

Article

Promotional Activities of Selected National Tourism Organizations (NTOs) in the Light of Sustainable Tourism (Including Sustainable Transport)

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Abstract: The dynamic development and evolution that tourism has recently undergone and its growing importance made it become an important element of the policy of today's countries in various walks of social, economic and political life. As tourism is one of the largest industries in the world, most countries recognized the leading role in their economies, establishing in this regard the administrative structure of the national tourism organizations (NTOs). NTOs are responsible for the marketing and promotion of countries, improving the tourist image of a given country and supporting existing or developing new tourism products. At the same time, governments are increasingly realizing that tourism should develop in accordance with the principles of sustainable development and be integrated with the natural, cultural and social environment of these countries. This article presents the activities of selected national tourism organizations (NTOs) in terms of their role in developing the potential of sustainable tourism (and within it sustainable transport) in their countries. The aim of the article is to review the promotional activities undertaken by NTOs operating in countries such as Austria, Cyprus, Grenada, Guatemala, Norway and Indonesia. The article is an overview, and the following sources were used to prepare it: official websites of the organizations, reports, promotional materials and any documents related to the operation of the studied NTOs in the field of sustainable tourism and sustainable transport development (e.g., tourism development strategies, tourism product development strategies, projects and programs). The choice of these countries for the analysis was dictated by the fact that they have outstanding natural and cultural assets that make up the product potential for sustainable tourism and the very responsible, diverse and long-term promotional and marketing activities undertaken by the NTOs (e.g., promotional campaigns). Such prudent treatment of own resources and sustainable potential may also contribute to these countries gaining a competitive advantage over other destinations in the world (e.g., increase in interest from tourists). The activities and promotional campaigns cited in the article as well as the solutions proposed by NTOs can also become excellent examples of good practice for other destinations in the world. The research has also shown that the studied countries (and their national tourism organizations) clearly support the development of sustainable tourism and sustainable transport through their national tourism policies.

Keywords: national tourism organizations (NTOs); promotion; sustainable tourism; sustainable transportation



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1. Introduction

Until recently, our minds were set up on the idea that tourism would develop interminably and endlessly (both in terms of tourism services provided by the industry and the demand for various tourist offers and products voiced by tourists). As Wendt and Olszewski-Strzyżowski point out, tourism is one of the fastest-growing services in the modern world. The number of tourists between 1950 and 2018 increased by almost 50 times.

In the same period, revenues from tourism grew from USD 2 billion to USD 1.5 trillion [1] (p. 159). Regrettably, this “footloose” global development of the tourist industry was held back by the outburst of the COVID-19 pandemic. According to this author, this peculiar “tourist lock down” should have a significant impact in the future on, *inter alia*, changing attitudes and preferences in terms of choice of types of tourism and forms of tourist activity, including the increased interest in proenvironmental, prosocial offers and ones related to sustainable tourism, along with a corresponding decrease in the participation in mass tourism. It should be assumed that there will gradually be a retreat from mass tourism (as it excludes us from “personal experience” of the world) in favor of personalized and sustainable forms of recreation, and, hopefully, this indicated the direction of development of tourism was a stable trend.

Higgins-Desbiolles believes that the COVID-19 pandemic represents an opportunity to change the paradigm of tourism in the direction of sustainability and local interests [2].

Other authors came to similar conclusions, claiming that before the wave of the COVID-19 pandemic, tourism had been continuously growing over the years, and competition for a better market share amongst the destinations had been prevalent ([3] (pp. 172–180), [4,5] (pp. 201–202)). Therefore, tourism products must be constantly developed, and destinations should offer diversified tourism products that will satisfy tourists [6] (pp. 25–28). Hence, it is important that in their promotional activities, destinations take into account the individual needs of tourists (e.g., in terms of sustainable development) [7].

Więckowski notes that the world after the COVID-19 pandemic should be much more sustainable; certain new trends in tourism should entail a change of behavior (in a “green” direction) and an increase in the level of disposable income among potential tourists. This will fit with “responsible” behavior on their part [8].

Therefore, tourist products must be constantly developed, and destinations should offer diversified tourist products that will satisfy tourists [6] (p. 29). It is important that in their promotional activities destinations take into account the individual needs of travel (e.g., in terms of demand of sustainable offers) [7]. Here, new challenges for promotional activities show up that can be undertaken in a number of destinations worldwide (activities frequently pursued by specially established national tourism organizations (NTOs)). In many cases, the goals of the NTOs should be directed at exposing just their own unique strengths and natural qualities, proecological offers, sustainable tourism products, etc. These types of actions should be sought so that they could give an upper hand to these destinations vis-à-vis other competitors. This paper presents examples of promotional activities in the area of sustainable tourism and transportation, as implemented by selected national tourism organizations in the world.

2. Materials and Methods

This article presents the activities of selected national tourism organizations (NTOs) in terms of their role in developing the potential of sustainable tourism (and sustainable transport) in their countries. The aim of the article is to review the promotional activities undertaken by NTOs operating in countries such as Austria, Cyprus, Grenada, Guatemala, Norway and Indonesia.

The choice of the countries studied was dictated by the fact that they all have outstanding natural and cultural values, and the NTOs operating in them carry out in a very diverse, responsible and long-term way the tasks of preserving and promoting their national sustainable potentials.

In addition, free and quick access to all information and documents on sustainable tourism and diverse transport (e.g., reports, projects, development strategies, promotional materials) on official websites led the author to choose these and not other destinations for the research. At the same time, the forms of promotion implemented by NTOs, the transparency of the information message and the long-term solutions applied to protect the sustainable potential of these countries can be excellent examples for other destinations in the world to follow in this regard. These examples of NTOs can also contribute to

the competitive advantage of these countries over other destinations in the world. It should be assumed that tourists are more likely to choose as their holiday destination those destinations that have such a diversified offer and promote it (especially using the Internet for this purpose).

