

American Journal of Economics and Business Management

Vol. 8 Issue 11 | pp. 5748-5756 **| ISSN:** 2576-5973

Available online @ https://www.globalresearchnetwork.us/index.php/ajebm

Article

State Regulation and International Practices in Sustainable Tourism Development

Rahimova Nilufar Aminovna [1]

PhD, Lecturer at Silk Road International University of Tourism and Cultural Heritage

* Correspondence: nrahimova@wiut.uz

Abstract: This study explores the state management models and international experiences in sustainable tourism development, highlighting their implications for enhancing the tourism sector's efficiency and sustainability. Drawing on data from 146 countries, the research identifies four primary models of state regulation: centralized management, integrated management with related sectors, coordination through councils, and market-driven self-regulation. These models vary depending on economic development, national policies, and regional tourism scales. The analysis underscores the importance of a balanced approach combining state intervention and market mechanisms to promote sustainable tourism.

Key words: *tourism management, state regulation, environmental sustainability, socio-economic development, tourism policies, sustainability models, international practices*

Citation: Rahimova N.A. State Regulation and International Practices in Sustainable Tourism Development. American Journal of Economics and Business Management 2025, 8(11), 5748-5756

Received: 20th Aug 2025
Revised: 11th Sep 2025
Accepted: 24th Oct 2025
Published: 22th Nov 2025

Copyright: © 2025 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (https://creativecommons.org/licenses/by/4.0/)

Introduction

Based on the experience of different countries, the success of tourism development directly depends on how this sphere is perceived at the state level, on the state support and management policy [1]. The study of the experience of a number of countries in the formation of a consistent public policy to ensure sustainable tourism development shows the increasing importance of long-term strategic planning [2]. This requires the development of a tourism management system that allows us to create an ideal management structure for the global tourism industry. At this stage, we consider it appropriate to consider the possibilities of state regulation of the tourism sphere and identify several characteristic models that currently exist in the global tourism market. They consist of:

- centralized management of all aspects of tourism in the country;
- management of the tourism sector in complex with related sectors of the economy;
- soft approaches to regulation and coordination of tourism activities by national tourism authorities;
- indifferent attitude towards tourism as a socio-economic phenomenon [3].

Through these four tourism governance models, it is possible to observe the different distribution of countries around the world, influenced by their economic development and other

factors. In particular, these models can be found in different proportions in different regions, depending on the economic development of the countries, the contribution of tourism to the development of the country and other political factors. The essence of such modeling is to determine the level of government intervention in the organization of the tourism industry. A distinctive feature of the first model is that it is organized as a separate ministry: every fifth country in the world (26%) has a separate ministry of tourism. In developing countries in the Americas, tourism is typically managed by a separate ministry (Table 1.3.1, Annex 1). To form the table presented in Annex 1, the system of state regulation of tourism in 146 countries was studied. According to the results of this study, the second model turned out to be the most widespread among the models of public administration. The distinctive feature of this model is that it manages tourism in interrelation with related sectors. It can be seen that the second model is mostly prevalent in Africa (25 countries), Europe (16 countries) and Asia-Pacific (Table 1.3.1, Annex 1). In Asia and the Pacific, representatives of the second model are found in various developing and newly industrialized countries, as well as in countries that have long been highly developed. The unifying factor for all these countries is their positioning as a potential tourism market in the international tourism arena.

Figure-1. Distribution of models of state regulation of the tourism sector in countries (by region)

Models	Europe	America	Asia-Pacific	Africa	Middle east	Total
The first model is centralized management	3	16	7	7	5	38
The second model is integrated management with related sectors	16	8	14	25	2	65
The third model is through a coordinating council	16	-	6	5	3	30
The fourth model is indifferent attitude towards tourism	1	-	6	5	1	13
Total	36	24	33	42	11	146

