Analysis of links and features of tourism destination's stakeholders. An empirical investigation of a South Italian Region

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Abstract

This paper analyzes links between private and public operators in the tourism network resulting from management and marketing activities, using a Network Analysis (NA) approach. Based on a survey in the Southern Italian Region of Molise, during the period February-September 2008, on a sample of 200 hospitality firms, we employ quantitative and qualitative methods to investigate the network characteristics and assess the links among stakeholders and the importance of their relationships. Results confirm that public stakeholders are more important for both management and marketing activities than private sector.

1. Introduction

Tourism networks are an increasingly important instrument for economic development. The main aim of this research is to apply state of art Network Analysis (NA) to study the links between tourism destination stakeholders, while distinguishing between private and public sector actors.

Network theory seeks to improve the understanding of formal and informal organizational structures that span public and private sectors and shape collective actions (Dredge, 2006). As a result, NA is becoming a standard diagnostic and prescriptive tool for management to improve

organizational interaction (Scott *et al*., 2008). The study of social networks has become a major organizational focus for community development where network collaborations are the key for the creation and sharing of knowledge.

While there is a growing recent literature focusing on the importance of the relationships between tourists and service organizations and tourism business (Sautter and Leisen, 1999; Sheehan and Ritchie, 2005; Dredge, 2006; March and Wilkinson, 2009), few works examine the tourism destination from the network point of view applying a NA approach (Shih, 2006; Scott *et al.*, 2008). In the last decade, changing structures of government and a growing realization of the importance of governance has led to interest in social relations between government, business and civil society.

The importance of explaining relations between organizations does not derive only from scientific interest, but also from the practical and normative requirement in which the goal is to highlight the structural features and the techniques for managing these modern organizational relationships.

In the tourism literature, the increasing interest in networks is divisible into two main streams of application. First, networks are understood as a useful framework for analyzing the evolution of business, product development, packaging and opportunities for further development (Tinsley and Lynch, 2001). Second, networks are seen as an important conduit for managing public–private relationships and understanding structures of tourism governance (Palmer, 1996; Tyler and Dinan, 2001; Pforr, 2002). These two streams necessarily overlap. Innovative, catalytic producer networks require planning and regulatory environments that are flexible and capable of timely response (Dredge, 2006). In tourism networks, identified as complex and mutable entities that develop and evolve over time in response to environmental and organizational developments and demands (March and Wilkinson, 2009), a variety of relations can be identified. According to Pavlovich (2003), such dense ties encourage conformity, acceptable action, and inclusion, and so they encourage destination cohesion. Sparse ties among groups on the other hand can exclude stakeholders and act as bridges to those players who are external to the destination, facilitating importation of new information into the region and introducing innovation (Scott *et al.*, 2008).

If collaboration among operators is an effective tool in tourism innovation, then we also need to consider how it can benefit the destination level of organization. The existence of relations between two actors implies that the behavior of one conditions the behavior of others. The purpose of the research is to contribute to the understanding of the way the relations and networks connecting the actors involved in a tourist destination affect its behavior and performance.

Analysis of the value-creating network-development process may serve to identify the critical success factors that enable members of a tourism business network to perform optimally. Accordingly, various issues are raised: "why and how are the actors motivated to cooperate in the network? What is the value the network actors perceive they obtain from (potential) inter-organizational relationships? How does the cooperation among stakeholders contribute to encourage the staged authenticity, which in turn results in deeper experiences and customer satisfaction?" (Lemmetyinen and Go, 2009, p. 34).

Our NA is based on information by a survey administered to 200 hospitality firms in Molise (a Southern Italian Region) in the period February-September 2008. In particular we focus on two questions:

1) How important is the relationship with local stakeholders for your management activities?
2) How important is the relationship with local stakeholders for your marketing activities?

Each interviewed assigns a mark from a minimum of "1" to a maximum of "10" for each stakeholder according to propensity to collaborate with them in exercising their activities. The answers highlight the degree of preference among stakeholders and the resulting information is the level of confidence in the network.

2. Applying stakeholder theory for analyzing tourism networks

Recently, various studies focus on the importance of interorganizational networks in destinations and the effects of collaboration among organizations. In essence, networks are characterized by a range of participants that surpass organizational boundaries and structures (Howlett and Ramesh, 1995; Rhodes, 1997; Scott *et al.,* 2008).

