

EFFECTS OF PROMOTION PRACTICES ON THE SUSTAINABLE DEVELOPMENT OF TOURIST DESTINATIONS

Mariya Stankova¹, Christos Amoiradis²

Received: 02.05.2019, Accepted: 15.05.2019

Abstract

Tourism is one of the fastest growing industries across the globe. It is a strong contributor to economic development and works towards providing economic and socially sustainable development. However, the number of international tourists is permanently growing. With this circumstances, to sustain the high level of tourist flows, it is required by the destinations to minimize the adverse effect of economic growth. This would enable it to diminish the negative impacts of their economic growth and harness the power of tourism in economy to help see the positive changes. The present paper sheds light on the good practices that have been adopted across the globe to promote tourism destinations and researches the various codes of conduct that can be adopted to promote tourism. Studying the application of environmental protection measures and implementation of environmental management, it analyzes cases from across the globe to highlight sustainable tourist practices.

Keywords: *Tourist destinations, promotion practices, sustainable development*
JEL Codes: *Q56, O44*

INTRODUCTION

Tourism is one of the fastest growing industries across the globe (Filipova, 2011). It is a strong contributor to economic development and works towards providing economic and socially sustainable development. A report by the UN World Tourism Organization forecasted in 2010 that international tourism would reach a mark of 1.4 billion international tourist arrivals in 2020. However, this number was crossed by 2018, and is still growing at 6 % per year. In this context, the impact of tourism on the world environment is generating demand with the rapid development of what has been increasing interest in public and private sectors, and has led to a number of new policies at

¹ South-West University "Neofit Rilski", 60, Ivan Mihailov str., 2700 Blagoevgrad, Bulgaria

² University of Thessaly, Argonauts & Filellinon str., 38221 Volos, Greece

the national and interregional levels. The industry itself has responded to this trends with an arising awareness. However, to sustain the high level of tourist flows, it is required by the tourist destinations to minimize the adverse effect of economic growth. This would enable destinations (at country level) to diminish the negative impacts of their economic growth and harness the power of tourism segment in economy to help see the positive changes. The present paper sheds light on the good practices that have been adopted across the globe to promote tourism destinations, particularly in Europe. Further, the study deals with a comparison of the presented practices so as to outline their positives and negatives and to identify some translation possibilities as an effective experience leading to the achievement of sustainability in the development of tourist destinations. Studying the application of environmental protection measures and implementation of environmental management, the current study analyzes the chosen examples as cases to highlight sustainable tourist practices.

Its main goal is the understanding of the importance of sustainability throughout the whole process of planning, forecasting and managing of the tourism development. Considering the limitation of the paper's volume, the attention is focused on the analysis of best practices (linked to tourist destination' promotion) as a methodological basis for comparisons, conclusions and recommendations. Thus turning them in a useful tool for the guidlining of the sustainable success of tourist destinations in national or international level.

On the foundation of analysis and compared results, the paper presents the findings and conclusions based on the effects of promotion practices on the sustainable development of tourist destinations. Thus according to various cases discussed indicate that sustainability programs are destination dependent strategic tool and are different for each destination. These differences among the tourist destinations mainly focus on one of the three parameters of sustainable tourism, those of the social, environment, and economic dimensions. However, applied to the mass tourist destination, would lead to certain success in the sustainable development achievement, keeping the attention of tourist with a unique travel proposition to sustain tourism in the area.

LITERARY REVIEW ON JUSTIFICATION OF STUDY METHODOLOGY

In connection with the justification of the research methodology, a comprehensive review of the related literature was made. A number of different studies and databases were, principally focused on the best promotion practices

identification. Identifying and sharing knowledge of best practices has been established as one of the requirements for next-generation product development (Rezayat, 2004). To a further extent, best practice transfer can be defined as business imperative (Kermally, 2002). Best practices must be learnt from others, but managing such information and knowledge transfer is a critical challenge facing modern-day organizations (Dani et al., 2006). Following a certain logic, this study focuses on two main aspects: firstly - to build explicit knowledge by studying and systematizing good practices for the promotion of tourist destinations and secondly, to summarize and translate knowledge of best practice for effective sharing and reuse in the sustainable destination development. Sustainable destination development can further successfully apply strategies and programmes designed for transborder regions (Krasteva, Kiryakova-Dineva, 2018).