One fifth of the world's countries (21%) adhere to the third model. In this case, the central executive body in the field of tourism can be a multidisciplinary ministry or a state structure directly subordinated to the government (collegium, committee, department, etc.) [3]. Only 9% of countries in the world (model 4) do not regulate the tourism sector at the level of the central government. We almost do not meet this model in the countries of America, Europe and the Middle East. Currently, this model is characteristic for 14 countries of the world. As a result of analyzing the economic situation of the countries presented in the table, this model showed that the number of countries with high GDP per capita includes both developed countries (Belgium, Kuwait) and those that occupy the last places in the ranking by this indicator. it is also found that the countries are united. The fourth model of state regulation is chosen by the states that prefer to solve the problems of tourism development independently at the regional level or by entities based on the principles of entrepreneurial market economy. This approach is effective in developed countries, where private tourism enterprises of various sizes and specializations prevail.

As a result of our research we have identified specific features of the forms of tourism management in 146 countries. It turned out that most of them combine elements of state management and market self-regulation for the effective organization of the tourism sector

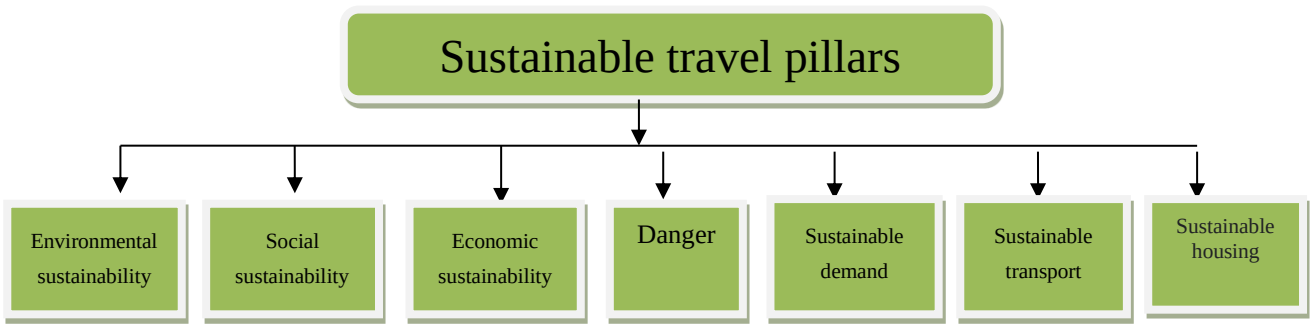
activity. This led to the formation of several main models of state intervention in tourism. Thus, the whole range of measures is reflected here: from the creation of specialized tourism ministries to the provision of tourism subjects with the opportunity to influence their interests through territorial structures. In our opinion, in developed countries, state regulation of tourism may be at a very low level, and vice versa, in developing countries and countries with economies in transition it is necessary to increase the attention of the state to tourism development. At the same time, we believe that the complete exclusion of the role of the state from the issues of tourism development can have a negative impact on all participants of tourism activities.

According to the UNWTO definition: "Guiding principles and management practices for sustainable tourism development apply to all types of tourism activities, including mass tourism and various segments of tourism" [5]. It is argued that "the principles of sustainability encompass the environmental, economic and socio-cultural dimensions of tourism development and an appropriate balance should be struck between these three dimensions to ensure its long-term sustainability" [6]. The development of sustainable tourism requires awareness and broad participation of all stakeholders as well as strong political leadership to ensure consensus. Achieving sustainable tourism is an ongoing process that requires continuous monitoring of the impact of factors and implementation of preventive corrective measures when necessary. Sustainable tourism should also maintain high levels of tourist satisfaction and provide meaningful experiences for tourists, raise their awareness of sustainable development issues and promote sustainable tourism practices among them.