They involve commitment by network members to a set of common goals and, quite possibly, the sharing of worldviews (Burstein, 1991). This "connectedness" in turn gives rise to opportunities for the transfer and sharing knowledge, which is an important driver for increasing innovation and competitiveness. Knowledge and ideas diffuse through business systems via the relations and networks connecting economic actors and, as a result, they allow and restrict what individual actors can and do, know and think. Networks also enable and constrain what we can do with our knowledge and ideas: "they are the means by which the knowledge, skills and resources required to develop, exploit and commercialize new ideas are marshaled and coordinated" (Wilkinson 2008, p. 25).

An individual firm's performance depends on the behavior of others that it is directly and indirectly connected to. This argument is emphasized by "stakeholder theory" pioneered by

Freeman (1984), who defined a stakeholder as "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984, p. 46).

From this definition emerges a view of stakeholders that is very broad indeed and goes beyond those that have merely formal, official, or contractual ties to the organization. Freeman (1984) argues that external groups to the organization have an increasing ability to affect the organization itself. The importance of relationships with these organizations supports the need for a new stakeholder approach to strategic management (Sheehan and Ritchie, 2005).

From a managerial perspective, the stakeholder theory posits that the various groups might have a direct influence on managerial decision-making. As most succinctly stated by Freeman (1984, p. 46) "to be an effective strategist you must deal with those groups that can affect you, while to be responsive (and effective in the long run) you must deal with those groups that you can affect". This is even more evident when the field of interest is tourism destination where the experience and satisfaction of tourists and to the general economic success of the region is directly related to many types of firms and other organizations. Some of these are located in the tourist destination; others are located elsewhere but play an important role in linking destinations to sources of tourists, including other tourist destinations, as well as to other types of inputs required by a tourist destination to function effectively and efficiently. The performance of a tourist destination depends in important ways on the links between these various component actors, not just on their individual characteristics (March and Wilkinson, 2009).

As the tourism system context becomes increasingly fragmented and volatile its stakeholders are pressured to adapt collaboration principles to everyday practice, particularly in the planning and marketing areas. Bramwell and Sharman (1999) identify three potential benefits deriving from consensus-based collaboration: (*i*) it may avoid the costs of solving conflicts among stakeholders; (*ii*) it may legitimate collective actions if stakeholders are involved in the decision-making processes which affect their activities; (*iii*) the willingness to collaborate may enhance the coordination of policies and related activities.

Contributions related to tourism destination planning stress the need for involving public and private actors to gather consensus and to make firms' and institutions' strategies converge towards the same goals (Pforr, 2006). Cooperation, as a dynamic process-oriented strategy, may be a suitable means for managing turbulent planning domains at the local as well as the regional, national and international level (Lemmetyinen and Go, 2009). Dredge (2006) investigates relationships between local government and industry in order to critically discuss the role of networks in fostering or inhibiting public-private sector partnership building. Furthermore, the

interdependence between the actors, in terms of their sales, supplies, information, development and access to other companies elsewhere in the surrounding network (Ford *et al*., 2003), affords small and medium-sized tourism enterprises (SMTEs) the opportunity to mitigate their size disadvantage (Bieger, 2004). In particular, they are able to address scale and scope issues, thereby actively creating and sustaining competitiveness (Lemmetyinen and Go, 2009). Even if critical resources are often physical, it is knowledge-intensive intangibles such as effective organization and leveraging of relationships that add significant value to firms.

3. Research strategy and methodology

NA is a new approach to describe the structure of links between given entities (namely nodes), and applies quantitative procedures to calculate various indicators for assessment of features of a whole network and the position of individuals in the network structure. Social network analysis delivers a number of useful outcomes. It provides a means of visualizing complex sets of relationships and simplifying them and is therefore useful in promoting effective collaboration within a group (Baggio and Cooper, 2008). In simple words NA provides a rich and systematic means of assessing such networks by mapping and analyzing relationships among nodes. It consists of a collection of graphs developed to analyze networks in social sciences, communication studies, economics, political science, computer networks, etc.; and measures, as cohesion, equivalence (role-groups), power of actors, range of influence, and brokerage, calculated to summarize characteristics of the actors and the network itself (Shih, 2006). According to Burt (1992), a social network is a group of collaborating entities (i.e., actors) that are related to one another. Mathematically, this is a graph in which each participant in the network is called actor and depicted as a node in the network.