Defining the term good practice is difficult, given the many definitions of different authors and authoritative international organizations (International Quality Study, 1993; Johnson, 1997; Camp, 1989). However, this paper perceives and uses a work definition based on Bogan and English (1994) and Ramabadron, Dean and Evans (1997) describing it as optimum ways of performing work to achieve high performance.

CASES FROM ACROSS THE WORLD IN IMPLEMENTATION OF BEST PRACTICE PROMOTION OF TOURIST DESTINATION

Above segments in the current study highlight various environmental management system that tourist destination can choose from for their sustainable development. Further, the study will present various best practices that have been implemented across the world through cases of successful sustainable development: and benchmarking methods needs.

Rimini (Italy): Province of Rimini, in Italy is a coastal city located on the Adriatic Sea. It supports a population of 1.49 lakhs residents. The city received a total of 4.8 million tourists in 2017 and was fourth most popular destination for tourists in Italy. The city hosted 7.4 million tourists in 2017 (Busetto, 2019). Rimini is a mass tourist destination and tourism makes up for one of the major economic sectors. Rimini receives tourist in a high influx of tourists in summer between the periods of April to October and has undertaken economic diversification to promote tourism outside the summer season. With sustainable development in the area, since 1990s Rimini started tackling seasonality by sustainable development of cultural tourism (Figini, Vici, 2012).

TCCA however, led way to development of Integrated Coastal Zone Management (ICZM) in the area and ICZM committee was founded in Rimini (Coastal Management Centre, 2004). Regional council under ICZM was constituted and priority actions in Rimini included direction for restoration of river sediment flow process. Among other priorities included was regeneration of natural coastal process starting with the River Conca. Actions of enhanced usage of renewable energy with plans to include eco-sustainable center in beaches with facilities such as intense differentiated waste collection facility, photovoltaic panels, diminishing water usage, were all taken up to enhance the region's sustainability (Briani, 2009). Leading from these developmental strategic plans for sustainable development of tourism has been laid out and with implementation of changing roles in seaside, Rimini's inner city neighborhoods and cultural heritage sites are also being developed.

Among the procedure for sustainable development adopted in Rimini include implementation of ISO 14001 standards in frequent tourist destination including Italia in Miniatura. This makes Italia in Miniatura the only theme park in Europe that has an environmental label. Rimini also has managed to control their water consumption at beaches by 70–80%. They have also adopted information points at beaches, to inform residents and tourist air and water quality every day (Sörensson, 2010). A Tourism Carrying Capacity Assessment (TCCA) was carried out in Rimini in the year 2000 and results indicated that coastal tourism in the country had reached its carrying capacity limit. This led to a loss in environmental quality as well as its natural attractions. These events even resulted in a decrease in tourism in the area (United Nations Environment Programme, 2009). In this connection, Ivanova points out that it is a question of whether the economic benefits of the loading of an alluvial island are justifiable when it is bordered on a high capacity passenger ship that wants to take a tour of it (Ivanova, 2015).

Lloret de Mar (Spain): Lloret de Mar is a tourist destination in the Mediterranean coast located in the southern part of "Costa Brava. The region has a population of about 40,000 residents. As a mass tourist region, this destination received 5th rank among sun and sand destination in Spain in terms of hotel bed spaces with 29,000 terminuses. Lloret de Mar receives almost 1.2 million visits per year with 5.8 million tourist overnight stays per year (Lloret Turisme press office, 2019). For the period 1970s-2000 mass-tourism was boomed in Lloret de Mar first strategy was confined to economic benefits from tourism and environmental were held secondary.

Among the first measures of global development strategy that were raised in the 1992 Earth Summit, framed the management system for Agenda 21. It was only in 1997 that a board of tourism, representative of all political parties, hotel guilds, civil society, and business worlds and civil society took part in a conference on Tourism and Sustainable Growth. The committee promoted Agenda 21 under the advice of UNESCO and the International Council for Environment Initiatives to address region-specific sustainability indicators. These included an increase in the usage of public transport, enhanced recycling of municipal wastes, and maintenance of ecological quality of rivers in the city (Lew, 2017; Lloret de Mar, 1998).