The article is an overview, and the following sources available on official websites of NTOs were used for its preparation: reports, promotional materials and official documents related to the development of sustainable tourism and sustainable transport (e.g., NTO development strategies, tourism and branded tourism product development strategies, marketing plans, projects, programs and reports).

3. Sustainable Tourism and Sustainable Transport—Concepts

The concept of “sustainable” has recently become a very fashionable term, permeating many aspects of our lives (not just in the economic sense), especially in times of dynamic civilization developments in recent years. Today it is not only “sustainable development”, “sustainable lifestyle”, “sustainable life”, “sustainable diet”, “sustainable fashion”, “sustainable working time”, “sustainable technology”, “sustainable energy”, “sustainable architectures”, “sustainable advertising” that come to the fore, but more and more it is also “sustainable tourism”, “sustainable recreation” and “sustainable transport”. For it is only in a sustainable way that it is possible (and necessary too) to use the resources (especially natural, cultural and social ones) and potentially available tourist destinations to keep them sustained so that they can serve next generations of tourists. The concept of sustainable tourism was created as a response to the so-called *mass tourism* and all the threats that result from it. It is such an activity that sustains the ecological, social, economic and cultural integrity of the sites visited and maintains natural resources and natural, cultural and social environments of those destinations unaltered.

Tourism, through adherence to the principles of sustainable development, plays an important role in the development of many countries and regions of the world; among others, it provides new jobs, strengthens cultural and social identity [9], contributes to the growth and prosperity of its inhabitants and increases the satisfaction of visiting tourists [10].

Sustainable tourism should, inter alia:

- Protect the natural, historical, cultural and social environments as well as prevent and counteract their degradation;
- Popularize such forms of tourism that are closely related to the natural and social environment and at the same time do not bring about serious changes in them;
- Integrate the tourism movement with the local community and the socioeconomic life of the visited sites;
- Give priority to the quality of services provided over their quantity;
- Strive to ensure a sense of security both for tourists during their travels and for local communities during their stay.

According to the UN WTO, this type of tourism can be defined as “tourism that takes a full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities” [11]. At the same time, it is noted that the development of tourism should be sustainable, promoting its growth in the long run while maintaining the sustainable use of resources [11]. In another UN WTO strategic document from 1999 in Art. 3 “Tourism, a factor of sustainable development” it is said, inter alia, that all the stakeholders in tourism development should safeguard the natural environment and its resources; be conducive to saving rare and precious resources, in particular water and energy; and avoid so far as possible waste production (nature-oriented tourism and eco-tourism), and that such a tourist infrastructure should be promoted that protects the natural heritage [12]. Likewise, Godlewski points out that sustainable tourism development has become the main factor in choosing the destination of a tourist trip today [13] (p. 289).

Yuzbasioğlu et al. point out that for the development of sustainable tourism in destinations, steps taken there should be made at several levels: e.g., actions taken by the regional administration with their measures (as regards administrative crossing of resources: the promotion of heritages and natural, cultural, historical and social environments and the development of transport infrastructure and related amenities), tourism enterprises (provision of sustainable tourism services), tourists themselves (resources used with prudence) and members of the visited community (care for resources) [14].

Saarinen [15] and McCool et al. consider that the aims of sustainable tourism are to minimize the negative and maximize the positive social, economic and environmental impacts of tourism in destination communities and environments by promoting ethical consumption and production among tourists and all stakeholders [16].

As Risteski et al. notes, “sustainable tourism is all forms of tourist development, management and activity, which enable a long life for the cultural activity of tourism, involving a sequence of economic tourism products, compatible with keeping in perpetuity the protected heritage resource, be it natural, cultural, or built, which gives rise to tourism” [17] (p. 377). The development of sustainable tourism also entails making political, economic, environmental and social choices. It is a wide swaying challenge in terms of the management of tourist destinations. As Rumenov believes, “in the beginning of the 21st century tourism wins as one of the most dynamic business fields in the world and as one of the major sources of economic progress. The growing, not only profitable but also humanitarian, significance of the tourist activity brings forth a number of challenges to the modern society” [18] (p. 87). Hence, thoughtful and long-term plans of action on the part of governments, established government institutions, governmental affairs, tourism management, managers of tourist destinations, individual service providers and especially tourists in assuming sustainable functioning, development and use of tourism resources are important.

To strengthen the global message of sustainable tourism development, the United Nations General Assembly declared 2017 the International Year of Sustainable Tourism for Development, recalling the potential of tourism to advance the universal 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs). Among others, more efficient management of resources, protection of the environment and changes in the climate and the main goals covered support a change in policy, business practices and consumer behavior towards a more sustainable tourism sector, which would effectively contribute to achieving sustainable development goals [19].

The key goals in the field of sustainable tourism and sustainable transport included especially Goal 7: ensure access for all to affordable, reliable and sustainable and modern fresh sources of energy, including in using tourist services (and transport). Investment in clean and renewable energy sources should be promoted, which can help to reduce the greenhouse effect and thus contribute to limiting climate change [20] (pp. 46–48).

At the same time, the International Network of Sustainable Tourism Observatories (INSTO) functions within the structures of the UNWTO. It is a network of tourism observatories monitoring the economic, environmental and social impact of tourism at the destination level. The initiative builds on the long-standing commitment of the UNWTO to the development of the tourism sector through cooperation, support, promotion, research and monitoring of activities undertaken by specific destinations in the field of sustainable tourism [21].

According to the UNWTO, actions should be taken to also talk about the development of sustainable transport. The most important are, among others, investments in building more efficient means of transport (ships, planes, trains), improvements in route planning and transport connections, use of low-emission fuels, implementing innovative business models that allow transport companies to function in a more ecological and prosocial manner and better management and promotion of changes in travel behavior among tourists [20] (p. 49).

This is a position held by Richardson, who assumes that the transport system plays an important role in sustainable development as it provides access to a sustainable economy and thus contributes to the development of prosocial initiatives [22].

