14616689908721291>
- Choi, H. C. & Sirakaya, E. (2006). Sustainability indicators for managing community tourism. *Tourism Management*, 27(6), 1274-1289. <https://doi.org/10.1016/j.tourman.2005.05.018>
- Cmmdad. (1991). *Comissão Mundial sobre o Meio Ambiente e Desenvolvimento. Nosso futuro comum*. Rio de Janeiro: FGV.



- Crnogaj, K., Rebernik, M., Hojnik, B. B., & Gomezelj, D. O. (2014). Building a model of researching the sustainable entrepreneurship in the tourism sector. *Kybernetes*, 43(3/4), 377–393. <https://doi.org/10.1108/K-07-2013-0155>
- Eslami, S.; Khalifah, Z.; Mardani, A. & Streimikiene, D. (2018). Impact of Non-Economic Factors on Residents' support for Sustainable Tourism Development in Langkawi Island, Malaysia. *Economics & Sociology*, 11(4).181. <http://doi.org/10.14254/2071-789X.2018/11-4/12>
- ETE. Ecological Tourism in Europe (2009). Sustainable Tourism Development in UNESCO Designated Sites in South-Eastern Europe. Venice: UNESCO Office.
- Gössling, S., Scott, D., & Hall, C. M. (2020). Pandemics, tourism and global change: a rapid assessment of COVID-19. *Journal of Sustainable Tourism*, AOP, 1-20. doi: 10.1080/09669582.2020.1758708
- Hall, J. K., Daneke, G. A., & Lenox, M. J. (2010). Sustainable development and entrepreneurship: Past contributions and future directions. *Journal of Business Venturing*, 25(5), 439 - 448. <https://doi.org/10.1016/j.jbusvent.2010.01.002>
- Işık, C., Küçükaltanb, E. G., Çelebic, S. K., Çalkınd, Ö., Ensere, İ., & Çelikle, A. (2019). Tourism and Entrepreneurship: A Literature Review. *Journal of Ekonomi*, 01, 1-27.
- Landström, H., & Harirchi, G. (2018). The social structure of entrepreneurship as a scientific field. *Research Policy*, 47(3), 650 - 662. <https://doi.org/10.1016/j.respol.2018.01.013>
- Li, L. (2008). A review of entrepreneurship research published in the hospitality and tourism management journals. *Tourism Management*, 29, 1013-1022. <https://doi.org/10.1016/j.tourman.2008.01.003>
- Milano, C., Cheer, J. M., & Novelli, M. (2019). Introduction. In C. Milano, J. M. Cheer & M. Novelli (Eds.), *Overtourism: Excesses, discontents and measures in travel and tourism* (1-17). Wallingford e Boston: CABI.
- Miller, G.; Rathouse, K.; Scarles, C.; Holmes, K. & Tribe, J. (2010). Public understanding of sustainable tourism. *Annals of Tourism Research*, 37 (3), 627-645. <https://doi.org/10.1016/j.annals.2009.12.002>
- Moroz, P. W., & Hindle, K. (2012). Entrepreneurship as a Process: Toward Harmonizing Multiple Perspectives. *Entrepreneurship: Theory and Practice*, 36(4), 781- 818. <https://doi.org/10.1111/j.1540-6520.2011.00452>
- Niñerola, A., Sánchez-Rebull, M. V., & Hernández-Lara, A. B. (2019). Tourism research on sustainability: A bibliometric analysis. *Sustainability (Switzerland)*, 11(5), 1-17. <https://doi.org/10.3390/su11051377>
- Nunkoo, R.; Ramkissoon, H. (2011). Developing a community support model for tourism. *Annals of Tourism Research*, 38 (3), 964-988. <http://doi.org/10.1016/j.annals.2011.01.017>
- Pan, S. Y.; Gao, M.; Kim, H.; Shah, K. J.; Pei, S. L. & Chiang, P. C.(2018). Advances and challenges in sustainable tourism toward a green economy. *Science of the Total Environment*, 635, 452-469. <http://doi.org/10.1016/j.scitotenv.2018.04.134>
- Pizam, A. (2009). What is the hospitality industry and how does it differ from the tourism and travel industries? *International Journal of Hospitality Management*, 28(2), 183 -184. <https://doi.org/10.1016/j.ijhm.2009.01.001>
- Klein, N. (2020). Coronavirus capitalism – And how to beat it [video]. *The Intercept*. Retrieved from <https://theintercept.com/2020/03/16/coronavirus-capitalism/>
- Shane, S., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *Academy of Management Review*, 25(1), 217-227.
- Simons-Kaufmann, C., Kaufmann, F., Sloan, P., & Legrand, W. (2012). Introduction: scarcity of natural resources or “Cockaigne”? In W. Legrand, C. Simons-Kaufmann, & P. Sloan (Eds.), *Sustainable hospitality and tourism as motors for development: case studies from developing regions of the world* (1-23). Routledge.
- Valencia, S. C.; Simon, D.; Croese, S.; Nordqvist, J.; Oloko, M.; Sharma, T.; Buck, N. T. & Versace, I.(2019). Adapting the Sustainable Development Goals and the New Urban Agenda to the city level: Initial reflections from a comparative research project. *International Journal of Urban Sustainable Development*, 11(1), 4-23. <https://doi.org/10.1080/19463138.2019.1573172>
- UNWTO. (2012). Definition of Sustainable Tourism. Retrieved from <http://sdt.unwto.org/en/content/about-us-5>
- Weiblen, T., Chesbrough, H.W. (2015) Engaging with Startups to Enhance Corporate Innovation. *California Management Review*, 57, 66–90. <https://doi.org/10.1525/cm.2015.57.2.66>
- World Travel & Tourism Council. (WTTC). (2020). WTTC now estimates over 100 million jobs losses in the Travel & Tourism sector and alerts G20 countries to the scale of the crisis. WTTC.

Retrieved from [https://wttc.org/News-Article/ WTTC-now-estimates-over-100-million-joblosses-in-the-Travel-&-Tourism-sector-andalerts-G20-countries-to-the-scale-of-the-crisis](https://wttc.org/News-Article/WTTC-now-estimates-over-100-million-joblosses-in-the-Travel-&-Tourism-sector-andalerts-G20-countries-to-the-scale-of-the-crisis)  
Yin, R. K. (2016). *Qualitative research from start to finish* (2nd ed.). The Guilford Press.