Additionally, the government of Lloret De Mar has formulated Strategic Tourism Plan for over the periods, with objective of identifying hubs of competitiveness and generating strategies for sustainable development. Sustainability vision in the strategic tourism plan also includes measures to identify attitudes and methods that may add value to organizations working in the region, while developing a responsible attitude towards people and environment. With sustainability interest, ISO 14001 and EMAS standards are increasingly being adopted in the region ((Lloret de Mar, 2015; Lloret Urban Lab, 2016; Sörensson, 2010).

Costa Rica: Costa Rica is rain-forest rich tourist destination in Central American country. The region shares coastlines with the Pacific and Caribbean. With a population of 4.9 million, Costa Rica is home for about 5% of the world's species, with its rich biodiversity. While with the natural environment, Costa Rica also have cultural institutions to promote tourism. The region also hosts four different UNESCO World Heritage sites and receives more than 2 million visitors per year. Among the sustainable goals that the nation seeks to attain by 2021 is become the first carbon neutral country in the world (Costa Rica Tourism Board, 2019).

For sustainable development, Costa Rica has adopted Certification for Sustainable Tourism (CST). The program is designed for the tourism sector businesses to ensure that the development in the area are compliant with the cultural and communal reserve management as well as sustainable ecological model. The CST program is increasingly being administered to all national lodging establishments for free certification that allows them to focus on four major areas of development. These include the physical-biological parameters required to evaluate the interaction between companies working in the tourism department and their natural surroundings. CST further promotes hotel to integrate cultural elements. This helped growth of local region and communities

in the region. Measures such as Eco Hotels status for partnering hotel industry help keeping players in the industry motivated to adopt sustainable practices (Honey, 2002; Lepree, 2009).

Cuba: Cuba is an island tourist destination in the Caribbean Sea with a population of 11.49 million. The region received a record total of 4.75 million tourists in 2018. The increase in visitations grew by 60 percent in 2017 than it was four years ago (Cuba Tourist Board of Canada, 2017; Wood, 2018). Sustainable development of tourism was largely driven by its centralized economy. Since 1993, the region entails composite development of public and private sectors. The centralized approach to sustainable development led to formulation of a top-down approach in policy strategies. This meant that government was not case specific in developing only local destinations. Rather the approach adopted was sustainable and designed to develop all stakeholders in the Cuban economy (Laitamaki et al., 2016).

One of such top-down approach considered for driving sustainability in the region was Formación de Trabajadores para el Turismo or Education for tourism industry workers program. This programs for education was driven by FORMATOR schools in Cuba. These schools were responsible for overseeing training of professionals in the tourism sector. The workers in tourism sector are provided a four-year bachelor degree under the program. The programs are designed to prepare worker for their prospective position at work. Workers spend time learning practical application of sustainability at their job roles to promote Cuban tourism policies of encouraging sustainable practices in the tourism sector (Henthorne, George, Williams, 2010; Hingtgen et al., 2015; Laitamaki et al., 2016).

Ecuador and Aruba: Ecuador lies in South America's west coast and is home to wildlife-rich Galápagos Islands that is a UNESCO World Heritage site. Ecuador has a population of 16.6 million received almost 1.5 million tourists in 2017 reaching an all high mark historically (CEIC, 2018; Ministry of Tourism of Ecuador, 2007). The Ministry of Tourism realized the need for sustainable development in tourism that can be brought by concentrating on alternative ways and new options to maintain competitiveness of Galapagos as a tourist destination. The strategy included diversification of tourism offering a consolidated option of cultural experiences with natural destinations (Izurieta, 2017).

Apart from alleviating the impacts on sustainable tourism in the Galapagos, there are other measures also taken up by Ecuador including Buen Vivir. Gudynas (2001), described Buen Vivir to be the classical idea on which

quality of life depends. Buen Vivir embraces the notion of tourism welfare and cohabitation among communities as well as Nature. Raised consciousness of the necessity of human and ecology to co-exist led Ecuador to adopt Buen Vivir ideas in the new Constitutions. Indigenous concept of Buen Vivir known as the *sumak kawsay* of the *kichwa* was adopted in 2008 to describe the set of rights for each individual. These include rights of each resident of Ecuador towards health, shelter, food, education, and environment among others (Republic of Ecuador, 2008).