Activities carried out by the very tourism industry (e.g., those operating in business tourism), which in its services should give preference to good practices and principles of sustainable tourism and transport (especially in terms of minimizing the impact of mobility on the environment) need to be accounted for as well. Such activities can include provision of means of transport powered by alternative energy sources and monitoring consumption of fuel used by means of transport used for their own transport services provided to tourists; tourism entrepreneurs should encourage their employees and staff to use public transport or sustainable transport (e.g., bicycles, electric transport), promote teleworking in business contacts, etc.

Issues related to sustainable transport are reflected in the following strategic documents:

- Report Charter for Sustainable Tourism—World Conference for Sustainable Tourism (1995), where it is noted that particular attention should be paid to the role and the environmental repercussions of transport in tourism and to the development of economic instruments designed to reduce the use of nonrenewable resources [23].
- The report Agenda 21 for the Travel and Tourism Industry (1995), which points out the need to take joint measures to protect such elements as ecosystems, planning, urbanization, transport, agriculture and aquaculture [24] (p. 37).
- Sustainable Development Goals (SDGs) (2018), which indicates a number of strategic goals: (Goal 11) Development of urban infrastructure: Tourism can improve infrastructure and transport accessibility and promote, inter alia, the cultural potential of cities. Emphasis should be laid on green infrastructure projects (more efficient transport, air less polluted), which may result in the formation of more smart and ecological towns that may serve better not only residents but also tourists. (Goal 12) Caring for sustainable production and consumption: The tourism sector must take care of the sustainable production and consumption of tourism services (monitoring the effects of tourism development, including energy, water, waste production, biodiversity, choice of ecological means of transport), which in the further run can bring about better economic, social and environmental outcomes for this service sector. (Objective 13) Urgent action to combat climate change and its effects: Tourism has an adverse impact on climate change (e.g., means of transport, tourist traffic). Interested stakeholders (governments, industries, tourists, destinations) should take appropriate and urgent measures to combat climate change (e.g., reducing carbon dioxide emissions in the transport sector and in accommodation services) [20].
- Report of the Global Sustainable Tourism Council, which indicates activities for the development of light-load transport and reducing transport emissions from travel to and within the destination (Goal 11):
- Action should be directed at increasing the use of sustainable, low-emission vehicles and public transport and active traveling (i.e., pedestrian and cycling movement) to reduce the impact of tourism on air quality, traffic congestion changes and changes in climate;
- Undertaking projects towards a more sustainable transport infrastructure, including public transport;
- Carrying out promoting activities among host tourists with respect to alternative forms of transport to and in the destination (especially cycling, choice of electric forms of transport, pedestrian traffic);
- Assigning priorities to tourist markets, particularly those with shorter and more sustainable transport options;
- Promotion of good practices in the field of activities of the public sector and tourist businesses which give priority to the transport of low impact on its activities [25].

These issues are also in the limelight of the European Union. A message from the Commission of the European Communities points out issues chiefly related to sustainable

protection and management of natural and cultural resources in destinations, minimized resource use and pollution at tourism destinations including the production of waste, pursuing sustainable tourism policy in the interests of local small communities, managing evenly demand in the tourist season as well as in other periods, making profits from tourism possible for all without discrimination, improvement in employment quality in tourism and inclusion in its activities on the part of those managing destinations and issues in the impact of transport on the development of tourism [26] (p. 4).

At the same time attention was paid to the phenomenon of sustainable tourist consumption in many European countries. The said Committee assumed a number of initiatives focusing mostly on two most important issues in the consumer's sustainable choices in leisure tourism, i.e., an appropriate seasonal spread of tourism and of sustainable tourism transport (the fact of dependency of tourism on transport and the need to minimize its impact on the environment, including the issue of climate change, were pointed out) [27] (p. 17). Moreover, according to the European Economic and Social Committee (EESC), one of the main challenges in the development of tourism is the impact of transport on the environment [28] (p. 5).

According to the UNWTO, the development of sustainable tourism (and sustainable transport) should be implemented through coordinated actions at the local, regional, national and international levels [11]. The Charter for Sustainable Tourism mentions that the governments and the competent authorities, with the participation of NTOs, NGOs and local communities, shall undertake actions aimed at integrating the planning of tourism as a contribution to sustainable development [29].

Below are presented selected promotional activities relating to sustainable tourism and sustainable transport, carried out by the national tourism organizations (NTOs) operating in various countries.

4. Overview of the Work of Selected NTOs in the Field of Sustainable Tourism and Sustainable Transport—Author's Own Research

According to Hall, state institutions “provide a framework within which tourism operates” [30] (p. 57). Cheyne-Buchanan says that governments of many countries (by appointing the national tourism organizations (NTOs) to their governmental structures) play an important role in the system that manages tourism and governmental tourism policy [31]. As Zahra and Ryan note, NTOs are an important part of the domestic tourism industry [32] (p. 5). This is also confirmed by research conducted by UNWTO on the effectiveness of NTOs activities in the world [33] (according to UNWTO research, countries that have decided to set up specialized central state administration bodies for tourism (including NTO and NTA) as part of their tourism policy are much better at administering and managing tourism (this occurs in 85% of the countries surveyed), Structures, Spheres of Competence and Activities of National Tourism Administrations, UNWTO, 2004, <https://www.unwto.org/> (accessed on 26 August 2021).

According to Gibson, the main tasks of NTOs include promoting tourism; tourism and tourism market research; legislation, regulations and legal solutions in the field of tourism; training of tourist staff; and planning activities in the field of tourism development [34] (p. 11). According to Choy, the basic activities of the NTOs are coordination, legislation, promotion, research and the provision of tourist information. In order to cope with the changing situation at the destination, NTOs should adopt alternative roles, i.e., development, marketing, management and innovation ones (in particular as regards the development of tourism products, including sustainable tourism) [35] (p. 357). This is also confirmed by the provisions of the document entitled Agenda 21 for the Travel and Tourism Industry; NTOs are responsible for marketing, planning and advising central authorities on tourism development issues, including sustainable development [24] (p. 37).

