



Marketing Management of Tourist Destinations in the Context of a Sustainable Model of Their Future Development

Assoc. Prof. Teodora Veleva Rizova, PhD¹, Assoc. Prof. Nadezhda Yordanova Dimova, PhD²

¹Department of Administration and Management, New Bulgarian University, Sofia, Bulgaria

²Department of Economics, New Bulgarian University, Sofia, Bulgaria, New Bulgarian University

ABSTRACT: This study examines the marketing management of tourist destinations in the context of a sustainable model of their future development. In the context of increasing competition, a dynamic tourist environment and increased environmental and social challenges, sustainability is being established as a key factor for effective management of tourist resources. The emphasis is placed on the collaboration between tourist destination management algorithms and marketing strategies.

KEYWORDS: Competitiveness, marketing management, sustainable development, sustainable tourism, stakeholders, sustainable marketing, strategic marketing, tourist destinations, tourist positioning.

I. INTRODUCTION

Modern tourism is an important element not only of the national economy, but a significant part of the regional economy. Modern tourism, viewed as a diverse and systematic process, is an important factor of impact on the ecological, cultural and social environment of the regions. In this regard, tourist destination sustainable development is becoming one of the most significant elements affecting all levels of tourism management.

In the past ten years, sustainable development has become embedded in scientific research, corporate management programs, as well as in public management programs. This process has resulted in a considerable diversity of definitions of sustainable development.

The aim of the article is to present specific aspects of tourist destination marketing management within the framework of a sustainable model for future development.

Thus, at the very beginning, it should be stated that sustainable development is viewed as an approach to a tourist activity organisation, ensuring economic benefit, respect for natural and cultural resources, as well as improving the quality of life of the local population. The diversity and complexity of modern economic, social and cultural relations create serious challenges to the full implementation of this concept.

The overall tourism sector sustainable development consists of individual tourist destination sustainable development. A destination is a geographical territory that has a complex of resources, infrastructure and services, forming specific tourist products offered to consumers by certain tourist segments. Sustainable development of a destination means finding an effective balance between the economic, environmental and social aspects of development. (Cerina, F., & Markandya, A., 2010).

In order for tourism management to meet the requirements of sustainable development, it has to ensure such coordination between all participants in tourism activity, i.e. government, business, local population and tourists, thanks to which the harmonious development of a region and the preservation of its tourism resources can be ensured.

In earlier periods, and in many cases today, the processes of coordination and harmonisation in the practice of tourism management have a situational nature, with the implementation of these processes being carried out on the principle of trial and error. When applying such an approach, the efficiency is very low, and achieving long-term results is almost impossible, due to the conditionality of the results by a number of subjective factors. Quite naturally, this situation is unable to satisfy either the needs of public management, or those of local communities, or meet the expectations of corporate investors. All this not only makes it difficult to implement tourism activity, but also reduces the competitiveness of the relevant destinations.

The absence of sufficiently well-structured approaches to destination management based on the sustainable development model also creates problems with the orientation of tourists towards the choice of the respective destination. The reason for this is



not only the increased general ecological culture, but also the requirements that the increasingly active information economy places on tourism. Even before the modern tourist trip takes place, the tourist expects complete information about it, including the details related to the preservation of the natural and historical environment in which the trip will take place. Providing such information without prior structuring of destination management actions is extremely difficult and often raises doubts among tourists. As is pointed out today, marketing implementation is almost impossible if the relevant tourist company cannot present the relevant information model of the destination and the tourist products offered by it.

Based on the abovementioned, tourist destination sustainable management should be implemented in compliance with certain principles, which on the one hand directly support management, and on the other, are suitable for the preparation and implementation of the relevant information product (Egger, R., Gula, I., & Walcher, D., 2016).

On the other hand, the widespread conceptual understanding of marketing is transforming from traditional, product-oriented strategies to modern, sustainability-oriented approaches.

Our understanding of marketing is transforming from traditional, product-oriented strategies to modern, sustainability-oriented approaches. The emphasis that is added to the understanding of marketing on the environmental and social impact of business activities is also growing, which in turn is determined by the increasing awareness and commitment among consumers, business and society as a whole.

On a specific side, and if we have to be objective, the numerous product packaging also has a negative role as a major pollutant in nature. (Nakova, R., 2023)

Historically, marketing has evolved significantly over time, moving from focusing solely on product benefits and features to a more holistic approach that takes into account the social and environmental impacts of business actions.