The Plan Nacional del Buen Vivir PNBV or the National Plan of Good Living devised by the government further introduced a shift of paradigm in tourism. PNBV promotes ecotourism with inclusion of chances for development of the local communities. There has been incorporation of heritage culture growth in tourism and local communities are included in convergence of activities between tourism and economy. For example, in case of service providers in tourism infrastructure, such as in the region of Agua Blanca, 80% of the population is involved in community tourism (Calisto Friant, Langmore, 2015; Endere, Zulaica, 2016; Guardiola, García-Quero, 2014).

Among the other program promoting sustainability in tourism in the region is the Green Gateway program in Aruba. Aruba received 1.07 million visitors in 2017 and a green gateway program is implemented to ensure sustainability of the region in the long term (Statistic, 2019). The program was launched in 2009 and is based on a vision of sustainable infrastructure investment. The transformation in Aruba planned with the help of Green Gateway is to create a knowledge-based, environmental and entrepreneurial sustainable economy. One of the pillars in the vision includes replacement of fossil fuels with renewable energy solutions. The government further plans to enhance capitalization of a favorable wind and solar resources on the island. The second pillar of green gateway aims at increasing capital for development of sustainable infrastructure. Long term Purchased Power Agreements are attractive ventures for international investors and will help the region gain on facilities such as wind and solar farm as well as futuristic waste-to-energy projects (Government of Aruba, 2015; Laitamaki et al., 2016; UNDP, 2017).

Azores (Portugal): Autonomous Region of the Azores is an archipelago made up of nine volcanic islands in North Atlantic Ocean. Azores has a population of 245,746 residents and received 1.3 million tourists in 2016. Among the sustainability programs affiliated in Azore, the Tourism Planning Program of the Autonomous Region of the Azores (POTRAA) was adopted in 1996. It, however, got its approval in 2008 by the Regional Legislative Decree

No. 38/2008/A. The measures undertaken included promotion of urban facilities of sustainable tourism at the same time keeping focus rehabilitation and recovery of rural tourism. POTRAA also focuses on patrimonialization that is local positioning of tourism sector in Azores with global articulations (Mihalič, 2013).

Azores also focused on projects such as LIFE Sustainable Laurel Forest undertaken to preserve two priority habitats in Azores, the Laurel forest and active bogs. Increases ecological restoration with appropriate restoration efforts against pastures and forest logging zones, promoted both value and long-term sustainability in the region. Further, The Government of the Azores under initiative for European and Global Geopark focused on the development of geotourism in the archipelagos. To promote sustainability of large scale tourism, several routes have been established, along the Volcanic Caves with Thermal Spas and the Urban routes. These allow tourists to acquire an understanding of the geological heritage of the region also enables the government to raise awareness about the cultural heritage of Azores (Calado et al., 2016; De La Cruz et al., 2014; Lima, Machado, Nunes, 2014).

RESULTS AND DISCUSSION

The case study of various tourist destinations and their efforts of sustainability highlights that sustainable development of tourism requires economic, social, and environmental sustainability. These three aspects depend on each other and have to be worked upon simultaneously by the countries to provide sustainable tourism to their tourist.

Table 1. Sustainability strategies for tourist destination

Case Study	Primary focus	Secondary Focus	Third Focus
Rimini	Environment	Economy	Social
Lloret de Mar	Economy	Social	Environment
Costa Rica	Social	Economy	Environment
Ecuador and Aruba	Social	Environment	Economy
Azores	Environment	Economy	Social
Cuba	Social	Economy	Environment

Source: Compiled by Author

Analysis of the cases highlights that tourist producers have different sustainability strategies depending on their prevailing conditions. Such as in Rimini the problem for sustainable development of tourism arises from the environmental causes such as need to focus on improving the quality of the seawater. At the same time ensuring that the practices of tourism are economically viable.

