

# Analysis of the Most Common Mass Communication Tools of Marketing Communication Respecting the Criteria of Sustainability Within Tourism Industry



Odil Radjabov, Katarína Gubíniová, Lucia Vilčeková, and Katarína Remiaš

**Abstract** The paper explores the effective utilization of mass communication tools in marketing strategies is paramount. However, in light of increasing environmental concerns and social responsibility, the concept of sustainability has become central to modern business practices. This paper seeks to analyze the intersection between mass communication tools and sustainability criteria within the context of the tourism industry. Through a comprehensive literature review, this study identifies the most common mass communication tools employed in marketing within the tourism sector. Furthermore, it explores the evolving landscape of sustainability criteria and its integration into marketing communication strategies.

**Keywords** Tourism industry · Cultural tourism · Sustainability · Marketing communication · Tools of marketing communication

## 1 Introduction

Tourism has a huge potential for development, and it is an important source of national income, and an increase in foreign exchange earnings which affects other sectors of the economy. On the other hand, tourism is a fragile sector of the economy, hardly impacted by threats (e. g. COVID-19 pandemic) from the macro marketing environment. This fault can be compared with the 1990s international tourism volume and rehabilitation of economy, so it may take several years in case of sustainable

---

O. Radjabov

Universidad Politecnica Valencia, Camino de Vera, S/N, 46022 Valencia, Spain

Bukhara State University, M. Iqbol Street 11, Bukhara, Uzbekistan

K. Gubíniová (✉) · L. Vilčeková · K. Remiaš

Department of Marketing and Commerce, Faculty of Management, Comenius University  
Bratislava, Odbojárov 10, 820 05 Bratislava, Slovakia

e-mail: [katarina.gubiniovafm.uniba.sk](mailto:katarina.gubiniovafm.uniba.sk)

progress [44]. COVID-19 pandemic taught the tourism industry, politicians, visitors, stakeholders, and even researchers, but at the same time, opportunities on the way to the changes. In this new/changed context, one of the challenges facing cultural tourism is to turn the crisis into an opportunity and accelerate tourism transformation sustainability. As Fletcher [21] affirmed, even after the COVID-19 pandemic, the world cannot afford to rehabilitate past achievements. Excessive mass tourism affects the environment (including e. g. pollution and resource depletion) due to the unsustainable tourism. Despite the uncertainties that the health and economic crisis has induced in the tourism industry, one of the essentials consequences has been the consolidation of local tourism, especially domestic tourism [30].

## 2 Materials and Methods

Drawing upon theoretical frameworks and empirical evidence, this research aims to evaluate the extent to which mass communication tools align with sustainability principles in the tourism industry. By examining various best practices, the paper provides insights into the challenges and opportunities faced by businesses in integrating sustainability into their marketing communication strategies. Ultimately, this analysis contributes to a deeper understanding of the relationship between mass communication tools, sustainability, and marketing within the tourism industry. The findings offer valuable implications for practitioners, policymakers, and researchers seeking to foster sustainable practices in the realm of tourism marketing communication.

The aim of this paper is therefore to investigate and analyze the utilization of mass communication tools in marketing strategies within the tourism industry, with a particular emphasis on how these strategies align with sustainability criteria. By examining the current landscape of marketing communication practices and sustainability principles, the study seeks to identify opportunities for integrating sustainability into mass communication efforts within the tourism sector. Ultimately, the aim is to provide insights and recommendations that can guide businesses, policymakers, and researchers in promoting more sustainable marketing practices in the context of tourism.

## 3 Results and Discussion

Sustainability refers to the improving quality of life while living within the carrying capacity of supporting ecosystems. Sustainable tourism is extensively used as a panacea in the tourism discourse; however, there are still many challenges in its communication, understanding and efficient implementation. The work presented here aims to contribute to those issues by presenting the concept of greening tourism. Greening tourism is a response to the questions of competitiveness and ecological sustainability of tourism, but also the policies of United Nations and European Union

[16]. Moreover, they referred to the development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Economic, social, cultural, natural, and environmental utilization for the current generation without compromising future generation have become core goal of the tourism industry to achieve sustainability [20]. Regarding the tourism sphere, it considers the needs of the tourists, tourism companies and host communities. Nevertheless, the contribution to spreading the idea of sustainability is part and parcel of the Sustainable Development Goals (SDG) identified in 2012 at the United Nations Conference in Rio de Janeiro based on three pillars (economic, social, and ecologic). After, they replaced them with the Millenium Development Goals adopted in 2000.