The growing awareness of environmental and social issues among businesses, policymakers, and consumers has led to an increased focus on sustainability in marketing. With increasing awareness of the social and environmental impacts of economic development, businesses are seeking more sustainable and effective ways to market their products and services while delivering value to customers (Peattie and Belz, 2010).

As a result of these historical changes and the current reality, it is imperative for businesses and marketers to implement sustainable practices in all their operations. Embracing sustainability not only helps build a better brand image, but also ensures long-term growth, new market positions, and overall market success.

If we go back purely historically, marketing is one of the most important functions of a successful business. In 1905, the concept of marketing was introduced at the University of Pennsylvania, which mainly included product marketing (Peattie and Belz, 2010). Over the years, the concept has evolved, leading to several transformations and is marked by the advantages of various ones over time. These concepts are production, product, selling, marketing, social marketing, relationship marketing and the emerging new ones.

The concept of production is described as satisfying unmet consumer needs through mass production at minimal cost, while the concept of product emphasises the consumer's preference for high-quality products with advanced features. The concept of selling focuses on stable methods of promotion and sales, and then the concept of marketing appears, focusing mainly on consumer needs and wants. Then the concept of social marketing appeared with the main goal of incorporating ethical and social considerations into marketing operations (Kotler and Armstrong, 2010). Subsequently, other, different marketing concepts appeared, but in recent years the preponderance has been directed towards the fact that every business is obliged to include the principles of sustainability in its marketing activities in order to achieve a competitive advantage. This includes creating, communicating and providing products and services based on sustainability (Park et al., 2022).

In accordance with the research problem, the evolution of sustainability marketing is also described by the concepts of social and community marketing, as well as environmental marketing, which has been further developed into green marketing and sustainable marketing. All these concepts eventually merge into a more comprehensive concept of sustainability marketing, integrating social, environmental and economic dimensions (Seuring and Müller, 2008), as shown in Fig. 1.

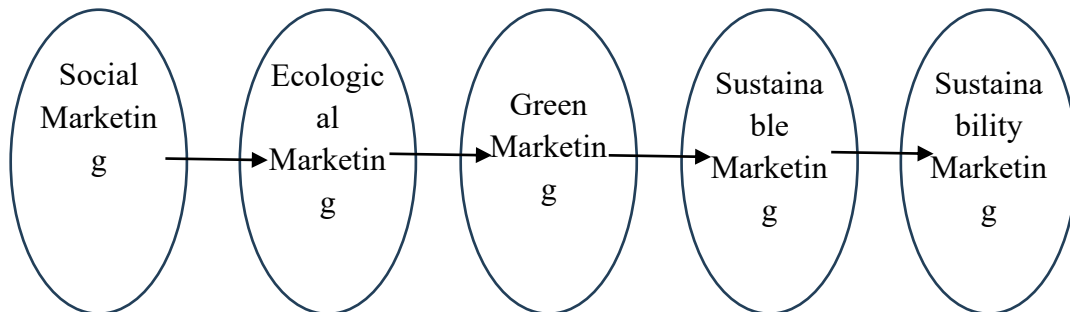


Fig. 1 Evolution of sustainability marketing.

Adapted from Kumar et. al. (2013)

This evolution can be logically divided into three phases: before the 1970s, the 1970s–1990s, and the late 1990s to the present.

In fact, sustainable marketing is an approach to marketing that takes into account:

- long-term interests of society;
- environmental sustainability;
- ethical expectations of society.

In fact, it is not limited to green products but includes broader issues such as responsible advertising, fair trade, transparency, and social impact.

The broader view of the importance of sustainable marketing goes through a macro concept that can be defined as “Marketing within and in support of sustainable economic development” (Dam and Apeldoorn, 1996).

On the other hand, Belz and Peattie (2012) try to explain the subtle difference between sustainability marketing and sustainable marketing in their book “Sustainability Marketing: A Global Perspective”. The term sustainable means something lasting or long-lasting, therefore “Sustainable marketing is a type of marketing that effectively builds long-lasting relationships with customers – without any specific reference to sustainable development or consideration of sustainability issues”. (Belz, Peattie, 2012)

However, sustainability marketing is more concerned with sustainability issues and is described as “building and maintaining sustainable relationships with customers, the social environment and the natural environment” (Peattie and Peattie, 2009). Therefore, sustainability marketing presents a broader scope than sustainable marketing.