In a general form, a NA consists of a graph $G=(V, L)$, with a set of vertices $V=\{1,....., n\}$ and a set of lines $L=\{1,....., l\}$ between pairs of vertices. Positive weights W, indicating the strength of the relation, are associated with each line and, in addition, information can be contained in a vertex value function P:

$$N= (V, L, W, P) \quad (1)$$

The size of the network is expressed by the number of vertices, n, and the number of lines, l. In a simple undirected graph $l \leq 0.5n(n\text{-}1)$. Relationships can be reciprocal or directed, in which case an arrow is used to indicate the direction of a relationship. This may be positive or negative, indicated with a plus or minus sign. One of the main applications of NA is the identification of the "important" nodes in their network (Wasserman and Faust, 1994). The most important or prominent

nodes generally occupy strategic locations within a network. The overall distribution of ties and their local concentration are important parameters and indicators of cohesion, which is a property of the whole network (Haythornthwaite, 1996). It indicates the presence of strong socializing relationships among members, and also the likelihood of their having access to the same information or resources. Measures of cohesion, such as density and centralization, indicate the extent to which all members of a population interact with all others. The density of a network is the number of lines in a simple network, expressed as a proportion of the maximum possible number of lines. It is defined by the quotient $g = l/l^{max}$, where l^{max} is the number of lines in a complete network with the same number of vertices. Accordingly, a complete network is a network with maximum density (De Benedictis and Tajoli, 2008). Since a vertex can be both a sender and a receiver, the indegree of a vertex is the number of arcs it receives, and the outdegree is the number of arcs it sends. In a network, vertices can be grouped according to their degree and the degree distribution of a network is the frequency distribution of vertices with degree d = 0,1,…, *n*-1. The idea of the centrality of individuals in their network is one of the earliest to be pursued by network analysts (Scott, 2000), and is used to acquire the positional features of individual nodes within networks (Shih, 2006). The standardized degree centrality (*Cd*) of a vertex is its degree divided by the maximum possible degree:

$$Cd = d/(n-1) \quad (2)$$

In directed networks, degree centrality can distinguish between the in-degree (Cd_i) and the out-degree (Cd_o) of each node. The degree is a measure of the "activity" of the node. The in-degree centrality is the number of arcs ending at each node, while the out-degree centrality is the number of arcs starting from each node.

Another measure of node centrality is the closeness (*Cc*) that is based on distance. The measure focuses on how close a node is to all the other nodes in the set of nodes (Wasserman and Faust, 1994). It is the invert sum of the shortest distances between each node and every other node:

$$Cc = 1/(\sum_j dist(n_i, n_j)) \quad (3)$$

where $dist(n_i, n_j)$ denote the distance between a node and the others. Also closeness can be distinguished in in-closeness and out-closeness, respectively, based on inward and outward connections. Such definition reflects the idea that a node is central if it can quickly interact with all other nodes.

Finally, the betweenness centrality (*Cb*) measures the extent to which a particular node lies between the various other nodes in the set of nodes (Scott, 2000). It reflects how often an node lies on the geodesics between the other nodes of the network:

$$Cb = \sum_{j \neq k} \frac{g^{i}_{jk}}{g_{jk}} \quad (4)$$

where g_{jk} is the total number of shortest paths joining any two vertices V_k and V_j, and g^{i}_{jk} is the number of those paths that not only connect V_k and V_j, but also go through V_i.

Various techniques can be used to display the graphical data, ranging from the use of hand-drawn relational maps to diagrams derived using sophisticated statistical techniques. The basic idea is to analyze nodes and their relative position in the network. The resultant diagram is then interpreted visually.

In this work, we employ such techniques to analyze the structural characteristics of the links between tourism destination stakeholders. Each tourism destination stakeholder is treated as node and the preferences of hospitality firms are treated as a series of links. We construct a matrix representing sociometric choices which describes the presence or absence of a given type of relation (Degenne and Forse, 1999). Figure 1, for example, shows the simple case where an hospitality firm answers the question: which stakeholder (among Regional Government, City Government, Research Institute, Tour operator and Travel agency) is more important in exercising your management activity? The graph shows that hospitality firms first prefer to be in touch with travel agencies and then with City Government, Research Institutes, Regional Government and Tour operator in sequence. Based on the graph, the asymmetric matrix of this firm can be built, where the rows (*i*) and columns (*j*) index stakeholders in the graph. In the matrix, we assign "1" in the (*i*, *j*)th cell if there is a direct link from *i* to *j*, and a 0 in the cell otherwise. The link, represented by the arrow, moves from the least to the most preferred stakeholder. Summing up the matrix of every hospitality firm, we obtain our valued matrix for measuring the indicators and drawing the graphs of NA.