Contemporary challenges faced by NTOs include in particular the increasing competition between countries, regions and destinations. It can be assumed that NTOs that are more oriented towards preserving their own natural and cultural potential, promoting

sustainable tourism products, fare better in competitive markets. It is very important to have a strong brand image, thanks to which it is possible to increase the share of the destination on the global market. Undoubtedly, sustainable tourism products are such a brand.

Promotional activities carried out by NTOs within the scope of their sustainable tourism potential may contribute to changing attitudes of tourists and to deliberate and conscious shaping of supply and demand for tourism products. This may also refer to drawing attention to the necessity and possibility of using sustainable transport in tourism. The activities of NTOs also have an impact on maintaining a high level of tourist satisfaction and raising their awareness of sustainable development, as well as promoting sustainable practices among them. The promotion of sustainable tourism and transport programs and projects in particular destinations can minimize the negative effects of social, economic and environmental changes on destination communities and the environment. It is also one of the forms of promoting ethical consumption of tourism services among tourists.

As Barrientos-Báez et al. stated, “it is essential to persist in raising awareness and social education to enhance potential tourist destinations as a sustainable reference at the international level” [36].

The following destinations have been selected for the analysis of activities undertaken in selected countries, along with examples of promotional activities carried out by the national tourism organizations (NTOs) operating there: Austria, Cyprus, Grenada, Guatemala, Norway and Indonesia.

The choice of these countries was dictated by the fact that they all have outstanding natural and cultural values, and the NTOs operating in them are very diverse and are responsible and long-term in their tasks of preserving and promoting their national sustainable potential. In addition, the availability of all information and documents on sustainable tourism and diverse transport (e.g., development strategies, reports, projects, promotional materials) on their websites led the author to choose these and not other destinations for the research. At the same time, the forms of promotion implemented by NTOs (e.g., promotional campaigns, programs, projects), the clarity of the information message and the long-term solutions applied to protect the sustainable potential of these countries can be excellent examples for other destinations in the world to follow in this regard. These examples of NTOs can also contribute to the competitive advantage of these countries over other destinations in the world.

Austria—Österreich Werbung

The activity of the NTO Austria (Österreich Werbung) focuses on the promotion of tourist products, especially in the fields of urban and cultural tourism and learning about folk traditions and crafts, active tourism, catering and culinary tourism, recreation for families and natural offer (including elements of sustainable tourism).

The promotion of Austria’s sustainable tourism potential covers, inter alia, the following areas:

- Nature and environment: For many tourists visiting this country, fascinating natural landscapes are one of the main reasons for visiting. About 25% of the country’s area is protected by law, and tourists have at their disposal, for example, 56 “biogenetic reserves” that have been created to protect unique or rare species and habitats. In the ranking “Competitiveness in Travel and Tourism” published as part of the World Economic Forum in Davos held in 2011, Austria took second place in the world in the category “Environmental Quality” [37]. Voyage Magazine also awarded Austria with an award in the category “Destination for Sustainable Tourism 2019” [38].
- Hospitality: The quality and level of contact between visiting tourists and the local population determine to a large extent the holiday experience. A study by the international travel portal Zoover shows that the quality of meetings in Austria is particularly high: Austria has been recognized by foreign tourists as “the most hospitable country in Europe” [39].

- Architecture (sustainable architecture): The architecture consciously expresses the identity of the inhabitants manifested in wooden construction, guaranteeing ecological and cultural balance.
- Agriculture (sustainable agriculture): The country is the European leader in organic farming (more than 20,000 Austrian farmers already use organic production methods; 20% of the country's organic farming area is organic—four times the EU average).
- Food: Sustainability in terms of nutrition is also reflected in the regional spread of the products used. There is hardly any upscale restaurant that is not based on regional and seasonal products.
- Sustainable spa offer: Many spas offer a whole range of medical treatments using the health-promoting influence of thermal and healing springs. At the same time, for the sake of sustainable development, heat from natural sources is used among others to heat spa facilities and other service facilities [40].

A decisive reinforcement for the activities undertaken by Österreich Werbung in this product area is the guidelines contained in the strategic document of 2019, namely "*Plan T: Der Masterplan für den Tourismus*". The main goal of this strategy is to achieve sustainable development of tourism in all its dimensions, as a key factor in achieving a new quality of Austria's tourism policy.

The strategy includes, just to mention a few:

- Designing tourism in a way that allows for the harmonious coexistence of both tourists and the local population,
- Intensification of cooperation between tourism and agriculture (including catering offer and organic cuisine),
- Further development of tourism marketing, e.g., by rethinking the management of destinations and optimizing the use of cultural, historical, social and natural resources located there.

Sustainable transport actions include the creation of a modern regulatory and organizational framework related to the economy of share and the pursuit of improving climate-friendly mobility (sustainable mobility) and promoting further use of renewable energy by tourism companies (including transport) and regions [41]. At the same time, the website Österreich Werbung provides detailed information on responsible transport when traveling to and from Austria (including safety regulations related to the COVID-19 pandemic—e.g., use of cableway transport) [42].

Cyprus—Cyprus Tourism Organisation (CTO)

The activities of the Cyprus Tourism Organisation (CTO) in the field of promotion of tourist products are carried out in particular with regard to the natural potential, cultural potential, 3XS offer (sun, sand, sea), sport and recreation (including golf), health and wellness offer, catering, honeymoon offers and visits paid to thematic routes [43].

Issues related to sustainable tourism are implemented by CTO in cooperation with the Cyprus Sustainable Tourism Initiative (CSTI). It was established in 2006 and encourages incoming tourists to explore the island in a thoughtful and responsible way, to make more prudent use of water and energy during their stay and to support local communities by purchasing local souvenirs or local food and products. The main goals of CSTI are, inter alia:

- Demonstrating the benefits that sustainable tourism has for the environment, society and economy of the island and for the protection of the environment;
- Promoting local culture and traditions;
- Creating close links between local tourism service providers;
- Conducting educational activities (promoting competitions, shows and information campaigns, especially among young people);
- Promoting sustainable tourism (publications, participation in fairs, shows) [44].

