

# Tech & Impact



## Boldest / A Story - Not A Manual

Or How a Travel Tech Company Can Incorporate Real Impact From the Inside Out

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Based on internal materials, team reflections, Boldest leadership thoughts and actions, plus consulting sessions with Singular Places.

(EU Funded project)



## Preface

### By Boldest & Singular Places

This manual is the result of a shared journey between Boldest, a travel tech start-up creating interactive maps for destinations and travellers, and Singular Places, a hospitality and tourism network committed to helping purpose-driven businesses grow without losing sight of their values.

Our paths crossed many years ago and we work together deeply. Now through a EU funded ST3ER programme we took the next step:

Where the focus was not only on innovation in technology, but also on building resilience, impact, and integrity from the inside out. Boldest came to the table with a strong sense of purpose and the honest admission that in the rush of growth, keeping those values alive every day can be hard. Singular Places brought a deep belief that sustainability and positive impact aren't just checklists, but living practices that need to be woven into culture, partnerships, and products.

What follows is not a theoretical framework, but a record of real conversations, challenges, and experiments. It's about turning intentions into actions, one small step at a time. The examples here come from Boldest's own context, which they generously allow to share, because we felt some of the lessons are for many businesses in the travel and hospitality space asking: ***How can we grow and still stay true to ourselves?***



With this small manual we want to share the journey we supported at Boldest, a digital supplier in the travel trade driven by a clear intention to generate greater positive impact.

While their product **INTERACTIVE MAPS** has grown successfully within the industry, they have faced the challenge of embedding sustainability and impact more deeply into their DNA.

Since its foundation, Boldest's founders have held a deep commitment to purpose, yet the company has struggled at times to keep those values alive and shared within a growing organisation and global market.

We identified the following as key opportunities for Boldest to generate deeper and more inspiring positive impact while continuing to grow as a dynamic start-up:

- Internal Culture
- Partners & Suppliers
- Client Nudging

This is closely linked to what often also is referred to as scope 1, 2 and 3.

*What challenges did they encounter?*

*What did they learn?*

*Why wasn't this a standard consulting approach?*



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## I. The Story Behind This Manual: Why It Matters

Before diving into tools and frameworks, we want to share the story behind this manual and how it reflects the journey Boldest took to align their business with the impact they believe in.

This is not just a guide to make Boldest better. It reflects the tensions, doubts and honest conversations we had along the way. Boldest faced the same questions many others face:

*How do we hold on to our values as we grow?*

*Can culture stay alive in a fast-moving remote team?*

*How do we inspire clients and partners without preaching?*

*How do we balance finance and purpose?*

This manual did not come from theory but from real-life moments: mistakes, learnings and team reflections. We found that when we stop pretending to have all the answers, we create space to grow with integrity.

We hope that by sharing both the struggles and the learnings, others might see their own path a bit more clearly too.

And importantly: to start a journey for more positive impact, before having your 100% finalized manual ready 😊

That is why we begin with the “why”, because tools matter, but it is the journey that shapes them.

## 2. The Boldest Journey – Challenges and Turning Points

Like many young companies, Boldest started with a big vision. But as they grew, so did the challenges. The speed of decision-making, the pressure to deliver, and the complexity of working across cultures and continents all made it harder to hold on to their values.

They faced the reality of trying to maintain a human-first culture in a highly dynamic and often stressful start-up environment. Boldest had to accept that they could not change everything at once. They made mistakes. They regrouped. They shared openly:

*“We want a healthy working environment, yet we appreciate you all understanding our struggle in certain business growth periods. Let’s share worries and ideas on how to balance.”*

That spirit of honesty, imperfection and co-creation became the heart of this manual.

## 3. Founders’ Vision – Technology as a Tool for Change

Boldest is an innovative start-up in the travel sector, specialising in interactive map solutions that enhance how travellers access tourism information online.

Founded in 2020, the company is committed to generating positive impact by designing intuitive, customisable digital tools that empower destination marketing organisations and tour operators.

Boldest’s founders see technology not only as a business enabler but as a lever for systemic transformation.



We encouraged Boldest to ensure that their product design, organisational culture and client experiences align with social, environmental and ethical values. Their working tools should reflect their continued journey to integrate purpose into action.

#### 4. The Impact Manual

Boldest's impact manual is a living document, a practical guide designed to align actions across the team, clients and suppliers.

More than a static policy, it serves as an open book that turns values into decisions, reflecting the belief that impact begins internally and grows through daily choices and collaboration.

##### **Challenge:**

The idea of "corporate manuals" often intimidates executives, as many wish to foster an active culture rather than rely on "boring manuals" that are seldom read.

##### **Our Advice:**

We advised that documenting ideas, actions and reflections and sharing them with the team is crucial to aligning values and vision, especially as the company grows.

However, doing it once and simply sending it out is unlikely to be effective. Culture grows through actions and for that reason, Boldest adopted the approach of regularly discussing chapters of the manual with the team, checking alignment and doing this in small steps within the working environment. In this way, they achieve a full "annual review" of the manual without turning it into a dull once-a-year task. It also brings new team members on board at any time and allows them to maintain a continuous sense of how they are doing as a company.