In the framework of SDG and regarding tourism, following goals (no. 8., 12. and 14.) are the most related to tourism development, such as sustainable consumption and production, decent work and using natural resources responsibly. By establishing sustainable development principles, organizations engaged in tourism and even the whole of society can open new opportunities for growth and lower their risks to implement a well-functional society, a healthy environment, and a stable community. Tourism sector is relevant to each of the following goals of sustainable development:

1. tourism is opportunity for creation of new job places for local community which raise their income—sustainable (urban) tourism with emphasis on positive relation between environment, human and community cause in increasing long term effect on resident quality of life, some of these effects are increasing incomes, recreation of service facilities, improving urban decoration with cultural symbols, increasing job opportunities [41],
2. Tourism is accelerator of agricultural products with its high demand,
3. Tourism tax can be a good source of reinvestment for healthcare system,
4. Tourism sector can provide youth, women, and special needs people with decent job through quality education—there is a mismatch between training and the labour market in sustainable tourism, which generates a training need [5],
5. Tourism provides with opportunity to get job places for women,
6. Tourism is one of the leading sectors with high requirements of clean water and sanitation,
7. As the huge energy consumer, tourism promotes investment towards green and ecofriendly energy—Protected environment and preserved cultural heritage and natural assets through the reduced usage of energy and reduced hazardous pollutants will consequently lead to economically, socially, and environmentally sustainable tourism sector [25],
8. Tourism is considered as one of the export shareholders—cooperation in tourism is considered crucial for sustainable destination promotion, addressing several opportunities to decrease the level of competition among actors to achieve advantages for all [24],
9. Tourism development depends on good conditions of infrastructure and innovation—he main directions of using innovative marketing technologies in the field of tourism services are considered: release of new types of tourism product,

- change in the organization of production and consumption, identification, and use of new markets, as well as the use of new equipment and technology [7],
10. By involving all local community and stakeholders, tourism can support development of their origin places, even rural and remote places—the key directions in the management of innovation development of entrepreneurship in tourism were characterized based on the assertion of the need to promote successful innovations in tourism and the entrepreneurial ecosystem through the stakeholders' interaction [6],
  11. Tourism has direct relevance to preservation cultural and natural heritage, improving site infrastructure and investment to green transport means,
  12. Tourism sector requires sustainable consumption and production system for which enhance community wellbeing overall—due to the nature of the cultural tourism product, which is created at almost the same time it is consumed, during a tourist experience, the development of a new tourism product must be considered not only a controlled process, but also as a cultural synthesis which allows us to transmit knowledge about the specific culture and tourism market and to understand how to keep pace with cultural and ideological changes [22],
  13. Tourism stakeholders ought to play essential role in climate change preservation and carbon footprint reducing process,
  14. Coastal tourism usually depends on good marine ecosystem,
  15. Colorful biodiversity is the main source of tourists visit purpose,
  16. As tourism involves multicultural integration it enhances tolerance and understanding among them,
  17. As tourism includes several sectors of economy, it involves new stakeholders and fosters public and private partnership.

However, tourism is considered as a huge potential source of profit, it causes serious problems such as overcrowding, cultural appropriation, and the loss of authenticity among others [28]. Tourism brings money and jobs to cities and regions, but it also can also damage residents' everyday lives, as well as the area's culture and heritage. Under this scenario, sustainable tourism development at cultural sites offers a new perspective, as it places cultural heritage and local communities at the centre of decision-making processes. That means it involves local communities and other stakeholders in the decision-making processes as a key to ensuring the benefit of both cultural heritage and the local population. There is currently a growing concern about the consequences of tourism activity on the environment. In this regards, sustainable management is understood as a key element that can help destination marketing organizations (DMOs) to improve a tourist destination's competitiveness [1]. The objective of sustainable cultural tourism is to ensure good conservation practices along with authentic interpretation that supports the local economy. Tourists' travel decisions can be influenced by appropriate policies that seek to encourage them to choose travel plans leading to more sustainable tourism practices [4].

## The Role of Communication in Sustainable Development

In the context of sustainable tourism development, communication appears as a strong way for integrating stakeholders (private and government sectors) and the local community [17]. Principles for the implementation of efficient communication must be filled by the integration of idea of sustainability anywhere like not just as a goal but as an ongoing process and clear and understandable communication (explanation through storytelling) showing different channels (ads or websites) of tourist companies and being a vehicle for knowing all SDG. It is crucial to consider that sustainability is not just environmental and climate protection, but it is social and economic issues to avoid stereotypes and to provide a comprehensive view of the progress made and prospects in the relationship between communicational tools and sustainable tourism. Tourism activity at this destination belongs to the service sector and is customer-oriented, therefore, the effectiveness of communications that provide a link between the government, the producer of tourism services (tour operator) and the consumer (tourist) is crucial.