Currently, 15 sustainable tourism projects are underway (including, for example, "Plastic Waste—Free Islands MEDS"—reducing the amount of plastic waste on beaches and

in the sea; “Plastic Free Entertainment Cruises and Water Sport Activities—BeMed Project”—dissemination of best practices in the field of plastic waste management, especially among people practicing water sports; “Water, Energy and Waste”—reducing the amount of plastic waste generated by hotels; and “Sustainable Hotel Gardens in Cyprus”—reducing water consumption in landscape gardens, hotel gardens and residential complexes) [45].

As regards sustainable transport, projects related to the promotion of transport and routes for tourists (six tourist routes for self-exploration) “Cyprus Village Routes—Support Abandoned Villages and Their Environment” (SAVE) were completed. The routes are promoted under the slogan “Discover the Real Cyprus—A Self Drive Tour to Create Your Own Adventure” [46].

Concurrently, as part of the “responsible tourism” activities, the “Keep Safe on the Cyprus Roads” project is being implemented, concerning the safe and economical travel of tourists by means of transport and cars around the island (https://www.visitcyprus.com/files/PracticalInfo/transportation/keep_safe_on_Cyprus_roads_6110115_EN.pdf accessed on 26 August 2021). The project is being carried out by the Cyprus Tourism Organisation; Cyprus Police; Ministry of Transport, Communications and Works; and the Cyprus Car Hire Associations [47].

CTO also informs tourists about the safety measures taken related to COVID-19 and used in, inter alia, public transport and tourism, hotels, restaurants, beaches, swimming pools, attractions and places where recreational activities are undertaken (e.g., diving) [48].

Grenada—Grenada Tourism Authority (GTA) focuses its promotional activities on leading products: nature and nature, active tourism (diving, sailing), cultural tourism (culture, history, festivals, music events, shopping), maritime tourism (sailing, diving, cruises) and spa and wellness [49]. All of them are subordinated to the assumptions of sustainable tourism, which is the leading direction of GTA’s promotional activities, striving for sustainable development in an environmentally friendly way that provides economic, social and cultural benefits to the inhabitants of Grenada, Carriacou and Petite Martinique. These activities include encouraging tourists to use sustainable practices, such as the use of energy-efficient light bulbs and air conditioners, the use of solar water heaters and the use of rainwater and ecological washing powders.

Within the sphere of sustainable tourism and transport, the “Pure Grenada, Spice of the Caribbean” project is being implemented (<https://www.puregrenada.com/?s=Pure+Grenada%2C+Spice+of+the+Caribbean> accessed on 25 August 2021), promoting five tourism products: “Soft Adventure”, “Sailing/Yachting”, “Cruising”, “Romance” and “Diving” [50].

Partners in this project are the Ministry of Tourism and Civil Aviation, Grenada Hotel and Tourism Association, Marine and Yachting Association of Grenada, Grenada Water Taxi Association, National Taxi Association and Grenada Ports Authority. An example is the offer “The Ultimate Rainforest and Island Experience—Adventure Jeep Tours” (transport by low-emission off-road jeeps and compliance with ISO 14000 standards) [50].

At the same time, GTA is implementing the “Pure Safe Travel” project which ensures that tourists use procedures to ensure safety related to the COVID-19 pandemic in places offering tourist services (hotels, restaurants, tourist attractions, means of transport) [51].

Guatemala—Instituto Guatemalteco de Turismo (INGUAT) The most important tasks of the Instituto Guatemalteco de Turismo (INGUAT) include taking all necessary measures to ensure that tourism contributes to the economic and social development of the country and to setting out conditions necessary to improve Guatemala’s international competitiveness and to promote the access of its inhabitants to a dignified life; promoting Guatemala’s tourism potential in priority and potential markets with a favorable image of the country and providing visiting tourists with high-quality experience; and the development and promotion of tourism in cooperation with public institutions and the tourism industry, for the benefit of visitors, service providers and host communities [52].

As part of its promotional activities, the INGUAT uses the following branded tourism products: cultural tourism, nature tourism, rural tourism, health and wellbeing, cruises, catering, sports and adventure tourism and wedding tourism [53]. All these tasks are carried out in accordance with the sustainable tourism strategy (La Política Nacional para el Desarrollo Turístico Sostenible de Guatemala 2012–2022 (PNDTS)), where this type of tourism is indicated as the main engine of Guatemala's economic and social development, while all activities in this respect are to be undertaken in accordance with the assumptions of sustainable development (among others, protection of values and of cultural heritage, protection of social, natural and environmental resources). All resources are to be used in a sustainable way by tourists, authorities, local communities and entrepreneurs [54] (pp. 78–79).

Guatemala belongs to the group of Central American countries that care about the development and promotion of sustainable tourism, members of the Sistema Integrado Centroamericano de Calidad y Sostenibilidad (SICCS). It is a certification system for entrepreneurs providing tourist services (tour operators, hotels, restaurants, transport and vehicle rental companies, etc.) throughout Central America. The SICCS provides useful guidance to tourism entrepreneurs on how to plan and implement their tourism services in line with sustainable tourism principles [55,56].

At the same time, the INGUAT certifies tourist services under the name “Bioseguridad Tourística” (Tourist Certificate of Biosafety) provided to companies that undertake and declare compliance with epidemiological guidelines related to the prevention against COVID-19. Entities that have been so certified are, to name just a few, travel agencies, accommodation facilities, archaeological parks and protected areas, sailing marinas, guides and tour operators. Out of 112 entities that have been awarded such a certificate, six deal with tourist transport [57].