It is possible to find several computer software packages that map relational data. One of the most popular is UCINET 6.03 (Borgatti *et al*., 2002), a comprehensive program for the analysis of social networks and other proximity data. The program contains dozens of NA indexes (e.g., centrality measures, dyadic cohesion measures, positional analysis algorithms, clique finders, etc.), plus general statistical and multivariate analysis tools, such as multidimensional scaling, correspondence analysis, factor analysis, cluster analysis, multiple regression, etc.

In the next section we presents descriptive analyses, indicators and graphs that are appropriated for examining the network characteristics of tourism destination's stakeholders.

4. Empirical findings

4.1. Application to a Southern Italian Region (Molise)

The survey was been conducted by the Tourism Research Center of the University of Molise in the period February-September 2008, in order to assess the quality of the tourism system in Molise.

Molise is the smallest and youngest region of Italy and borders with Lazio, Abruzzo, Campania and Apulia. In the past few years Molise has realized considerable growth in the tourism sector as compared to other southern regions. With respect to Italy as a whole and allowing for the last five-year period, Molise registered an average rate of growth in arrivals that is quite above the average of other Italian regions, ranking after Basilicata and Calabria (Istat, 2008).

Of the 354 hospitality firms operating in Molise (see Table 1), 200 answered to the survey (a response rate of 56.5 percent). The final questionnaires were administered as follows:

- creation of a dedicated website;
- sent by fax;
- sent by post to the structures without connection and fax connection;
- delivery on-site through direct contact.

In our analysis we focus on the responses to two questions:

1) How important is the relationship with local stakeholders for your management activities?
2) How important is the relationship with local stakeholders for your marketing activities?

The 200 hospitality firms answered to each questions assigning a mark from a minimum of "1" to a maximum of "10" for each stakeholder according to propensity to collaborate with them in exercising their activities. We group the 200 interviewed firms in eight categories (Guest House; Hotel; Agri-tourism; Bed Breakfast; Camping; Holiday House; Residence and Rural Tourism) and assess the degree of collaboration with tourism destination's stakeholders.

Hospitality firms seem to prefer to collaborate with the tourism bureau (or DMO) in exercising their management activity, while hotels prefer to cooperate with city government and holiday houses favor travel agencies (in bold in Table 2). In general, most respondents provided ratings of over 6 (out of 10) indicating a high propensity to collaborate with other tourism destination stakeholders. Tourism services agencies are less preferred by the hotel, camping and residence firms, while tour operators are less preferred by agri-tourism and bed & breakfast firms. On the other hand, guest houses are to the least interested in research institutes.

Comparing Table 3 to Table 2, the average ratings are much lower, indicating that the hospitality firms are less liable to cooperate with stakeholders regarding marketing activities than management activities.

Consistent with the results in Table 2, most hospitality firms want to collaborate more with the tourism bureau for their marketing activities. Exceptions are bed & breakfast, camping and residence firms which prefer local or regional governments. Rural tourism firms prefer to collaborate mostly with travel agencies. However, given their relatively low ratings regarding all stakeholders, they appear not to have the ability or desire to collaborate in general. Conversely, residences are likely to collaborate with all stakeholders in their marketing activities.
We use Table 2 and 3 for constructing our network matrix as illustrated in the example above (see section 3) and discuss the results in the following section.

4.2. Results and Discussion.

A visual assessment of a global network can be captured based on the graph approach. Figures 2 and 3 show the network graph of the Molise Region, where nodes represent the tourism destination's stakeholders and arcs directed between pairs of nodes represent the importance that hospitality firms assign to relationships for management and marketing activities. At first glance, the management activity stakeholders with a central position are national travel associations, regional governments, travel agencies and local tourism associations. Relative to marketing activities, the more central stakeholders are travel agencies and provincial governments. The indicators of NA for the two questions are shown in Table 4 and 5, respectively. The indicators of degree centrality show the level of preference that firms assign to each stakeholder. A higher out-degree centrality indicates a stakeholder is the least preferred in the business activity. A higher in-degree centrality implies that a stakeholder is the most important node. Looking at network indicators relative to management activity (Table 4), the comparison between the in-degree and out-degree of each node reveals that the most important stakeholder is the tourism bureau, whereas the least important are research institutes and tour operators. All others place an intermediate position in the preference scale of hospitality firms.