Many developed countries have already taken bold steps towards sustainable development. These countries are more likely than their developing counterparts to develop national policies that encourage tourism companies to reduce their environmental impact within recognized standards, and to coordinate efforts with non-governmental organizations and the private sector, thereby contributing to their protection. They try to encourage the protection of their cultural and historical values [7]. For example, France and Germany show a strong commitment to sustainable tourism. Both countries are particularly notable in that they develop their national policies based on the principle of sustainability. In particular, French regulations set clear goals and guidelines in areas such as transportation capacity and tourist traffic. In Germany, the federal government supports many tourism industries and non-governmental organizations. For example, the "Energy Company for Hotels and Catering" was established by the country's hotel and restaurant association. This initiative is based on voluntary inspections and measures to reduce energy and water consumption, carbon emissions and is specific to the local tourism industry, leading to accreditation. Germany also has a mandatory environmental impact assessment system aimed at reducing greenhouse gas emissions and monitoring water and energy use in the tourism sector [8].

The Sustainable Tourism Index was developed by Euromonitor International to help destinations move towards more sustainable and purposeful tourism models and to assist travelers. The report, published in 2021, analyzes 99 countries on seven key indicators that make up sustainable tourism (Figure 2).

Figure-2. Sustainable travel indicators



These pillars were deeply analyzed through the lens of countries' environmental, social and economic sustainability, country risk, and sustainable demand for tourism, transport and housing [9]. A total of 57 information indicators were used to produce the final index and rank the comparative performance of the countries [10]. The published report shows that all 20 countries included in the Sustainable Tourism Index are located in Europe, with Sweden ranking first, followed by Finland and Austria.

Figure-3. Sustainable Travel Index Ranking 2022

№	Rate	Country
1.	1	Sweden
2.	2	Finland
3.	3	Austria
4.	4	Estonia
5.	5	Norway
6.	6	Slovakia
7.	16	Germany
8.	34	Italy
9.	53	Japan
10.	62	Kazakhstan
11.	65	Russia
12.	73	Uzbekistan
13.	99	Pakistan

Sweden ranked first in the 2022 Sustainable Tourism Index, proving that sustainable development can improve the travel experience. The Swedish government has laid the foundation necessary to achieve the 17 SDGs (Sustainable Development Goals), and its success is particularly important for combating climate change, conserving biodiversity in the Arctic, and transitioning to a carbon-free environment and cyclical economy. economy.

Sweden focuses its sustainable tourism strategy on developing rural and regional tourism in major cities. The country also benefits socio-economically from an efficiently organized transport infrastructure through alternative modes of transport that reduce harmful flights. Overall, Swedish policy is based on the UN Sustainable Development Goals. One of the government's main goals is to meet the country's electricity needs from 100% renewable sources by 2045 and to become the first country to move away from fossil fuels. At the same time, Sweden is focusing on the challenges of small business profitability, transport, digitalization, seasonality and sustainability to ensure the sustainability of the tourism industry.

In 2019, the Swedish Agency for Economic and Regional Development published a report entitled Tools for Sustainable Tourism (Verktyg för hållbar turizm), based on GSTC (Global Sustainable Tourism Council) criteria and standards recognized by the GSTC. In the report, the authors highlighted certification and labeling of companies and destinations as a top priority. They identified 40 national and international tourism tools (methods) that can be used in a territory-specific manner. These include certificates, labels, control systems and standards. The main objective of the report is to help tourism actors structure their activities within the framework of sustainability, that is, to provide practical assistance to each business owner in making their own contribution to combating environmental degradation using methods that are appropriate for them.

To reduce its climate impact, the Swedish government has introduced strict climate and environmental requirements for Scandinavian Airlines. As a result, the company is now adapting its climate targets based on the requirements and aims to reduce its carbon emissions by 25 percent by 2025, five years earlier than previously planned. At the same time, the government is investing

in night trains in Europe to create more opportunities for low-carbon travel using public transportation.

Finland is ranked second in the Sustainable Tourism Index published by Euromonitor International. A survey conducted by Visit Finland among Finnish tourism stakeholders in the fall of 2018 showed that 83% of respondents support the idea of a national sustainable tourism program. The pursuit of sustainability thus applies not only to the tourism industry, but also to a number of Finnish national strategies. In spring 2019, a new government was elected in Finland, which in June 2019 presented the government program "Inclusive and Extended Finland - a socially, economically and environmentally sustainable society". To help Finland's tourism industry adopt sustainable practices, Visit Finland launched the Sustainable Travel Finland program in 2019. After a one-year pilot phase, the program was extended to the entire Finnish tourism industry in 2020. The program is open to all tourism companies and destinations in the country.