Norway—Visit Norway (VN)

The Norwegian Tourist Board promotes itself using the Visit Norway domain. VN's main tasks include promoting Norway as an attractive tourist destination and promoting more sustainable forms of tourism (e.g., in rural areas) [58]. Most of the activities are geared to the promotion and development of various tourism products subordinated to the principles of sustainable tourism. The most important are active and natural tourism (“7 Sustainable Adventures”), urban and cultural tourism (“Green Getaway to Oslo”, “Urban Green”) and catering tourism (“Green Hotels”). To be better recognized, the proposed products are marked with the “Green Travel” logo (in relation to the natural environment, local communities, cultural heritage and economy) (<https://www.visitnorway.com/plan-your-trip/green-travel/> accessed on 29 August 2021).

At the same time, unique destinations (14) are promoted that offer sustainable products: “Travel is all about feeling good. Discover how you can explore Norway with a cleaner conscience by visiting sustainable destinations, eating delicious local food, and participating in Instagram-friendly green adventures” [59].

The importance of observing the principles of sustainable transport during tourists' visits to Norway is evidenced by the fact that the country promotes itself with the slogan “Norway is a leader in environmentally friendly transport” while implementing the programs “10 Cool, Green Ways to Explore Norway”), including:

1. The green way to Norway: encouraging people to travel around the country using means of transport such as rail (“travelling to Norway by train is a fantastic way to start your sustainable journey”), bus, boats and ferries (“more environmentally friendly fuel”) or airplanes (“you can compensate for your flight emissions by donating to climate protection programmes”);
2. Travel like a local: making use of public transport (“bus, train and local ferries are the most environment-friendly option”);
3. Electric road trips: using electric cars or electric bikes (“There are more than 10,000 charging stations across Norway. Moreover, several hotels have designated charging stalls in their car parks”);

4. More responsible cruising: cruising on the deck of eco-ships and ferries (“ships that run purely on battery and LNG (liquefied natural gas) engines”);
5. Sustainable destinations: promotion of sustainable tourist destinations (“you will also find many eco-certified travel providers all over the country”);
6. The eco-friendly capital: promotion of Oslo as “European Green Capital 2019” (“Rent a kayak, bike, or electric bike and explore the city. The big-city-feeling can easily be exchanged with the tranquillity of green spaces, as two-thirds of the capital’s area consists of woods and water”);
7. Green dreams: promotion of eco-label overnight accommodations (“choose Eco-label accommodation”) and restaurants (“these places work tirelessly not only to maintain low energy consumption but also to come up with creative ways to prevent food wastage and take advantage of leftovers”);
8. Pure activity: encouraging active and sustainable forms of tourism (“hiking, cycling, skiing or kayaking”) and the use of local tourist guides;
9. Quiet and serene fjord and whale safari: participation in sightseeing cruises in Norwegian fjords, on board hybrid and electric ships (“experience the magnificent fjords or go whale watching on award-winning quiet-running hybrid or electric ships”);
10. Tasty local treats: visiting places offering traditional, organic food and dishes (“green travelling includes trying out fresh local delicacies”, “more and more Norwegian restaurants go sustainable, and the majority offer exquisite vegetarian dishes as well as local meat”) [60].

Norwegian enterprises holding certificates that confirm that the companies operate in accordance with the assumptions of sustainable tourism and transport are also promoted; the most important certifications include:

- “Ecotourism Norway”: a certificate awarded to companies that have a high, international level of ecotourism services. As an example, the offer of the bureau “LofotenAktiv” can be mentioned, an establishment that promotes sustainable activities for individual tourists and smaller groups interested in exploring the Lofoten region (hiking, canoeing, skiing). The office offers local guides and personalized tourist equipment [61].
- “Green Key”: an international program for the certification of tourist facilities (among others, hotels, campsites and tourist attractions) that meet the criteria for environmental responsibility, cooperation with the local community and building environmental awareness among tourists (waste segregation, energy and water saving, development of green areas, etc.). In Norway, 12 campsites have such certificates [62].
- “Blue Flag”: certification to meet the environmental, educational, and safety criteria of beaches, marinas and sustainable sailing tourism. In Norway, 20 cities have such a certificate, including 17 beaches and 3 marinas [63].
- “Eco-Lighthouse”: certification of companies that meet the environmental criteria for, inter alia, road transport (petrol stations, car repair shops, car dealers, Norwegian forwarding companies, taxi drivers) and maritime transport, tourist services (hotels), sports and leisure services, education, culture, business, public services and food industries [64].
- “Ecolabel Nordic Swan”: certificates awarded to products that meet strict requirements in terms of energy efficiency, materials and chemicals. In the field of transport, these are installations for washing cars, buses, trucks, trains and other means of rail transport, as well as care products for cars, boats and trains; liquid and gaseous fuels; and car batteries [65].
- “ISO 14001”: certificates awarded to companies that have a high-quality environmental management system. In Norway, such certificates are held, among others, in hotel facilities and restaurants, travel agencies and tour operators, tourist information points, tourist guides and transport companies (tourist carriers—e.g., Norges Statsbaner (NSB) state railways) [66].

Indonesia—Indonesia Tourism Promotion Board

The Indonesia Tourism Promotion Board promotes itself through the domain of indonesia.travel (working closely with The Ministry of Tourism and Creative Economy of the Republic of Indonesia), under the slogan “Wonderful Indonesia”—“the wonders of Indonesia have been divided into five categories: Nature, Culinary & Wellness, Arts & Heritage, Recreation & Leisure, and Adventure”. All these products are promoted in accordance with the principles of sustainable tourism (including transport): “Indonesia is a country blessed with countless wonders. What makes this country unique is its diverse culture and magnificent nature, which should be celebrated and preserved by everyone” [67].

In addition, in its promotional activities, Indonesia is guided by guidelines in accordance with The Long-Term National Tourism Development Plan (RIPPARNAS) in the form of the strategic plan called Sustainable Tourism and Green Jobs for Indonesia. The strategy ensures the sustainable development of Indonesia’s tourism potential in line with the preservation of outstanding natural, cultural and social resources [68].