In today’s rapidly changing and evolving scenarios of environmental degradation, climate change and resource scarcity, sustainability marketing is of paramount importance as it addresses social, environmental and economic goals. Sustainability marketing is a marketing advancement that addresses the integration of fundamental technological and economic perspectives with relationship marketing, as well as social, ethical and environmental considerations inherent in sustainable development goals (Peattie and Belz, 2010). Essentially, sustainable marketing focuses primarily on the social, environmental and economic aspects of sustainable development (Kim et al., 2015).

II. METHODOLOGY

One of the main methods enabling the full implementation of tourist destination sustainable development is the process of sustainable management algorithmisation.

Algorithmisation is defined as the detailed description of a sequence of management operations, incorporating the available options at each stage and aligning the entire process with the strategic goals established by a destination’s management. Algorithmisation contributes to each of the elements of sustainable development and more specifically:

- a) The economic efficiency of the activities of the tourist enterprise.

Algorithmisation allows for the optimization of resources and the reduction of both conditionally fixed and variable costs in tourism. The reason for this is the strict consistency of costs, even in non-standard and unplanned situations. The ability of



algorithms to be applied within a variable system controls the cost part and orients it towards achieving specific goals of the enterprise.

Algorithmisation also allows for an increase in the revenue part of tourism activities, as it implies a precise marketing impact on target-oriented groups of tourists. Such market segments can be developed even in the process of implementing the tourism product itself, using additional services or capabilities of the tourism company.

Algorithmisation can also be defined as a factor for increasing the overall utility of the company's management activities, at different levels of this management. Since it is a factor for the introduction of automated processes in management, management can concentrate on solving creative tasks, and at the same time, it can rely on high efficiency in the performance of routine functions related to both the stay of tourists and the solution of some of the marketing tasks, such as receiving feedback, additional information and other elements that imply direct interaction with tourists (Piriou, J., 2019).

b) Possibility of interaction with modern information and communication technologies.

As is known, these technologies are built and function on the principle of algorithmisation, which allows any marketing or management decision to be translated into the language of information technologies and included in the relevant tourist service system.

Today, practically no tourist product can be implemented without the creation of a corresponding information space that would prepare users for its use. It is in this case that algorithmisation enables the transformation of management decisions into an information product that can reach users. This is also an essential factor for post-sales interaction with tourists, which is of great importance for the development of a destination.

c) Environmental sustainability.

Algorithmisation enables constant and reliable monitoring of the environmental load that tourism activity has on natural complexes. On the basis of constant monitoring, real activities can be sought that ultimately lead to a reduction in the negative impact of individual factors related to tourism and their transformation into those that are not risky for existing natural complexes.

Algorithmisation also enables interaction between individual institutions and organizations involved in environmental protection, making it possible to significantly easily manage the interaction and increase its effectiveness.

d) Achieving a high level of social sustainability.

Algorithmisation allows, in the process of implementing tourism activities, to take into account the interests of local communities, even in the process of planning activities, with tourism companies receiving adequate feedback. Feedback from local communities is obtained according to a previously approved algorithm, which is specified between the parties, depending on the conditions.

Thanks to algorithmisation, fairly common conflicts between local communities and tourists can be avoided by pre-determining the points of tension that may occur during the implementation of tourism products.

Algorithmisation is also of great importance for developing local economy. In terms of tourism activity, this is achieved by building a system of local partnerships that, in a sufficiently fast manner (of course, in compliance with all legal requirements), allows the use of the potential of the local economy for the provision of additional services or the development of new tourism products by the local tourism industry. (Albrecht, J. N., 2016).

Some examples of effective use of algorithmisation in tourism practice can be cited.

Thus, in Slovenia, a platform for sustainable tourism management is being implemented, based on algorithms that allow the collection and analysis of data on tourist flows, the level of tourist satisfaction, the workload of sites, the complex and sectoral impact on the environment, etc. The implementation of this platform makes it possible to both increase the efficiency of tourist activities and achieve a high level of tourism sustainability.

In Japan, algorithms are also used in the management of sustainable tourism. Their use is related to control over tourist areas and when overloading occurs at certain tourist destinations. Algorithms allow tourist flows to be redirected to other destinations, without affecting tourist satisfaction.