However, in Granada, the problem for sustainable tourism development arises from the short stay or low-price holidays that visitors look for. Granada receives a large number of tourists, however, they are only day travelers and hence tourism related services such as the restaurants and hotels do not attain economic benefit. Further, Gotland experiences seasonality among travelers. The programs such as HANSA cater to historic or cultural tourism to promote tourism around the year. Also, in Cuba is in a unique position to take advantage of its uniquely preserved cultural heritage. The work of developing the destination with social and environmental interests has led the way for formulation of education for tourism industry workers program. The program aims at high-end sustainable tourism with a workforce that is developed to focus on providing enhanced service and premium tourist experience. This will further enhance the competitiveness of the regions.

Further, the CST program approach of Costa Rica makes it one of the popular eco-tourist destination. The approach of CST integrates economic, educational, and social sustainability aspects for community development. Inclusion of physical-biological parameters in sustainable development practices and conservation through community development is the basis for CST based progress. Also, Ecuadorian practice of sustainable development in tourism and inclusion of Buen Vivir focuses on the social dimension of sustainable tourism. Buen Vivir principles of Ecuador tourism focuses on environmental sustainability with the development of local community. It guarantees rights to locals such as those of health, food, education, and shelter to ensure overall growth (Republic of Ecuador, 2008).

Additionally, in Aruba, the Green Gateway initiative focuses on managing the environmental impact of tourism in the longer run. The initiative brings out the need for focus in long term measures of sustainability such as manufacturing of renewable energy locally through cooperative efforts. Adoption of eco-savvy innovation enables Aruba to have uniquely-competitive sustainable tourism. Finally, the case study of islands in Azores suggests ways of sustainable development through promotion of cultural heritage and its natural endowments of biosphere reserve. The sustainability management

practices undertaken promote rural and urban areas to preserve local traditions and architectural heritage. At the same time, the practices ensure the development of tourism while minimizing environmental impact. Each case reviewed in the present study has unique tourism practices and sustainability programs developed around the available resources to ensure premium-quality services to tourists.

CONCLUSION AND RECOMMENDATIONS

Without doubt, the tourism industry is of utmost priority for economic development. However, it also has undoubted importance as strongly influencing the participants in it and helping to mitigate the effects of this economic development. Exploring the link between tourism and the economic development based on a survey of some of good practices in tourism, the paper emphasizes the importance and necessity of the adoption of codes of conduct, such as ISO 14001 by various tourism providers. It also provides the contours for application of environmental protection measures for sustainable designing of tourism, while minimizing negative environmental and social impacts. Implementation methods of environment management program further highlights methods for supervising and controlling adverse impacts of tourism activities. The various cases discussed indicate that sustainability programs are destination dependent strategic tool and are different for each destination. These difference among the tourist destinations mainly focus on one of the three parameters of sustainable tourism, those of social, environment, and economic dimension. It also became clear that mass tourist destinations sustainably developed with good practices, are able to offer tourists a unique travel proposition while maintaining tourism in the area and balancing sustainability.

REFERENCES

- Briani, M. (2009). Innovative strategies for sustainability in mass tourism destinations: the experience of the Province of Rimini. In S. S. Valentina Castellani (Ed.), *Sustainable Tourism as a Factor of Local Development* (pp. 60–76), Tangram Edizioni Scientifiche Trento, Italy
- Busetto, D. (2019). *Investment in Italy*. Retrieved January 25, 2019, from https://home.kpmg/content/dam/kpmg/it/pdf/2019/04/KPMG_Investment-In-Italy-2019.pdf
- Calado, H., Bragagnolo, C., Silva, S., & Vergílio, M. (2016). Adapting environmental function analysis for management of protected areas in small islands - case of