Tourists are encouraged to explore Indonesia according to the “8 Ideas to Start Your Sustainable Journey in Indonesia”, namely:

1. Find the Thrill of Becoming a Responsible Tourist: encouraging tourists to travel more consciously, while maintaining the principles of sustainable tourism (“you can certainly do this by being a responsible tourist and planning an eco-friendly trip”—an offer to visit the village of WaeRebo, which was granted the “Top Award of Excellence from UNESCO in 2012”);
2. Do Research on Sustainable Tourism Spots: promotion of destinations sticking to rules of sustainability (“there are many ways for you to ensure that your holiday will truly become a sustainable journey, one of them is to look for spots that are already focusing on sustainable tourism”);
3. Out of All the Beautiful Places, Choose Your Favourite One!;
4. Seek the Best Places to Stay and Have Fun: promotion of ecological overnight accommodations (“Other than tourist attractions, you can travel responsibly by staying in eco-friendly hotels spread all around Indonesia. That way you can ensure that the places you stay are ones that are supporting environmental-friendly principles and could aid in your goals for a sustainable Holiday”);
5. Organize a Checklist for Your Eco-Friendly Goals: encouraging tourists to plan their trips more responsibly (“After planning your activities and the places you’ll visit, organize the ground rules for your eco-friendly travels. This way there will always be a reminder to what you should and shouldn’t do during your sustainable holidays”);
6. Book Signature Experiences around Conservation;
7. Book Directly through an Online Platform that Lists Credible or Award-Winning Sustainable Destinations: using online sites to search for sustainable travel offers and destinations;
8. Be Excited on Your Upcoming Green Adventure and Share with Your Fellow Friends with Green Goals: encouraging tourists to share information with others about Indonesia’s sustainable tourism potential [69].

At the same time, many destinations that encourage tourists to enjoy ecotourism are promoted:

- Mount Leuser National Park (placed in 2011 on the list of World Heritage)—protection of animals and wildlife, use of local guides, care for not leaving any waste by tourists;
- West Bali National Park—a strictly protected area that is available only to tourists who have special permits and passes, and the tour takes place only with guides. At the same time, tourists are encouraged to follow the “Sustainable Travel Tips in Bali” (“pack reusable items”, “pack lightly”, “limit energy usage in the hotel”)
- Labuan Bajo Region—activities and programs in the field of tourism development (sustainable development of tourist resorts); economy and infrastructure (facilities, roads); waste management (recycling, land filling—nonrecyclable plastic waste is also

used as a mixture of asphalt used for road construction); and water, electricity and health services [70].

There are also programs certifying specific tourist services:

- “Sustainable (Diving) Tourism Development”: concerns the prevention of the destruction of valuable coral reefs, applying the principles of sustainable tourism and ensuring the safety of divers (one of them is the certification of diving guides, and special mooring buoys have been installed around the island of Komodo that allow ships to moor and prevent damage to coral reefs by ship anchors);
- “InDOnesia CARE”: concerns the certification of services provided by the tourism industry in the field of providing tourists with the highest standards of cleanliness, health, hygiene, safety and environmental protection (also in the context of the fight against the COVID-19 pandemic). This applies to, among others, hotel and catering services but also to the rules to be observed on the means of transport offered to tourists (e.g., transport of hotel guests or transport for participants of diving expeditions) [71].

As regards the field of sustainable transport, tourists moving around Indonesia are offered *“The Ultimate Guide of Getting Around in Indonesia”*, which states: *“Planning to transport yourself to the magical splendour of Wonderful Indonesia? Before you go, there are some basic information about the nation’s modes of transportation. With a vast area and over 17,000 islands, transportation is important not only as the means to move from point to point, but also to encourage developments, distribution and accessibility throughout the archipelago. Today, transportation and its infrastructure has become the backbone towards a significant progress of Indonesia’s effort to be acknowledged by the world’s eye. Come visit soon and explore further around Indonesia with one of these convenient transportation modes!”* [72]. The guide concerns sustainable water, rail, air and public transport (trams, buses, taxis).

At the same time, Indonesia is already taking promotional measures to encourage people to plan their holidays in the country after the COVID-19 pandemic period: *“Looking for fresh tourist spots to visit after the pandemic? How about taking an eco-friendly trip? Enlighten yourself with these ecotourism spots in Indonesia to enhance your post-pandemic travel plans and to make a positive impact on the community”* [73].

5. Discussion

As Harrari notes, never before has tourism been more focused on environmental sustainability and innovation, with tourists constantly looking for new travel experiences [74]. The development of sustainable tourism is therefore becoming an important challenge for many destinations in the world, which should take various measures in this regard, including promotional ones. The most appropriate institutions and entities responsible for marketing and promoting countries, supporting already existing or developing new national tourism products, include especially national tourism organizations.

Present and future activities of NTOs must take into account a very diverse situation in the tourism market conditioned by the COVID-19 pandemic. This is the main promotional task facing NTOs today, because the world and tourism after the COVID-19 pandemic should be much more sustainable, with sustainable changes in tourist behavior in this direction. NTOs, therefore, encourage tourists to use diverse tourism products that promote the sustainable product potential of these countries. It should be assumed that tourists are more likely to choose as their holiday destination those destinations that have such a diversified offer and promote it (especially using the Internet for this purpose). This trend is confirmed by Streimikiene et al., who note that sustainable tourism is currently of great importance to the further development of world tourism in the context of the prevailing COVID-19 pandemic [75].