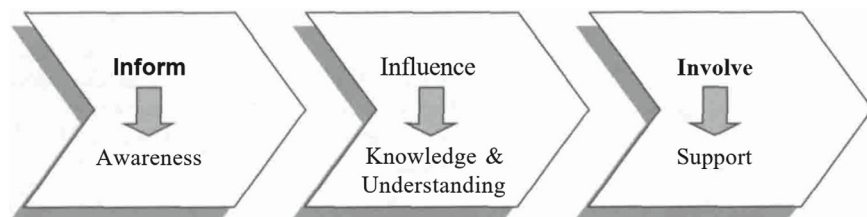
Even though each SDG can be promoted by this way of communicating each has its management and communication is an unreplaceable part of it. For example, online financial services, call centers for poor families, online registration systems, education based on new communication technologies, new jobs for all genders and ages through ICT, saving water and energy according to the forecast of ICT, and access to renewable energy, acquiring the job of future with digital skills, easy access to information for business, strongly connected cities and communities, digitalization of forecasting of extreme climate changes, GPS and satellite tracking, open access services, co-operating among participants. Some of institutional information providers provided practical information of big company CEO claiming that the main issue of sustainable development on 4 Cs elements: collaboration, controlling, communication and commitment highlighting practical value of communication and collaboration for total development.

Communication is not just a common process of information transition. Sustainable tourism communication begins from the visitors travel decision to side and lasts their return to home [43]. Integrated marketing communications consistency for sustainability significantly influences guests' ecological knowledge and brand equity, which, in turn, considerably impacts guests' satisfaction [10]. Furthermore, communication need to be tool of strategic planning at the same time, due to lack of it can lead the failure. Sustainability has become an important strategic objective for tourism destinations worldwide. All analytical tourism competitiveness models make direct or indirect positive references to sustainability. It is accepted that sustainable tourism can reduce resource costs and help create market differentiation [38]. According to Bramwell and Lane [12] communication also includes "how people use message to generate meanings within and across various contexts, cultures, channels, and media". Additionally, other communicational matters pinouts the lack of strategic communication applied to destinations [39]. To solve this problem a strategic communicational plan is mandatory to define principles, goals, contents and means not only to create content but to manage communication.

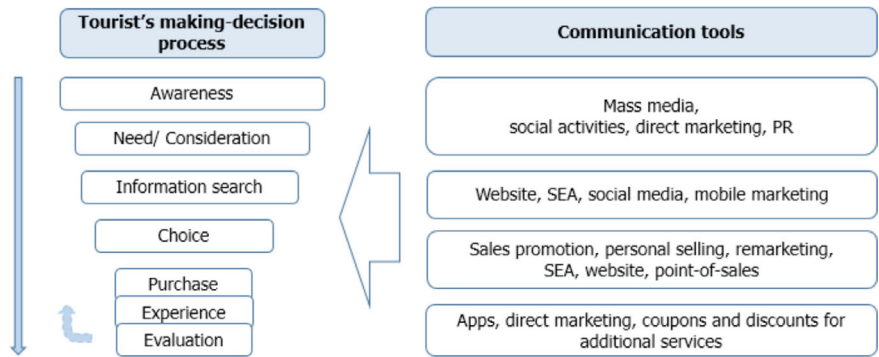
Regarding to the history of communication for development, there are three development paradigms: modernization, dependency, and participation [28]. While in the middle of the twentieth century modernization generally used one-way media communication, on top-down bases in order to disseminate developed countries examples for implementation in undeveloped ones belongs to the model sender—message—receiver [34], in the 70's there was formed dependency theory [40] as a consequence which included additionally two-ways communication also and was useful to achieve autonomy. Few years (respectively decades in the less developed economies) most development agencies and organizations consider the essence of the participatory paradigm to focus on human perceptions, opinions, and beliefs in the decision-making process and based on just two-ways communication belonging to the decision maker a dialogue decision-maker B model [3]. The beneficial features of this method depend on communication that empowers people, focused on dialogues and listening is essential such as talking [23]. Communication should be based on not just coding and message exchanging but also should be problem-posing [9], moreover research [3] and planning tools [33], and a solemn stage in the development decision-making process. The base role of communication on strategic planning includes following functions [45]: institutional positioning, campaign-based fundraising, and reaction of indigenous community in conflict situations. Andelman [2], a proposed communication model ranging from simple information provision by involvement participants encouraging their opportunities for decision-making. This process includes informing to raise awareness and enhance influence and involvement [28] through knowledge and public support respectively (Fig. 1).

Gorlevskaya [27] explains this process by the side of tourist decision making, the first step is Awareness created by mass media, and there is essential role of PR activities and Blichfeldt [8] also highlights tourists' storytelling mean as the most efficient strategic communication tool, because of its high rate of trust. The second step is needs or consideration were targeting audience starts looking for information, where consumers get information through web sites and social media or mobile marketing and is ready to make decision: their choice which is the last step of the process (Fig. 2).

Sustainable tourism development (STD) conducts tourism ecosystem which contains several tourism system elements [31]. STD generally considered as the relation to tourist destinations and further encouraged to hospitality management.