- Pico Island (the Azores). *Journal of Environmental Management*, 171, pp. 231-42
- Calisto Friant, M., & Langmore, J. (2015). The buen vivir: A policy to survive the anthropocene? *Global Policy*. Retrieved January 25, 2019, from <https://onlinelibrary.wiley.com/doi/abs/10.1111/1758-5899.12187>
- CEIC. (2018). Ecuador Visitor Arrivals [1997 - 2019]. Retrieved January 26, 2019, from <https://www.ceicdata.com/en/indicator/ecuador/visitor-arrivals>
- Coastal Management Centre. (2004). *REPORT on the Forum on Integrated Coastal Management in the Mediterranean: Towards Regional Protocol*. Cagliari. Retrieved January 28, 2019 from https://www.oieau.org/eaudoc/system/files/documents/41/207853/207853_doc.pdf
- Costa Rica Tourism Board. (2019). Costa Rica | Visit Costa Rica | Costa Rica Tourism Official website. Retrieved January 28, 2019, from <https://www.visitcostarica.com/en/costa-rica>
- Cuba Tourist Board of Canada. (2017). Gocuba.ca | Cuba Tourist Board of Canada. Retrieved January 28, 2019, from <https://www.gocuba.ca/en/>
- Dani, S, J. Harding, K Case, R I M Young, S Cochrane, J Gao, D Baxter. (2006). A methodology for best practice knowledge management. Proceedings of the Institution of Mechanical Engineers, Part B: *Journal of Engineering Manufacture*, 220 (10), pp. 1717-1728
- De La Cruz, A., Mendonça, A., Batista, A., Amaral, A., Silva, C., Figueiredo, F., Resendes, P. (2014). *Sustainable Laurel Forest One forest, one future*. Retrieved January 28, 2019, from http://ec.europa.eu/environment/life/project/Projects/index.cfm?fuseaction=home.showFile&rep=file&fil=LIFE07_NAT_P_000630_LAYMAN.pdf
- Endere, M. L., Zulaica, M. L. (2016). Socio-cultural sustainability and "Buen Vivir" (good living) at heritage sites: assessment of the agua blanca case, Ecuador. *Ambiente & Sociedad*, 18,(4), pp. 265-290. Retrieved January 25, 2019, from http://www.scielo.br/scielo.php?script=sci_arttext&pid=S1414753X2015000400015&lng=en&nrm=iso&tlng=en
- Figini, P., Vici, L. (2012). Off-season tourists and the cultural offer of a mass-tourism destination: The case of Rimini. *Tourism Management*. Retrieved January 25, 2019, from <https://doi.org/10.1016/j.tourman.2011.09.005>
- Filipova M., (2011). *Functional Special Feature in Management of the Tourism Company*, SWU Press, Blagoevgrad
- Guardiola, J., García-Quero, F. (2014). Buen Vivir (living well) in Ecuador: Community and environmental satisfaction without household material prosperity? *Ecological Economics*, Elsevier, vol. 107(C), pp. 177-184
- Gudynas, E. (2011). Buen Vivir: Today's tomorrow. *Development*, 54 (4), pp. 441-447. <https://doi.org/10.1057/dev.2011.86>