The application of algorithms in tourist destination sustainable management also faces certain problems. The main ones are:

- difficult applicability in the case of weak development of digital infrastructure, especially in remote destinations and small settlements;



- emergence of resistance to changes that occur when using algorithms in management practice. This resistance, as a rule, is observed in management, frozen in traditional paradigms of management, as well as in the technical staff of tourism companies;
- low level of digital literacy of management;
- risks of algorithmic distortions (for example, reducing complex social processes to the level of mathematical formulas).

In the practice of tourist destination sustainable management, two groups of algorithms are used: technical algorithms and cultural algorithms.

III. RESULTS

Within the framework of tourist destination sustainable management, cultural algorithms are an essential element of the development and practical implementation of new tourist products. Along with this, cultural algorithms allow for the segmentation of the tourist market, create prerequisites for the development of certain directions in which the different levels of the management of the tourist company should develop: from the strategic level of planning to the technical aspects that find their place in the direct service of tourists.

Tourism is one of the areas in which direct communication is of leading importance for the impressions that the tourist trip will leave. However, communication hides a number of risks associated with poor knowledge of the other facet in this process. The use of cultural algorithms allows the communication process to be developed in advance, to determine the strategies and tactics of communication, which in turn significantly reduces the risk of unsatisfactory communication between company employees and tourists.

The importance of algorithms is also significant in terms of long-term planning, which is one of the essential elements of destination sustainable development. Thanks to them, the reactions and types of interactions between the groups involved in the implementation of the sustainable development model in tourism can be predicted.

Cultural algorithms are a modern concept that uses the methods of evolutionary calculations and is based on the interaction of individual decisions and collective knowledge. Applied to the tourist destination management, cultural algorithms allow the following:

a) To take into account the values and traditions of local communities in the process of planning and implementing certain tourist products. This process has three main components:

- on the one hand, in this way the negative attitude of the communities towards tourism activities is overcome, as cultural values become an essential element of the tourist products;
- on the other hand, opportunities are created for more flexible construction of the tourist products themselves, by outsourcing part of the processes and activities, while at the same time achieving a significantly higher quality of service to tourists;
- a higher level of socio-economic development of the region is ensured, which is facilitated by both increased fiscal revenues and additional opportunities that arise for investments by public administration and corporate structures.

b) To ensure a predictable impact on the environment by predicting the minimum and maximum parameters of the negative impacts of certain groups of tourists and tourist products.

Cultural algorithms allow to determine the critical points in the process of using natural complexes for the needs of tourism, and also to determine the spectrum of actions necessary for the preservation and restoration of these complexes.

Cultural algorithms lay the foundation for the processes of tourist destination development, their synchronisation with the processes of development of natural complexes, aimed at self-organization of the interaction between natural complexes and tourist activity.

An important aspect of the use of cultural algorithms is the possibility of more precise planning of activities and the distribution of responsibility between individual participants in the implementation of tourism activities related to environmental protection and the restoration and maintenance of existing natural complexes.

c) Possibility of modelling the preferences of different groups of tourists.



This is one of the main advantages that tourism companies receive when using cultural algorithms in the process of tourist destination management. This is also one of the significant opportunities for tourism companies to increase their level of competitiveness in modern market conditions.

The basis of this type of modelling is the analysis of the cultural patterns of individual groups of tourists. Cultural patterns are those prevailing values and beliefs that characterize a certain culture and distinguish it from other cultures. Cultural patterns determine some of the social characteristics of tourist groups and on this basis give sufficiently reliable characteristics of their product preferences.

These characteristics often have opposite directions, such as: individualism - collectivism, high or low distance from the norm, search or avoidance of uncertainty in the consumption process (search or avoidance of surprises or adventures in the process of consuming the tourist product), orientation towards long-term or short-term goals and a number of others.

d) Cultural algorithms enable the formation of dynamic strategies for the development of tourism.

Important in the formation of dynamic strategies is the observance of a certain sequence. So there are the following five elements:

- segmentation of tourist groups by cultural characteristics. This segmentation is carried out on the basis of cultural models (models by Hofstede, Schwarz et al.).