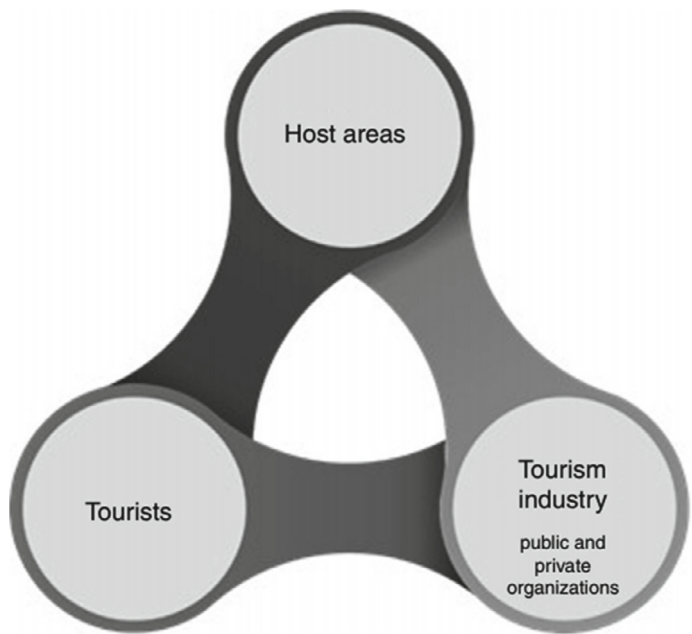
**Fig. 1** The “3Is” of communication—a continuum to build support [28]



**Fig. 2** Making-decision process and communication tools in tourism [27]

Hence, it is often viewed as encompassing a triangular communication (Fig. 3) among tourists’ host areas, and the tourism industry [15].

Bramwell and Lane [12] highlighted that, tourism businesses often have few reasons to want to promote sustainable tourism. Major industries actions aim to accomplish clear competitive advantages and/or improve results and considering that entrepreneurs should follow a holistic strategy and include all stakeholders on all levels form micro to macro [18].



**Fig. 3** Sustainable tourism ecosystem [15]

The recent studies focused on participation of local community on tourism activities [14, 35], and balance among the triple bottom-line dimensions demand an intensive level of collobation among nonprofit organizations, businesses, citizens, and governments. Strategic communication [37] is considered as prerequisite and it is an efficient way of decision-making tool where public participation is priceless, it consists of all policy making process: from formatting of vision to implementation and monitoring of plans. Benefit from strategic communication can be seen on the followings: strengthen capacity building, encouraging people work together, motivation, raise awareness, accelerate, and improve people behavior, empower local people for appreciation their cultural values and encourage efforts into the future. Mazza [32] described practical strategic communication on the following stages of communication process:

1. awareness raising,
2. information,
3. education,
4. relations encouragement,
5. experience encouragement,
6. action encouragement.

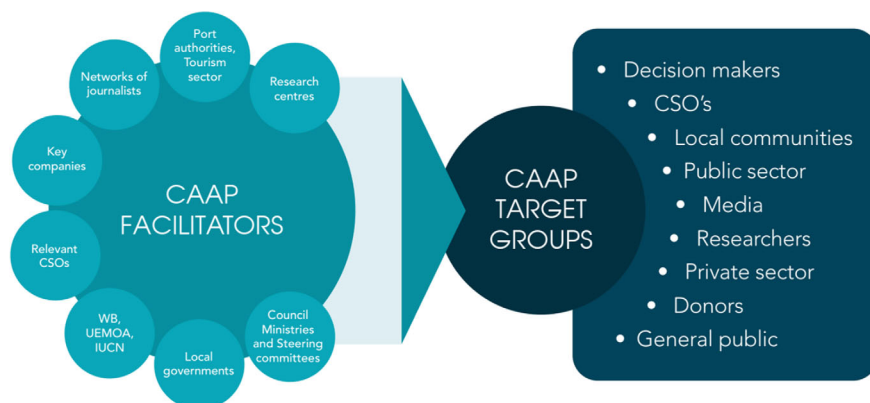
For analyzing strategic communication Blichfeldt [8] suggested two groups of methods:

1. According to transmission model:
  - narrative analysis: impact of storytelling,
  - rhetorical analysis: study of language: source, emotion, and logic,
  - semiotic analysis: sign within society,
  - discourse analysis: text meaning exploring—induction (usually for on-line means).
2. According to interaction model:
  - content analysis: identification presence of concepts or words in online means,
  - netnography: online community and cultures research focusing consumer behavior and attitude.

Furthermore Blichfeldt [8] marked the role of challenges in sustainable strategic communications in tourism such as: greenspeak (saying and doing), greenwashing (more saying than doing), and greenhushing (pretending as sustainably focused by disinformation) issues on the communication process, comparing their intent, goals and impact to development of sustainable tourism.

Stakeholder in tourism industry is divided into generally four main groups [26]: tourists (visitors), residents (local community), entrepreneurs, and government. Jamal and Getz [29] had expanded version of this division including public organization, tourism industry associations, regional authorities, community groups, civil societies and agencies and special interest groups. CAAP (Communication awareness action planning) system offers communication system attenders dividing into two main categories: plan facilitators and target groups (Fig. 4).