- Government of Aruba. (2015). *2020 Vision*. Retrieved January 29, 2019, from <http://www.utilitiesarubanv.com/main/wp-content/uploads/pdf/green-deck-aruba.pdf>
- Ivanova, P. (1/2015). Dimensions of cruise as a package tour. *Entrepreneurship*, p. 95. <http://ep.swu.bg/index.php/archive/opit-dokladi/2015-issue-1/37-dimensions-of-cruise-as-packidge-tour>
- Izurrieta, J. C. (2017). Behavior and trends in tourism in Galapagos between 2007 and 2015. In: *Galapagos Report 2015-2016, Puerto Ayora, Galapagos, Ecuador*. Retrieved January 29, 2019, from <https://www.galapagos.org/wp-content/uploads/2017/12/3-GR-2015-16-Tourism-section.pdf>.
- Henthorne, T. L., George, B. P., Williams, A. J. (2010). The evolving service culture of Cuban tourism: A case study. *Tourismos*, 5 (2), pp. 129–143
- Hingtgen, N., Kline, C., Fernandes, L., McGehee, N. G. (2015). Cuba in transition: Tourism industry perceptions of entrepreneurial change. *Tourism Management*, 50, pp. 184–193
- Honey, M. (2002). *Ecotourism & certification: setting standards in practice*. Island Press, Washington DC
- Johnson, C. (1997). Leveraging knowledge for operational excellence. *J. Knowledge Management*, 1(1), pp. 50–55
- Krasteva, R., Kiryakova-Dineva, T. (2018). Re-thinking the role of rural tourism. Potentials for a sustainable transborder tourism in the area Bulgaria-Greece, *European Journal of Sustainable Development* 2018, pp. 51-60
- Laitamaki, J., Torres Hechavarría, L., Tada, M., Liu, S., Setyady, N., Vatcharasontorn, N., Zheng, F. (2016). Sustainable Tourism Development Frameworks and Best Practices: Implications for the Cuban Tourism Industry. *Managing Global Transitions International Research Journal*, 14, (1), pp. 7-29
- Lepree, J. G. (2009). Certifying Sustainability: The Efficacy of Costa Rica's Certification for Sustainable Tourism. *Florida Atlantic Comparative Studies Journal*, 11, pp. 57-78
- Lew, A. A., Ng, P. T., Ni, C. cheng (Nickel), Wu, T. chiung (Emily) Wu. (2016). Community sustainability and resilience: similarities, differences and indicators. *Tourism Geographies*, 18, (1), pp. 18-27
- Lima, E. A., Machado, M., Nunes, J. C. (2014). Geotourism development in the Azores archipelago (Portugal) as an environmental awareness tool. *Czech Journal of Tourism* 2 (2), pp. 126-142
- Lloret de Mar. (1998). *AGENDA XXI LLORET DE MAR*. Retrieved January 28, 2019, from <https://www.lloret.cat/seccions/agendaa-xxi/fitxers-agenda-xxi/doc-ini-eng.pdf>
- Lloret de Mar. (2015). *Strategic Tourism Plan*. Retrieved January 26, 2019, from <http://professionals.lloretdemar.org/wp->

content/uploads/2015/10/PlaEstratègicENG.pdf

- Lloret Urban Lab. (2016). *Rethinking Lloret 2030*. Retrieved January 26, 2019, from http://www.ectp-ceu.eu/images/stories/PDF-docs/HPF_Lloret_de_Mar_2016_Final_Report_3.0.pdf
- Lloret Turisme press office. (2019). Lloret in figures - Lloret Turisme. Retrieved January 27, 2019, from <http://professionals.lloretdemar.org/en/statistics/lloret-in-figures/>
- Mihalič, T. (2013). *Tourism in the Azores Islands and its Context in Portugal*. 4th Conference of the International Association for Tourism Economics, At Ljubljana, Volume: IATE (International Association for Tourism Economics) 4th Biennial Conference 2013; ISBN 978-961-240-263-1. Retrieved January 25, 2019, from https://www.researchgate.net/publication/249314476_Tourism_in_the_Azores_Islands_and_its_Context_in_Portugal
- Republic of Ecuador. (2008). Ecuador: 2008 Constitution in English. Retrieved January 27, 2019, from <http://pdba.georgetown.edu/Constitutions/Ecuador/english08.html>
- Statistic. (2019). Number of tourist arrivals in Aruba 2017 |. Retrieved January 27, 2019, from <https://www.statista.com/statistics/816330/aruba-number-of-tourist-arrivals/>
- Sörensson, A. (2010). Sustainable tourism at mass tourist destinations: Best practice from tourist producers in Europe. *WIT Transactions on Ecology and the Environment*. <https://doi.org/10.2495/SW100541>
- Sörensson, A. (2014). *Can tourism be sustainable? : Service experiences from tourism destinations in Europe*. Åbo Akademi University Press.
- United Nations Environment Programme. (2009). *Sustainable coastal tourism : an integrated planning and management approach*. UNEP Sustainable Consumption and Production Branch. Retrieved January 6, 2019, from <http://www.unep.fr/shared/publications/pdf/dtix1091xpa-sustainablecoastaltourism-planning.pdf>
- UNDP (2017). *RAPID INTEGRATED ASSESSMENT ARUBA 2017*. Retrieved January 26, 2019, from <http://www.sustainablesids.org/wp-content/uploads/2018/06/Rapid-Integrated-Assessment-Aruba.pdf>
- Wood, D. (2018). Cuba Welcomed Record Number of Visitors in 2018. *Travel Pulse*. Retrieved January 25, 2019, from <https://www.travelpulse.com/news/destinations/cuba-welcomed-record-number-of-visitors-in-2018.html>