Assessing the indicators of in-closeness and out-closeness centralities reveals the extent to which a particular stakeholder is closer from and to others, respectively. Regional government, travel agencies and local tourism association seem to hold the medium position in the range of preference, consistent with the evidence in figure 2. The betweenness centrality indicator confirms the middle position already identified by the closeness indexes and discloses that the main stakeholders are provincial governments and tourism bureaus.

Regarding the marketing activity (Table 5), that the most important stakeholder resulting from the centrality indicator is the tourism bureau, while the least preferred are tour operators, travel

agencies and tourism consortiums. Consistent with figure 3 are measures of closeness and betweenness which indicate that provincial government and travel agencies place in an intermediate position in the preference scale of hospitality firms.

In general results so far obtained are consistent with the descriptive statistics, while acknowledging that simple means are not the best indicators because they give the same weight to all observations without taking into account their importance.

In conclusion, the evidence from NA states that the public sector (tourism bureau, regional and provincial governments) are more important for both management and marketing activities than private stakeholders, with exception of travel agencies that seem to also rate highly in the scale of preference.

5. Conclusion and Future Research Directions

The purpose of this study was to discuss stakeholder theory using state of art network analysis applied to the investigation of the relationships between stakeholders in tourism destinations. Conclusions can be drawn from the research findings and the discussion throughout this paper. The first result is while tourism literature pays significant attention to the issue about quantitative destination performance measurement (Presenza, 2007), social measurement perspective appears less pronounced. Despite the diverse approaches, the success of the collaboration depends on the perception firms have about the convenience of undertaking joint activities. In other words, firms are willing to cooperate if they perceive rewards to outweigh costs and risks.

While organizing an investigation of networks around structure and relational characteristics provides a rich descriptive insights, the findings indicate the importance of investigating the "softer" and less tangible social and cultural aspects of networks; in other words, to develop a better understanding of less tangible, cultural aspects that go beyond structure and relations to explore the dynamics associated with actor strategies, rules of conduct, levels of institutionalization and power relations.

The second conclusion is that a sustainable tourism destination strategy requires collaborative and inclusionary consensus-building practices. It is therefore necessary to consider the dimension "trust" (Franch et al., 2008). Trust is nurtured by commitment, by sharing information and expertise and by consolidating relationships between the parties. It is also an expression of awareness and willingness of actors to be part of the network.

Even reading the results of the survey there is a general confirmation of this assertion. Although with different values, all categories surveyed attribute scores generally positive to the relations with all stakeholders, relating to both management and marketing activities (see section 4.1).

It is reasonable to hypothesize that the presence of informational, interpersonal and or decisional roles can help to transform the theoretical added value offered by the inter-organizational network in concrete competitiveness in the medium/long term. The capability to develop and carry out those roles require specific managerial talent that could be regarded as one of the critical success factors: we are thinking to the "facilitators", actors able to orchestrate the network sharing, acquiring and deploying knowledge within the net. This also involves the ability to manage in networks, which embraces supporting cooperation among dispersed actors in order to bring about the desired outcomes.

The last result is more related to the use of network analysis for the understanding of the tourism destination's structure. By analyzing structures and linkages, importing analytical and theoretical techniques, this methodology can help policy and management approaches to highlight limitations and opportunities in destination structures. This paper has illustrated differences in measures of interorganizational cohesion investigating the propensity of hospitality firms to "open" their doors to the stakeholders in order to better manage their activities. As competition around the world increases, managers may improve their competitive advantage by using NA (Scott *et al.*, 2008). The visualization of the relationships of stakeholders renders the approach especially useful because the structures can be easily interpreted by managers and communicated to the destination stakeholders themselves. The evidence from NA highlights that public sector (namely tourism bureau, regional and provincial governments) are more important for both management and marketing activities than private stakeholders, except for travel agencies that seem to also be rated highly in the scale of preference.