Finland's national tourism strategy for 2019-2028 is called "Achieving more together - sustainable growth and renewal of Finnish tourism". The strategy defines tourism development goals until 2028 and activities to be implemented in 2019-2023. Finland aims to become the most sustainable tourism destination in the Nordic countries. Tourism is developing as a responsible and growing service business that creates prosperity and jobs across the country.

Finland's tourism strategy was published several months before the COVID-19 outbreak became a pandemic, and its main objectives and measures have been adjusted due to unforeseen circumstances, but sustainability has remained a priority. Investments in sustainable tourism development and the digitalisation of the sector are expected to play an important role in increasing Finland's attractiveness as a tourism destination even after the pandemic. By focusing on all dimensions of sustainability (environmental, cultural, social and economic), Sustainable Travel Finland offers the country's tourism industry a comprehensive set of tools to implement these strategies [13]. Tourism industry participants who have completed the STF (Sustainable Travel Finland) programme and meet the criteria receive the Finnish Sustainable Travel label and are regularly audited. While the programme is aligned with internationally recognised sustainable tourism programmes and the Sustainable Development Goals (SDGs), it has been tailored to regional and national development needs. Notably, the Sustainable Travel Finland label makes it easy to identify a sustainable tourism service provider or destination, and offers a 7-step sustainable tourism development program for the Finnish tourism industry. The Finnish Ministry of Economic Affairs and Employment is responsible for tourism policy and participates in the development of tourism-related legislation [12], maintains international relations and cooperates closely with other ministries. The Interministerial Working Group on Tourism, led by the Ministry of Economic Affairs and Employment, acts as a body monitoring the implementation of tourism policy. This will facilitate the effective exchange of tourism information and the preparation of tourism-related issues for decision makers.

Austria is one of the world's best destinations for sustainable tourism, as recognized and highly rated by the World Economic Forum in its Travel and Tourism Competitiveness Report. In particular, in recent years, the Austrian Ministry has been actively involved in sustainable tourism, together with partners from the public and private sectors, to strengthen its position as a sustainable and environmentally friendly destination for visitors from all over the world. The Ministry addresses sustainability issues, for example, in financing the sector, energy efficiency and resource conservation, promoting environmentally friendly solutions in companies, as well as leadership in human resource management. Industry-specific initiatives are increasingly supported to ensure decent travel conditions for everyone. Tourism and mobility providers are working together to provide sustainable mobility solutions. One of the main challenges is climate change - tourism is taking steps to adapt to it and reduce environmental pollution.

In 2019, the Austrian Ministry announced a new national tourism strategy, the "T-Plan – Tourism Master Plan". It was reiterated in the government programme of January 2020. It sets out

guidelines for the sustainable development of tourism and serves as a guide for political decisions. A culture of sustainability and cooperation in all areas is a key focus for achieving a new quality of tourism policy. The plan is complemented by an annual action plan. It sets out specific implementation measures and helps to respond quickly to changes in the dynamic environment. Austria is also a leading European country in organic production, with 80% of producers adhering to the Austrian Organic Farming Programme. "Farm to table" is a common slogan in the Austrian gastronomy and hospitality sector, contributing to the reduction of "food miles".

Reducing the carbon footprint of travel is also a priority for Austrian transport companies. In Salzburg, electric buses and trolleybuses operate, and free public transport such as tour buses and ski shuttles operate throughout the country to reduce traffic congestion. Car-free zones in the inner city of Innsbruck and in the Old Town of Graz make it even easier to use vehicles.

In Austria, sustainable thinking extends from organic farming practices in the valleys to mountains where ski lifts are powered by renewable energy. Most importantly, these initiatives are not introduced to attract the millions of tourists that the country's tourism sector welcomes every year, but living in harmony with nature is a way of life that is visible in all areas and places. For tourists, knowing that their travel memories do not have to leave an ecological footprint is an added value.