**Fig. 4** CAAP main facilitators and targeted audiences [36]

The main principles of strategic communication may be briefly explained as: engaging stakeholders and opinion leaders, cooperation, enhancement of organizational management and communicational skills, positive word of mouth and reputation, an implementation by permanent monitoring and evaluation.

To enhance effectiveness of strategic communication there are proposed following principles:

- Diversification of interpretation and application. Communication process involves tremendous types of participants and there is no universal method of communication. Furthermore, each time there is several purposes and goals of communication with participants.
- Integration into management planning. Communication should not be the part for just dissemination of results, it must be indivisible part of management planning [33] instead must exist in each stage of management. The main gap between management plan and success in communication research [19] and it may be guarantee for achievement of expected goals.
- Moving from communication objective to means and actions. After figuring out concepts and ideas, it should bring along participatory action [45] regarding integration with all communicators. There may be used one-way media and more powerful for changes two-way communication means.
- Permanent monitoring and evaluation. These two actions must be followed on each stage of communication process. Clearly assessment is fundamental step for management [42], and adequate indicators of evaluation may provide projects with appropriate direction.
- Professionalizing and systematically mainstreaming communication process in future. Building capacity and upgrading communication system in future is requirement of present conditions, there will be every time fresh challenges which demand for innovative approach [13].

Although it is now typical for marketing communications to be able to contribute to social and environmental harms, it is important to highlight that marketing communications tools can be used in efforts to achieve a variety of sustainability goals. Within sustainability marketing, the attributes of social marketing are often emphasized, with national governments and NGOs quite often using marketing communication tools to build awareness of issues at the heart of sustainability (e.g. climate change), for example. In the concept of sustainable marketing management, marketing communication is as important an element of the marketing mix as in the traditional marketing management concept. Indeed, without effective marketing communication it is difficult to build awareness of the sustainable solutions that organizations offer to customers. Effective marketing communication creates long-term relationships with customers (which are further strengthened at different stages of the product life cycle). The challenge for marketing managers who manage an organization's communication strategy in line with the concept of sustainable marketing management is to ensure that marketing communication campaigns respect the nature of customers and use the power of different marketing communication tools in such a way that they are not associated with negative social and environmental aspects of communication.

Sustainable marketing communication represents a significant step in the evolution of marketing communication.

- traditional marketing communication focused on promoting the product towards the customer,
- marketing communication in the concept of relationship marketing focuses much more on communication with the customer, as well as on acquiring customer information to serve them more effectively,
- sustainable marketing communication highlights the organization more than the product offering, thus allowing customers to learn information about the organization, but above all enabling a dialogue between the organization and the customer.

This dialogue creates a dual focal point for sustainable communication strategies:

- communicating with customers about the sustainable solutions the organization offers through its products,
- communicating with customers but also other stakeholders about the organization.

An organization's efforts to promote the sustainable solutions offered by their products must be carefully planned, managed, and controlled from a marketing communications perspective. The starting point of a communication strategy is the setting of marketing communication objectives. Each individual communication activity has a set objective (for example, from the simplest in the form of a response to a customer request to building awareness of the product in a specific customer segment).

The most common objectives of marketing communication include the following:

- **Creating awareness.** No matter how exceptional a tourism product, i.e. location, destination, brand etc., it will struggle to survive in today's rapidly evolving and changing markets without customer awareness. One of the key factors preventing the development of sustainable tourism, as well as their transfer from niche to mass markets, is very often the lack of widespread awareness among customers (which in turn suits established competitors with traditional tourism product).
- **Communication.** The dissemination of information towards customers concerns products and their availability, the nature of the tourism organization and its activities. Efforts to develop a sustainable marketing management approach include informing customers about sustainable issues (often in general terms) and their relationship to lifestyle and the choices available to customers. However, it should be noted that the provision of information alone is very rarely a sufficient motivating factor for customers to adopt sustainable consumption behavior or consumption.
- **Reminder.** One of the objectives of marketing communication tools may be to remind people of tourism products and their availability or the need to maintain or replace a traditional tourism product. Marketing managers can play an important role in the sustainable use of products by reminding customers of the need for standard product consumption, thereby creating opportunities for product added services.
- **Persuasion.** Customers often need to be persuaded to try a new product, change brand loyalty, or change consumer behavior in a (positive) direction.
- **Reassurance.** This involves reassuring customers by confronting direct or implied criticism of products (e.g. also using competitors' marketing communications) and reassuring customers that buying the organization's (sustainable) product was a rational decision.
- **Motivation.** The aim of marketing communication can be to motivate customers to react in a certain way, for example, through a direct response in the form of a phone call, a click on a website to a specific product (offer).
- **Remuneration.** By rewarding we mean rewarding customers through direct benefits for previous loyalty and loyalty as well as other (active) behaviors. Many organizations both incentivize and reward customers.
- **Building collaboration.** Collaboration with customers should be created through relationship-building activities as well as through interactive communication (e.g. interactive websites).