## Outcome – Boldest Impact Manual Index

### Purpose

#### **Scope 1:** Employees – Internal Growth for Greater Impact

Tips to improve your team's remote work

From Strategy to Action: How We Bring Well-being to Life

#### **Scope 2:** Expanding Our Impact Through Partnerships

Tips to improve the impact of your supplier network

Sample supplier questionnaire on ethical and sustainable standards

#### **Scope 3:** Building Change Through Conscious Collaboration

Tips to enhance Boldest's positive impact through its client relationships

### Looking Ahead



## 5. Internal Launch and Engagement

We recommended that Boldest create a clear slide deck to introduce the impact manual to the team and to hold a dedicated launch event encouraging dialogue and shared ownership, followed by regular reviews to reflect, adjust and maintain impact as a living collective commitment.

## 6. Acknowledging Diverse Impact Levels

We supported Boldest in recognising that not all partners will reach the same level of impact, as tailored solutions are often required.

Instead of aiming for uniform outcomes, Boldest committed to avoiding greenwashing and to approaching these differences with transparency and honesty, building trust through realistic and context-aware strategies.

### **Challenge:**

Not everyone, internally, externally or within their user base, is at the same stage of impact or has decision-making power in this area. Yet the goal is to create as many opportunity points as possible.

### **Our Approach:**

Creating various levels and accepting imperfection is essential to foster an authentic, open and inspiring journey for individuals and organisations at different stages of impact.

## 7. User Inspiration as a Key Lever

Perhaps the greatest power lies in inspiring users. When impact is visible, relatable and easy to act on, users become active agents of change. And mostly deep beyond the initial scope that the technology wanted for! That is a lot of power for a supplier and needs to be catered for with care and respect.

We encouraged Boldest to design with inspiration in mind, turning complex goals into tangible actions that empower individuals and communities to contribute meaningfully.

## 8. Integrating Impact Without Preaching

We encouraged Boldest to understand that impact should not be communicated in a preachy way but instead embedded naturally into the user experience.

As part of our consulting sessions, we advised them to incorporate impact principles into the client user manual by offering practical and accessible guidance that encourages conscious use, without imposing values.

Example:

- Add features that help users see eco-friendly choices, such as: Showing walking or biking paths; Highlighting public transport options where available; Nudging users visually towards low-impact behaviours.
- Video reference: <https://www.youtube.com/watch?v=Ztbg5oLjh5s>

## 9. Guiding Conscious Travel Through Visual Design

Through this initiative, we supported the promotion of design as a gentle yet powerful tool to motivate users towards more sustainable choices.

By visually prioritising low-impact options such as walking, biking or public transport before defaulting to car use, Boldest can reinforce impact without limiting freedom.

Clear visual cues, like icons and colour codes, further enhance this experience, making sustainable decisions more intuitive.

This thoughtful design approach not only supports user autonomy but also aligns each journey with the values Boldest seeks to promote.

## 10. Working With Others – Shared Impact Through Honest

### Questions

We also acknowledged that Boldest is not walking this path alone. Their partners and suppliers are part of their ecosystem and the company wanted to build trust through mutual understanding, not prescriptions.

That is why we encouraged Boldest to start asking simple reflective questions, not to judge, but to connect and learn together.

These questions were shared with suppliers and partners in a non-invasive way, creating opportunities for transparency and shared growth:



## **Environmental Commitment**

*What steps are you taking to reduce your environmental impact?*

(Examples: reducing single-use plastics, using biodegradable materials, saving energy or water, measuring your carbon footprint)

## ***People & Inclusion***

How do you ensure fair, safe, and inclusive working conditions in your team?

(This might include equity policies, access to training or actions that support diversity)

## ***Ethics & Community***

Do you follow a code of ethics and support your local community or smaller suppliers?

(Feel free to share examples or mention if any efforts are in progress)



## Closing Words

The journey described in these pages is Boldest's.

But it could be the story of many travel and hospitality businesses striving to grow while holding on to their values. We've learned that there is no single "perfect" way to do this. What matters is the willingness to ask honest questions, to adapt when reality challenges our ideals, and to keep moving forward one step at a time.

Boldest will continue refining how they integrate impact into their culture, partnerships, and products. Singular Places will continue supporting businesses; in technology, hospitality, and beyond, to find their own path to meaningful, lasting change.

If something in this manual resonates with you, we invite you to join the conversation. Whether you are a start-up founder, a destination manager, or part of a larger organisation, there is always room to deepen impact from the inside out.

## Contact us

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*Let's keep building a travel industry where technology, creativity and responsibility work hand in hand and where purpose doesn't just survive growth, it drives it.*

## Boldest / ST3ER Report

### Disclaimer

Views and opinions expressed in this document, reflect only the author's views and the ST3ER Consortium or the EC are not liable for any use that may be made of the information contained therein.

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