

Community Building

The Problem at Hand

Regenerative change in tourism can only work in the community. As leaders, we must also inspire others to join us in pulling in the same direction. Building communities is easier said than done. At Moverence, we looked at networks and communities that have been successful for a long time and are driving positive change together. We want to learn from them.

Core findings / Tools

Community building is difficult but essential. It is the beginning of a regenerative change in tourism. Systemic action must, of course, include the system. We learned about the following principles and practices of community building, design and management.

Principles of designing regenerative projects in and with communities

- Communities are groups of individuals. If we want to implement successful and anchored Regenerative Tourism projects at our destination, all partners must have a benefit. If the local population does not see the benefits, you have no chance. You always need local personalities behind the project
- Develop projects with multiple impacts (ecology, education, economy,...). This creates embeddedness and broad support. Networks of positive interdependence create resilience in a place.
- Focus on tangible impact: start small, but consistently - pilot projects instead of concepts
- Realize the time dimensions in which you act. Change takes years. Financing mechanisms must be set up accordingly.

Quotes of our contributors

"Get out of your bubble, make sure the critics know.

Talk to the critics!"

Florian Knaus, Coordinator, UNESCO
Biosphere Reserve Entlebuch

"If the local population doesn't recognize the benefits, you don't stand a chance."

Nadja Urfer, Head of the Tourism
Coordination Office, Swiss Parks Network

"Ensure good transparency. Show them how you are progressing. Make knowledge accessible to everyone."

Ronald Sone, Research Assistant, EHL
Hospitality Business School

Practices of community building

- Communication, communication and more communication. Change must be explained, discussed and shaped together. Develop simple and honest forms of communication: Build trust over years - not just through campaigns, but through direct contact
- Rely on multipliers: committed people, good products, joint events
- Stimulate pride and belonging: regional identity is a resource, know it and use it
- Maintain networks for knowledge transfer, public relations and tourism development
- Don't take no for an answer. Try to understand why people don't want change. Maybe you can come back later with good practical examples of change.
- Let local people become actors, invite them to become part of the movement and change

Ronald Sone summarized it in three simple steps:

- 1. Observe:** The place speaks - are we listening to it?
- 2. Reflect & Plan:** What is our role in the system?
- 3. Act:** Transformation begins with the first courageous step

Useful further information

- UNESCO Biosphere Entlebuch – Model Region for Sustainable Development: [biosphaere.ch](https://www.biosphaere.ch)
- Swiss Parks – Platform for Nature, Education, and Regional Identity: [parks.swiss](https://www.parks.swiss)