Marketing communication offers quite a wide range of tools to be used in the processes of achieving the above objectives. From the point of view of the traditional marketing management concept, marketing communication tools were divided into above-the-line and below-the-line in terms of effort and budget. However, in recent years this "magic" line has become blurred, gradually losing its meaning, and therefore many marketing communication organizations and agencies have started to talk about integrated marketing communication.

In terms of the use of marketing communication tools in the concept of sustainable marketing management, the same tools can be discussed as in the traditional concept, but the implications and impacts of each tool in terms of sustainability are different.

## **Advertising**

Advertising is the marketing communication tool with which the public most often associates marketing. Advertising uses mass communication channels such as television, radio and print media. Advertising is an influential marketing communication tool that can reach a large or dispersed part of the market, very often repeatedly, with a persuasive and informative content of the marketing communication message. Advertising has several limiting factors, such as the unidirectional delivery of the message content to the entire audience.

In terms of promoting sustainable marketing strategies, advertising is used quite often for certain product categories (e.g. cars, cleaning products). Advertisements often use vague, unspecific, unsubstantiated, and misleading claims, as well as claims that contain so-called moral appeals.

There are several challenges that marketing managers face in using mass advertising in the process of promoting sustainable products more effectively. Advertising has very strong associations with the traditional marketing paradigm, which emphasizes the demand side and focuses on the (often superficial and shallow) design and style of products rather than their true meaning and relevance. For this reason, many marketing managers (as well as customers) distrust advertising as a marketing communication tool and therefore do not want to use it in promoting sustainable, credible product attributes. However, it can be a challenge to communicate meaningfully through advertising about the complex, interplay of the social, environmental, economic, technical and customer benefits of a product from a sustainable perspective using, for example, a 30-s TV advert or a single A4 advert in a magazine.

### **Public Relations as solution for Strategic P Communication.**

Communication can be divided in several groups and forms, while each one has its unique features. Interpersonal communication has more feelings, correct message, and content, through this type of communication communicators can reach to joint solution for issue. As the disseminating methods, there are used several types of communication such as personal communication, mass media, education, advocacy, and public relation. When personal communication and advocacy involves more meeting for small community and mass media covers more audience for an exact time, education provides communicator trainers for a long time, public relation may effectively involve key actors for awareness raising campaign as a chartered institution of PR in the UK (2006) defines it like that "Public relation is the discipline which looks after reputation, with the aim of earning understanding and support and influencing opinion behavior. It is the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its public."

PR is vital to the success of tourism business, due to its function of creation awareness of special destinations, attraction, or event. It let the tourism industry encourage their profile within local community and target markets. The main reason of using PR

for whole tourism system is building positive relationships which generates interest to the destination. Major of tourism firms rely on word-of-mouth advertising, which is built through effective PR campaigns. PR professionals can help destination to create reputation through positive image publication, advertising, and events. PR for tourism sphere contains promotional events such as sport events, festivals, and cultural events. PR can be used for marketing, advertisement, or promotional purposes, moreover it is good tools for crises management to fight negative events impacting travel plans. PR is all about perception, thus positive imaginary attracts flow of visitors while bad one may be reason of avoiding the destination.

Strategic communication for sustainable tourism requires more integration between the public, and private sectors and visitors. There is a gap between the public sector and private sectors in SDG communication which carries out serious consequences as the low rate of awareness. So that the purpose of this research is to explore communication tools and strategies and design an efficient methodology for communicating sustainability to enhance cultural tourism in the Bukhara region by the assignation of responsibility and duties to the tourism system participants.

Based on the above mentioned, the research aims to study the ways of communicating and promoting national brands and their impact on tourist incoming in cultural tourism destinations. Furthermore, to develop sustainable tourism by enhancing cultural tourism in the regions.

### **Online Marketing Communication**

The Internet and other modern information and communication technologies have created a “revolution” in marketing communication. In the early days of online marketing communication, most organizations transformed their marketing communication tools (e.g. television and print advertisements) into websites, making them a source of information for customers. Such use of online marketing communication is characterized by the one-way provision of information to customers and therefore cannot be considered as a tool used in relationship-building processes.

With the development of various forms of online marketing (e.g. social media, blogs, product review sites), a space has been created for initiating and sharing conversations about products, brands, and organizations, and thus building relationships with customers. In terms of online marketing, the trend for many organizations is to create stand-alone websites to educate customers about sustainable aspects related to the brand.