It should be observed that the quantitative tools and methods used here are not completely sufficient to give a complete range of outcomes. Further investigation may therefore be set up. A logical step in extending the research described in this paper is to further refine the parameters that can be used for calculating more indicies proposed by the network analysis. The lack of theoretical and empirical works on this topic suggests that future research should devote more resources and attention to further exploring the importance of simultaneous cooperation and competition among tourism businesses in a destination. With this background work, future studies can contribute to a better understanding of the mechanisms of collaboration in the tourism context emphasizing the

necessity to represent the key actors that form the tourist destination and the importance of their role inside the network, as well as the motivation behind the relationships.

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TABLES

Table 1: Distribution of Hospitality firms in Molise

Categories	Geographical area			Total
	Province of Campobasso	Province of Isernia	Coast	
Hotel	43	22	25	90
Residence	0	1	8	9
Agri-tourism	39	13	10	62
Bed and Breakfast	34	25	12	71
Camping	0	2	12	14
Holiday house	16	4	6	26
hostel	0	1	0	1
Guest house	32	16	10	58
Rural Tourism	11	8	0	19
Village	2	0	2	4

Source: Tourism Research Center (2008).

Table 2: Propensity to collaborate in management activity (simple mean).

	Regional Gov.	Provincial Gov.	City Gov.	Tourism Bureau	Tourism Consortium	Local Tourism Association	National Tourism Association	Tour operator	Travel Agency	Tourism services Agency	Other operators	Research Institutes
Guest House	7.67	7.57	8.33	**8.52**	8.19	7.52	7.62	7.81	7.24	7.05	8.14	*6.67*
Hotel	7.20	7.17	**8.00**	7.93	7.28	7.35	6.74	7.30	7.52	*6.63*	7.09	6.94
Agri-tourism firms	6.50	6.17	6.61	**6.92**	6.64	6.11	6.00	*5.94*	6.42	6.31	6.44	6.50
Bed Breakfast	7.25	7.33	8.00	**8.29**	7.11	6.69	6.58	*6.53*	6.60	6.64	6.85	6.76
Camping	7.00	7.25	5.00	**8.25**	8.13	7.88	4.75	5.63	4.88	*4.00*	5.88	6.38
Holiday House	6.00	*4.92*	6.25	7.08	6.92	6.83	6.25	6.58	**7.50**	5.25	6.92	6.67
Residence	8.33	8.67	9.00	**9.33**	9.32	9.31	8.83	8.17	8.17	*7.67*	8.67	8.33
Rural Tourism firms	7.91	*7.09*	8.09	**8.45**	8.27	7.82	7.27	8.27	8.36	8.00	8.27	7.64

Table 3: Propensity to collaborate in marketing activity (simple mean).

	Regional Gov.	Provincial Gov.	City Gov.	Tourism Bureau	Tourism Consortiums	Local Tourism Association	National Tourism Association	Tour operator	Travel Agency
Guest House	7.90	7.71	8.00	**8.10**	*6.38*	7.57	7.67	7.43	7.38
Hotel	7.50	6.98	7.56	**7.96**	*6.48*	7.13	6.57	7.30	7.28
Agri-tourism firms	6.78	6.55	6.56	**7.08**	6.17	6.44	6.31	*5.92*	6.08
Bed Breakfast	**8.56**	8.16	8.38	8.16	7.15	7.02	6.89	6.95	*6.80*
Camping	**8.25**	8.24	5.50	7.88	7.75	5.88	5.00	4.00	*3.38*
Holiday House	6.58	*5.75*	6.50	**6.75**	6.58	6.58	6.42	6.67	6.58
Residence	8.83	9.00	**9.33**	9.32	9.31	9.29	*7.67*	8.83	8.83
Rural Tourism firms	4.09	5.00	4.82	5.18	*3.00*	4.82	4.73	5.18	**5.36**