The Austrian tourism organizations and government attach great importance to the preservation of nature and culture, while developing tourism. Austria is interested in attracting tourists and at the same time pays great attention to the development of ecotourism (which includes sustainable tourism factors).

You can also see the Austrian Eco-label in most shops and supermarkets to ensure that the products you buy are produced in an environmentally friendly way. There are many family restaurants and wineries that cater to small groups of tourists and offer them home-cooked meals with natural products grown at home.

Like many countries around the world, the Estonian government is increasingly focusing on making conscious choices when purchasing environmentally friendly, resource-saving and locally produced products. Before the COVID-19 pandemic, the country's tourism industry accounted for 8% of Estonia's GDP. Tourism services exports amounted to over two billion euros, accounting for 30% of Estonia's total service exports. In addition, the tourism industry generated almost 200 million euros in tax revenue in 2019. These statistics clearly demonstrate the importance of the tourism sector in Estonia.

Estonia, which is among the top five countries successfully implementing sustainable tourism, has joined the international network "Green Destinations" to support the comprehensive development of tourist destinations. In 2020, Visit Estonia launched the program in seven regions: Saaremaa, Hiiumaa, Pärnu, Rakvere, Lahemaa, Järvamaa and Tartu. Its goal is to promote eco-friendly tourism destinations and set a positive example for visitors to the region. At the end of the pilot program, participants are expected to continue contributing to the sustainable development of tourism destinations and strive for higher recognition. Visit Estonia plays an important role in educating about the importance of sustainability and is a supporter of the development of sustainable tourism products.

Ecotourism promoters "Enterprise Estonia" and a number of other organizations involved in raising awareness of environmental protection regularly conduct training and seminars on sustainable development for tourism operators.

The "Green Key" eco-label project in Estonia is also aimed at promoting sustainable tourism. The goal is to achieve a balance between quality, comfort and environmentally friendly activities. It highlights the important requirements that the area has to meet for visitors and that Green Key holders must meet, and compliance with these requirements is regularly checked. The project began in Denmark in 1994 and has since spread to Sweden, France, Greenland, Lithuania and Estonia. Around 30 countries have joined the project. The Green Key is a label that shows that a business can offer quality and comfort to visitors through environmentally friendly management.

The first labels were awarded in Estonia in 2002. The Green Key project aims to cover all tourism businesses, such as accommodation, restaurants and entertainment facilities. Tourism is a major contributor to the Norwegian economy, accounting for 4.2% of the country's GDP. While Norway is committed to developing its tourism industry and offering experiences that are more typical of the North, it is equally dedicated to protecting the environment and cultural heritage. To further this effort, Innovation Norway launched a certification scheme for sustainable tourism destinations in 2013. The Sustainable Destination certificate is awarded to destinations in Norway that have systematically worked to reduce the negative impacts of tourism. The certification scheme is a means of monitoring how tourism contributes to sustainable development by creating jobs, promoting local culture and products, and creating a better model of destination management.

To be certified, an area must show clear progress towards increasing economic, social, and environmental sustainability. It must preserve local nature and culture, strengthen social values, demonstrate political commitment, have effective governance, and be economically viable. It takes approximately two years for a designated area to initially receive certification. Once certified, a sustainable destination must continue to demonstrate improvement over time. Every three years, the performance of the address is evaluated according to established criteria and indicators.

In 2018, the Norwegian Sustainable Destination Standard was awarded "recognized standard" status by the Global Sustainable Tourism Council (GSTC), an independent non-profit organization that sets and manages global baseline standards for sustainability in travel and tourism. As of 2020, 11 destinations, 34 hotels, and 32 tour operators worldwide have achieved GSTC-recognized standard status. The Norwegian Standard includes 42 criteria and 104 indicators for measurement, recording, and monitoring. It covers nature, culture, environment, social values, community participation, and economic viability. Each of these five criteria has indicators that define what actions are being taken [13].