## **4 Conclusion**

Strategic communication for sustainable tourism requires more integration between the public, and private sectors and visitors. There is a gap between the public sector and private sectors in the area of Sustainable Development Goals communication which carries out serious consequences as the low rate of awareness. So that the purpose of this research is to explore communication tools and strategies

and design an efficient methodology for communicating sustainability in order to enhance cultural tourism in the any region by the assignation of responsibility and duties to the tourism system participants.

Based on the above mentioned, the research aims to study the ways of communicating and promoting national brands and their impact on tourist incoming in cultural tourism destinations. Furthermore, to develop sustainable tourism by enhancing cultural tourism in the regions.

## References

1. Almeida-Santana, A., Moreno-Gil, S.: Perceived sustainable destination image: implications for marketing strategies in Europe. *Sustainability* **11**(22) (2019)
2. Andelman, M.: *Diversidad Biológica y Participación Pública-Análisis de experiencias en Argentina*. UICN-CEC. Quito (2002)
3. Anyaegbunam, C., Mefalopulos, P., Moetsabi T.: Participatory rural communication appraisal: starting with the people. FAO/SADC. Harare, Zimbabwe. (1998)
4. Araña, J.E., León, C.J.: Are tourists animal spirits? Evidence from a field experiment exploring the use of non-market based interventions advocating sustainable tourism. *J. Sustain. Tour.* **24**(3), 430–445 (2016)
5. Arraiza, M.P., et al.: “The Role of Academia in Sustainable Tourism. In: 12th International Technology, Education and Development Conference (Inted), pp. 3249–3254 (2018)
6. Azizov, A.: Innovation development and entrepreneurship management in tourism of azerbaijan: current trends and priorities. *Mark. Manage. Innov.* (4), 104–120 (2021)
7. Barna, M., Semak, B.: Main trends of marketing innovations development of international tour operating. *Balt. J. Econ. Stud.* **6**(5), 33–41 (2020)
8. Blichfeldt, B.S.: Strategic communication in tourism. *TIC TALKS* **5**, 1–88 (2017)
9. Bordenave, J.L.: *Communication of agricultural innovations in Latin America: the need for new models* in E. Sage Publications. London, UK, Rogers, *Communication and Development Critical Perspectives* (1976)
10. Bordian, M., et al.: The impact of sustainable marketing communications on consumer responses in the hotel industry. *J. East Eur. Manage. Stud.* **28**(2), 347–373 (2023)
11. Bramwell, B., Lane, B.: Collaboration and partnerships in tourism planning. In: *Tourism Collaboration and Partnerships: Politics, Practice and Sustainability* **2**(1) (2000)
12. Bramwell, B., Lane, B.: Getting from here to there: systems change, behavioural change and sustainable tourism. *J. Sustain. Tour.* **21**(1), 1–4 (2013)
13. Bronson, D.: Engaging Canadians: building professional communications in Parks Canada. *Commun. Prot. Areas* 61–68 (2004)
14. Budeanu, A., Miller, G., Moscardo, G., Ooi, C.S.: Sustainable tourism, progress, challenges and opportunities: an introduction. *J. Clean. Prod.* **111**, 285–294 (2016)
15. Butler, R.W. (1999) Sustainable tourism: the state of the art. *Tour. Geogr.* **1**, 7–25 (1999)
16. Caric, H.: Perspectives of greening tourism development—the concepts, the policies, the implementation. *Tourism* **66**(1), 78–88 (2018)
17. Commission Communication.: Agenda for a sustainable and competitive European tourism. Brussels (2007). <https://eur-lex.europa.eu/legalcontent/EN/TXT/?uri=CELEX:52007DC0621>
18. Cuculeski, N., Petrovska, I., Cuculeski, V.: Sustainable marketing and consumers’ preferences in tourism. *Eur. J. Tour., Hosp. Recreation* **7**(2), 84–90 (2016)
19. Encalada, M.A.: Optimizing the use of research in order to consolidate communication planning for protected areas. *Commun. Prot. Areas* 217 (2004)
20. Fatimah, Y.A., Pujiarto, B.: Sustainable nature tourism development through ICT implementation: a case of indonesian pines village. In: *Proceedings of the 3rd International Conference on Automotive Innovation Green Energy Vehicle (Aigev 2018)* 2059 (2019)