At the same time, as Niñerola et al. point out, research on sustainability in tourism is an important task facing researchers worldwide [76]. The article presented here fits into this indicated task by showing and analyzing good practice examples of activities carried out by selected national tourism organizations, which are responsible for promoting their

national unique and diverse tourism potential and sustainable tourism products (including culture, history and nature) and sustainable transport. Destinations are introducing many innovative solutions related to sustainability as well as transport, thus giving impetus to the development of more innovative tourism products that can be successfully promoted and marketed. Effective communication with tourists about specific tourism products should be well addressed and targeted to the customers through various promotional activities at different levels (national, regional and local). Promotion of a tourism product means creating a positive image of the country in the tourists' awareness and positioning it on the market in order to attract potential tourists [77]. According to Sonnleitner, the image is a very important aspect in comparison to other competitive resources in order to attract potential customers—tourists—to oneself [78]. Entities that are best prepared to carry out various promotional-image activities of countries are NTOs. The article points out selected examples of such activities (programs, projects in the field of sustainable tourism and transport, etc.) implemented not only by NTOs but also by tourism organizations and associations, as well as individual service providers and industries (hotels, catering, carriers, etc.) operating in selected countries. Thanks to their activities, the image of those tourist destinations with outstanding sustainable potential is strengthened in the minds of tourists, and thus they contribute to those countries gaining a competitive advantage over other destinations in the world. Similar conclusions have been reached by researchers such as Garay et al. [79] (p. 418), who analyzed the positioning of tourism businesses operating in Catalonia, Spain, with sustainable tourism offers; Eskerod et al. [80], who investigated the hotel sector using new lighting technologies to achieve sustainability goals; and Knox-Hayes et al. [81], who investigated the sustainability model applied in Iceland, also in terms of tourism potential.

The presented analysis showed the importance of activities of selected national tourism organizations in promoting sustainable tourism and sustainable transport. The examples of actions taken not only by NTOs functioning in selected destinations but also by other entities responsible for tourism in these countries (associations, organizations, industry, etc.) presented in the article show in an excellent way the great diversity and, in many cases, innovativeness of promotional activities.

In this article, based on the dominant research topics, we have seen that the key issues of analyzing the actions taken in the selected countries in terms of developing the potential of sustainable tourism as well as sustainable transport have been addressed and analyzed.

6. Conclusions

In light of the research carried out, the following conclusions can be drawn: Due to the significant changes taking place in recent years in the sphere of tourist activities in the world, which were influenced by, among others, the COVID-19 pandemic, it is very likely that in the near future the demand for mass tourism will decrease, in favor of tourist offers and products in the field of sustainable tourism and sustainable transport. Many destinations in the world, through their national tourism organizations (NTOs), today want to support, develop and promote existing and new tourism products, while realizing that tourism should develop in accordance with the assumptions of sustainable development and be integrated into the natural, cultural and social environment of these countries. The NTOs selected for the research undertake very diverse activities promoting sustainable tourism and sustainable transport.

As a summary of the research, the Table 1 below provides an overview of the activities undertaken in selected countries (programs and projects).

As it can be seen, the studied countries, through the activity of national tourism organizations, in a very prudent way conduct a long-term promotional policy of their diversified potential. In their activities, they use many promotional tools (e.g., promotional campaigns, programs, projects) in order to attract foreign tourists.

The promotion of sustainable tourism and transport, in these countries, can contribute to minimizing the negative effects of social, economic and environmental changes on the

destination communities and the environment. It is also one of the forms of promoting ethical consumption of tourism services among tourists visiting the studied destinations.

Table 1. Sustainable tourism and transport projects and programs implemented by the national tourism Organizations surveyed.

Country	NTO	Sustainable Tourism and Transport Projects and Programs
Austria	Österreich Werbung	Promotion of natural potential, sustainable architecture, agriculture, regional cuisine and sustainable mobility and use of renewable energy sources by tourism service providers, including transport.
Cyprus	Cyprus Tourism Organisation	Promotion of projects: “Plastic Waste—Free Islands MEDS”, “Plastic Free Entertainment Cruises and Water Sport Activities—BeMed Project”, “Water, Energy and Waste”, “Cyprus Village Routes—Support Abandoned Villages and Their Environment” (SAVE). A program on sustainable transport is promoted: “Keep Safe on the Cyprus Roads”.
Grenada	Grenada Tourism Authority	Promotion of tourism products including nature, active, cultural, maritime and spa and wellness tourism. Promotion of projects: “Pure Grenada, Spice of the Caribbean” and tourism products: “Soft Adventure”, “Sailing/Yachting”, “Cruising”, “Romance” and “Diving”.
Guatemala	Instituto Guatemaltecode Turismo	Promotion and protection of the country’s cultural, social, natural and environmental values and heritage. Certification of tourism services provided to companies that meet standards related to the prevention of COVID-19 (travel agencies, hotels, sailing marinas, guides, tourist transport services).
Norway	Visit Norway	Promotion of tourism products subordinated to the principles of sustainable tourism and certified as “Green Travel”: “7 Sustainable Adventures”, “Green Getaway to Oslo”, “Urban Green”, “Green Hotels”. A program on sustainable transport is promoted: “10 Cool, Green Ways to Explore Norway”.
Indonesia	Indonesia Tourism Promotion Board	Promotion of the program “8 Ideas to Start Your Sustainable Journey in Indonesia”, and tourism products “Nature”, “Culinary & Wellness”, “Arts & Heritage”, “Recreation & Leisure”, and “Adventure”. A program on sustainable transport is promoted: “The Ultimate Guide of Getting Around in Indonesia”.

Source: author survey, 2021.

At the same time, the thoughtful solutions applied to protect the sustainable potential of these countries can be excellent examples for other destinations in the world to follow in this regard. These examples of NTOs can also contribute to the competitive advantage of these countries over other destinations in the world. The research has also shown that the countries studied (and their national tourism organizations) clearly support the development of sustainable tourism as well as sustainable transport through their national tourism policies.

To sum up, it should be hoped that the above-mentioned examples of activities carried out by selected NTOs will contribute to a better and smarter use of the existing tourism potential in the surveyed countries in the field of sustainable tourism and transport and will become examples of the use of “good practices” in this area, for many other destinations in the world. May this phenomenon be a permanent trend, in favor and glory of future generations of tourists!

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