When it comes to environmental sustainability in tourism, it is worth noting that Germany is one of the countries with the highest indicators. The highest environmental management indicator, the tourism industry pays special attention to measuring, controlling and reducing water and energy use, as well as reducing harmful gases and emissions. The federal government is also promoting the "Climate Action Plan 2050", which sets specific targets for each sector of the economy to achieve carbon neutrality. One of the tools at the disposal of the government to directly influence the environment of tourism companies is the assessment of their environmental impact. The German government has adopted a special law requiring environmental impact assessments for many tourism-related activities [14]. A similar policy framework is in place in France, the United Kingdom and Japan, as well as in China, Egypt and Brazil.

Governments have several policy levers at their disposal to promote sustainable practices in the tourism sector. The starting point is a national tourism policy that clearly states the importance of sustainable practices. Such a policy or law provides the basis for implementing instruments that help achieve sustainability goals. In terms of environmental sustainability, Germany is ranked among the top 5 countries out of 166 countries in the 2020 edition of the SDG Index, further strengthening its position compared to previous years. According to the prestigious Anholt Ipsos Nation Brands 2022 national brand ranking, protecting the environment and natural resources is one of the main global issues, and respondents to the survey chose Germany as the country that will most effectively combat the threat of climate change in the next five years. The country has already become a leader in tourism by implementing renewable energy, environmentally friendly and efficient innovative technologies in line with the Sustainable Development Goals. Today, the German railway concern Deutsche Bahn uses only environmentally friendly electricity on its IC (InterCity) and ICE (InterCityExpress) domestic routes for its customers, and in the future it plans to meet 80% of its electricity needs from renewable sources. Deutsche Bahn has a 33,400-kilometer railway network and operates Europe's largest rail system using environmentally friendly methods: all of Deutsche Bahn's long-distance trains already run on 100% renewable energy. The company aims to use only green energy for its

railway operations by 2038. In addition, there is the possibility of local travel using mainly environmentally friendly methods in German regions and routes. For example, in large cities, in addition to the usual bus and train networks, there are bike rentals, electric bikes and electric scooters. At the same time, with 31 grams of greenhouse gas emissions per passenger-kilometer, Germany's bus network can claim to be the cleanest mode of transport in tourism. The country is increasingly interested in ecotourism and sustainable travel. Organic farms, resorts that emphasize sustainable development and biodiversity, 106 nature parks and 16 biosphere reserves offer elements of sustainable tourism.

Since the pandemic began, travelers' socio-ecological responsibility has increased significantly. According to a recent study by the German National Tourist Board, 80% of all respondents believe that the pandemic has increased the importance of sustainable development in tourism. Thanks to a targeted marketing strategy, Germany continues to maintain a high level of credibility and leadership as a leader in the field of energy, environmental certification and protection. In June 2020, the German government launched an economic stimulus package to boost demand for tourism and employment and help the economy emerge from the crisis in a more climate-friendly way. Under the "Investment for the Future" program, investment grants worth €50 billion will be directed to sustainable mobility, energy transition, digitalization, healthcare, science and education projects. In particular, the mobility and energy transition funds are closely aligned with Germany's 2030 climate package.

The current research project on the further development of sustainable tourism is investigating the characteristics of sustainability in tourism and how sustainability can be measured, made transparent and comparable in the German tourism industry. The project has already been recognized as a pilot study by the World Tourism Organization (UNWTO) as part of the global initiative "Measuring Sustainability in Tourism (MST)".

In Germany, there is a website called Zero Impact Camps specifically designed for young people, which provides information on sustainable travel routes and an app called "eco-backpack" that provides information on the consumption of natural resources resulting from the choice of destination, accommodation and activities. NaturSportInfo is an information system operated by the Federal Agency for Nature Conservation (BfN), and the website provides information on the environmental impact of various recreational and sporting activities for those looking for a sport-based holiday. More than 3,000 certified accommodation facilities and catering establishments throughout Germany have made sustainability their guiding principle. A specially created map shows more than 1,500 accommodation facilities that meet sustainability requirements.