21. Fletcher, R., Mas, I.M., Blazquez-Salom, M., Blanco-Romero, A.: Tourism, Degrowth, and the COVID-19 Crisis. Political Ecology Network. Available online: <https://politicalecologynetwork.org/2020/03/24/tourism-degrowth-and-the-covid-19-crisis/>. Accessed on 1 April 2021
22. Franjic, R.: Animator in cultural tourism as a manager of experience. *Montenegrin J. Econ.* **7**(2), 121–127 (2011)
23. Freire, P.: *Pedagogy of the Oppressed*, Rev Continuum, New York, NY (1997)
24. Garbelli, M., Gabriele, M.: Reshaping the role of destination management organizations: heritage promotion through virtual enterprises-case study: bresciatourism. *Sustainability* **13**(8) (2021)
25. Gavrilovic, Z., Maksimovic, M.: Green innovations in the tourism sector. *Strat. Manag.* **23**(1), 36–42 (2018)
26. Goeldner, C.R., Ritchie, J.R.B. (9th ed.): *Tourism: Principles, Practices, Philosophies*. Hoboken, NJ: John Wiley & Sons, Inc. (2003)
27. Gorlevskaya, L.: Building effective marketing communications in tourism. *Studia commercialia Bratislavensia* **9**(35) (2016)
28. Hamu D., Auchincloss, E., Goldstein, W. (eds.): *Communicating Protected Areas, Commission on Education and Communication*, IUCN, Gland, Switzerland and Cambridge, UK, pp. xiv+312. ISBN: 2-8317-0822-2 (2004)
29. Jamal, T.B., Getz, D.: Collaboration theory and community tourism planning. *Ann. Tour. Res.* **22**(1), 186–204 (1995)
30. Jurado, E.N., Palomo, G.O., Bernier, E.T.: *Propuestas de reflexion desde el turismo frente al COVID-19. Incertidumbre, Impacto y Recuperacion*. Universidad de Malaga. Available online: [http://www.i3t.uma.es/wp-content/uploads/2020ImpactoCOVID\\_i3tUMA%2003/PropuestasReflexiones-Turismo-.pdf](http://www.i3t.uma.es/wp-content/uploads/2020ImpactoCOVID_i3tUMA%2003/PropuestasReflexiones-Turismo-.pdf). Accessed on 14 March 2021
31. Karuma, A.K.: *Assessing the role of eco-rating certification scheme in promoting responsible tourism*. Doctoral dissertation (2016)
32. Mazza, B.: A theoretical model of strategic communication for the sustainable development of sport tourism. *Sustainability (Switzerland)* **15**(9) (2023). <https://doi.org/10.3390/su15097039>
33. Mefalopulos, P., Kamlomgera, C.: *Participatory Communication Strategy Design*. SADC/FAO Harare, Zimbabwe (2002)
34. Melkote, S.R.: *Communication for Development in the Third World: Theory and Practice*. Sage Publications, New Delhi, India (1991)
35. Moghal, Z., O'Connell, E.: Multiple stressors impacting a small island tourism destination-community: a nested vulnerability assessment of Oistins, Barbados. *Tour. Manage. Perspect.* **26**, 78–88 (2018)
36. Nordic Development Group and World Bank Group.: *WACA management program: Stakeholders Engagement, Knowledge and Communications on Coastal Zone Management in West-Africa Communication and Awareness Action Plan (CAAP)*. Global CAD, p. 47 (2018). <https://www.preventionweb.net/publication/stakeholders-engagement-knowledge-and-communications-coastal-zone-management-west>
37. Oepen, M.: *Strategic Communication for Sustainable Development*. Germany: Schneller Druck, Reutlingen (2006). Recuperado de: <https://www.cbd.int/cepa/toolkit/2008/doc/strategic%20communication%20for%20sustainable%20development.pdf>
38. Pulido-Fernández, J.I., et al.: Is sustainable tourism an obstacle to the economic performance of the tourism industry? Evidence from an international empirical study. *J. Sustain. Tour.* **23**(1), 47–64 (2015)
39. Rahmafritra, F., et al.: Tourism planning and planning theory: historical roots and contemporary alignment. *Tour. Manage. Perspect.* **35** (2020)
40. Servaes, J.: *Toward a new perspective for communication and development*. In: Casmir, F.L. (ed.) *Communication in Development*, pp. 51–86. Ablex Publishing, Norwood, NJ (1991)
41. Shafiee, M.M., et al.: ICT capacities in creating sustainable urban tourism and its effects on resident quality of life. In: 2013 7th International Conference on E-Commerce in Developing Countries: With Focus on E-Security (Ecde) (2013)

42. Sureda, J., Oliver, M.F., Castells, M.: Avaluació dels equipaments d'educació i d'interpretació ambiental de les Illes Balears. Palma: Conselleria de Medi Ambient. Govern de les Illes Balears Edicions Ferran Sintes (2002). From <http://www.mediamweb.com/explica/EQUIPAMENTS.pdf>
43. UNESCO (2015a) UNESCO World Heritage Sustainable Tourism Online Toolkit, Guide 5 Communicating with Visitors (English version), p. 12. <https://whc.unesco.org/document/198418>
44. UNWTO (2021). <https://www.unwto.org/cultural-tourism-covid-19>. Accessed 22 Jun 2021
45. Vidal, R.M., Ramírez, X, Vidal, I.: Estrategia de Comunicación para el Sistema Nacional de Areas Naturales Protegidas. Centro de Comunicación Ambiental, Pronatura Chiapas, A.C. Documento Resultado de Consultoria. Proyecto SINAP II., Mexico (2001)