Table 4: Network indicators relative to management activity

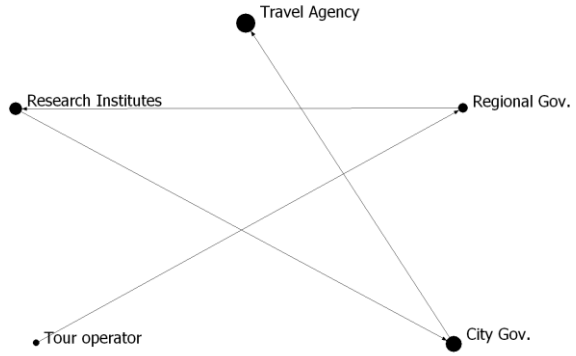
Tourism destination's stakeholders	Degree centrality		Closeness centrality		Betweenness centrality
	in-degree	out-degree	in-closeness	out-closeness	
City Gov.	8	7	73.3	57.9	9.20
Local Tourism Association	8	8	73.3	68.8	10.9
National Tourism Association	8	8	61.1	64.8	3.50
Other operators	8	8	64.7	61.1	3.83
Provincial Gov.	6	6	57.9	64.8	3.24
Regional Gov.	8	10	73.3	68.6	12.9
Research Institutes	5	8	57.9	68.8	3.83
Tour operator	6	8	61.1	64.8	5.51
Tourism Bureau	8	2	55.0	47.8	0.36
Tourism Consortiums	8	8	61.1	64.8	6.43
Tourism services Agency	7	8	61.1	61.1	3.72
Travel Agency	8	7	68.8	68.8	12.5
Descriptive statistics					
Mean	7.33	7.33	64.1	64.3	6.33
Standard deviation	1.02	1.84	6.28	7.05	3.92
Sum	88.0	88.0	769	772	76.0
Variance	1.06	3.39	39.4	49.7	15.4
min.	5.00	2.00	55.0	47.8	0.36
max.	8.00	10.0	73.3	78.6	12.9

Table 5: Network indicators relative to marketing activity

Tourism destination's stakeholders	Degree centrality		Closeness centrality		Betweenness centrality
	in-degree	out-degree	in-closeness	out-closeness	
City Gov.	9	7	66.7	66.7	2.6
Local Tourism Association	8	8	72.7	66.7	4.2
National Tourism Association	7	7	80.0	66.7	3.5
Provincial Gov.	7	7	72.7	80.0	6.0
Regional Gov.	7	7	72.7	61.5	2.5
Tour operator	6	8	61.5	80.0	2.0
Tourism Bureau	8	3	72.7	61.5	1.9
Tourism Consortiums	5	8	53.3	72.7	1.4
Travel Agency	6	8	80.0	72.7	7.9
Descriptive statistics					
Mean	7.00	7.00	70.3	69.8	3.56
Standard deviation	1.16	1.49	8.09	6.6	2.03
Sum	63.0	63.0	632	628	32.0
Variance	1.33	2.22	65.5	43.5	4.12
min.	5.00	3.00	53.3	61.5	1.42
max.	9.00	8.00	80.0	80.0	7.91

FIGURES

Figure 1: A simple graph and matrix



	Regional Gov.	City Gov.	Research Institutes	Tour Operator	Travel Agency
Regional Gov.	-	0	1	0	0
City Gov.	0	-	0	0	1
Research Institutes	0	1	-	0	0
Tour operator	1	0	0	-	0
Travel Agency	0	0	0	0	-

Figure 2: Network graph relative to management activity

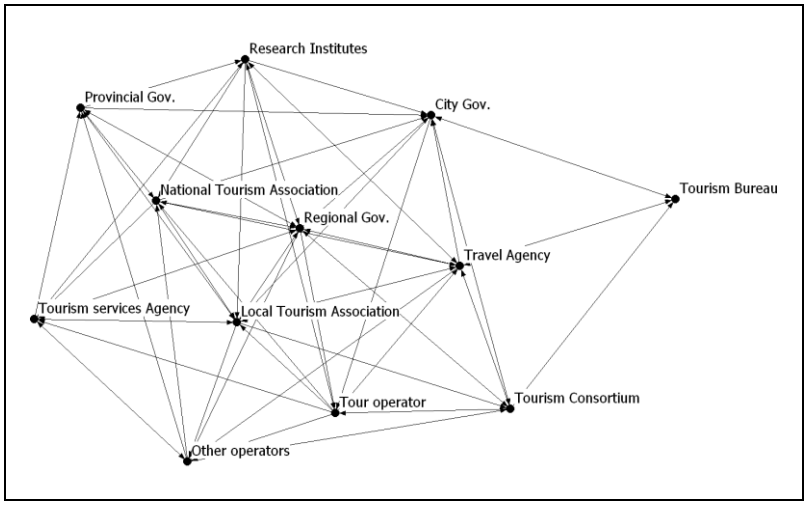


Figure 3: Network graph relative to marketing activity