CONCLUSION

This research highlights the critical role of state management in fostering sustainable tourism development and presents a comparative analysis of international practices. Four distinct models of state regulation were identified, demonstrating varying degrees of government intervention based on regional and economic factors. The study revealed that a hybrid approach, combining state oversight with market-driven strategies, is most effective in ensuring the sustainable growth of the tourism sector.

xamining the experiences of countries like Sweden, Finland, Germany, and Austria underscores the importance of integrating sustainability into national tourism strategies. These nations have successfully implemented policies and programs that balance environmental protection, economic efficiency, and social equity. Their practices serve as benchmarks for other countries aspiring to develop sustainable tourism.

In conclusion, sustainable tourism requires a comprehensive framework that includes robust state policies, active stakeholder participation, and innovative solutions. By aligning tourism development with sustainability goals, countries can achieve long-term benefits, including enhanced environmental conservation, cultural preservation, and socio-economic prosperity. This study offers valuable guidance for policymakers and industry leaders committed to advancing sustainable tourism practices worldwide.

References:

1. Bessonova A. State regulation in the field of tourism [Internet]. Tourlib. Available from: https://tourlib.net/statti_tourism/bessonova.htm
2. Safarova NN. Improving methods for assessing the impact of the tourism sector on the sustainable development of the economy. Dissertation abstract for the degree of Doctor of Philosophy in Economic Sciences; 2018.
3. Galasyuk SS. Models of state regulation in the field of tourism. Scientific Research in the Field of Tourism: Proceedings of the International Tourism Academy. 2010;(6):189–204.
4. World Tourism Organization. Financial report [Internet]. 2019. Available from: https://webunwto.s3-eu-west-1.amazonaws.com/imported_images/30741/finrep.pdf
5. World Tourism Organization. Measuring sustainable tourism [Internet]. 2020. Available from: https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-09/wge_mst_2nd_item_2.1_doc_0.pdf
6. World Tourism Organization. Sustainable development goals and tourism [Internet]. Available from: https://www.unwto.org/sustainable-development
7. Shimova OS. Sustainable tourism: Educational-methodical manual. Minsk: RIPO; 2014. 158 p.
8. Economist Intelligence Unit. Sustainable Tourism Index [Internet]. Available from: https://perspectives.eiu.com/sites/default/files/Sustainable_Tourism_Index.pdf
9. Erdynieva SN, Kuklina MV, Trufanov AI, Khadbaatar S, Krasnoshtanova NE, Bogdanov VN, et al. Development of tourism in border areas on the example of the Okinsky District of the Republic of Buryatia. Bulletin of the Altai Academy of Economics and Law. 2022;(6-1):186–93.
10. Euromonitor International. Top countries for sustainable tourism [Internet]. Available from: https://go.euromonitor.com/white-paper_Travel-and-Tourism-21-03-12_Top-Countries-for-Sustainable-Tourism.html
11. Fjord Tours. Sustainability and clean waters [Internet]. Available from: https://www.fjordtours.com/inspiration/articles/sustainability-clean-waters
12. Zakharov AN, Ignatiev AA. Finland's experience in the development of the tourism industry. Russian Foreign Economic Bulletin. 2013;(1):28–41.
13. How Norway is promoting sustainability in tourism [Internet]. The Explorer. [cited 2025 Jan 9]. Available from: https://www.theexplorer.no/stories/tourism/how-norway-is-promoting-sustainability-in-tourism
14. German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety. Climate Action Plan 2050 [Internet]. [cited 2025 Jan 9]. Available from: https://www.bmu.de/en/topics/climate-energy/climate/climate-action-plan-2050/
15. Nekhaychuk DV, Ogolikhina AV, Gerasina YA, Volovsky VV. Hospitality industry services: Consumer behavior in modern conditions. Bulletin of the Altai Academy of Economics and Law. 2022;(5-2):235–40.