IV. DISCUSSION

The algorithms of culture are quite diverse, but the main algorithms that have an impact on tourist destination sustainable management and on tourism in general are four:

- landscape algorithm of culture. Natural features have a significant impact on the formation of the cultural characteristics of the population. Nature, through a specific algorithm, affects both economic activity (the possibility of developing agriculture, crafts, and later industry), and the relationship between individuals in society and the groups that build it. The landscape algorithm of culture also has a significant impact on the man-nature relationship, as different models of perception of nature and forms of anthropogenic impact on it by the local population develop. The landscape algorithm of culture to a certain extent also has an impact on such socio-economic characteristics of the population as readiness for technological innovations and perception of people from other places. Accordingly, this has a direct impact on both the adaptation of the understanding of sustainable development in the specific territory and the degree of interaction between social groups necessary for destination sustainable development;

- the historical algorithm implies the impact of systematically linked events from the past on the development of certain processes, which are mostly social, but also to a certain extent economic in nature. Thus, it is thanks to the historical algorithm of culture that the structure of society is formed, with its hierarchy, degree of openness in interactions between social groups, as well as the general dynamics of social processes in society. The historical algorithm affects the model of perception of individual communities in the generalized social organism of the country. These differences between communities can be dictated by ethnic, religious and other social models of perception. Accordingly, this also has its impact on the attitude towards both social groups and foreigners, including the differentiation of the attitude towards tourists from one region or another. The historical algorithm also implies the adoption of a certain labour and business culture, which is directly related to the sustainable development of the respective destination. Quite naturally, the historical algorithm of culture also implies the synchronisation of technological, social and economic development of both the country as a whole and individual regions (it is enough in this regard to indicate the different approaches to technology in the regions of Northern and Southern Italy);

- religious algorithm of culture. Religion is the basis of national culture, laying the foundation for the basic properties of social relations at different levels: from relations between the relevant religious and ethnic communities to relations that arise within family relations. In different forms, the varieties of religious beliefs also imply the construction of a system of relations to nature and the place of man in natural systems. The religious algorithm to a significant extent also determines such elements of material culture that can find their application in destination sustainable management: beliefs and customs, traditions in the broad sense of the term, traditions in everyday life, including culinary traditions of the regions. Thus, the religious algorithm of culture has, although not so direct, but a sufficiently strong systemic impact on the readiness for the development of tourism activities



in the relevant regions and, more specifically, the readiness for the implementation of the sustainable approach to the development of the destination;

▪ social-psychological algorithm of culture. In most cases, the population of individual regions forming tourist destinations has specific characteristics of the ratio of emotionality, cognitive abilities, personality assessment, as well as a number of such characteristics as the ratio of the material and the ideal in the value system, the assessment of the significance of the territory and a number of others. An important element of the socio-psychological algorithm of culture is also the forms of perception and relations between social groups, the attitude towards power structures at different levels of government, the ratio of the understanding of law and justice, the significance of management acts and other elements, which are built in modern conditions. All this presupposes the opportunities for the development of the relevant regions, as well as the opportunities for the implementation of destination sustainable development (Rizova, T., 2021).

V. CONCLUSION

In conclusion, it can be summarised that the marketing management of tourist destinations in the context of sustainable development is being established as a key factor for their long-term competitiveness and effectiveness. Modern challenges facing tourism require an integrated approach that combines economic goals with the protection of natural resources and the social well-being of local communities. In this sense, sustainable marketing is not limited to promoting tourist products, but becomes a strategic tool for building a balanced and responsible development of destinations.

Management process algorithmisation is emerging as an essential mechanism for achieving sustainability, as it allows for the optimisation of resources, effective use of information technologies and improved coordination between stakeholders. The application of algorithms creates prerequisites for more precise planning, monitoring of environmental impact, adaptation to the dynamics of tourist flows and improving the quality of tourist services.

Cultural algorithms are of particular importance, supporting the integration of local values, traditions and social characteristics in the management of tourist destinations. They contribute to better segmentation of tourism markets, to the development of sustainable tourism products and to the prevention of conflicts between tourists and local communities. In this way, conditions are created for sustainable socio-economic development and for increasing the satisfaction of all participants in the tourism process. In summary, the successful future of tourist destinations depends on the integration of sustainable marketing, algorithmic management and culturally oriented approaches. Only through systematic coordination between the public sector, business and local communities can a sustainable development model be achieved that guarantees long-term competitiveness, the preservation of natural and cultural heritage and the improvement of the quality of the tourist experience.

REFERENCES

1. Albrecht, J. N. (2016). Visitor management in tourism destinations. CABI.
2. Belz, F.-M., & Peattie, K. (2012). Sustainability marketing: A global perspective (2nd ed.). John Wiley & Sons.
3. Cerina, F., & Markandya, A. (2010). Economics of sustainable tourism. Routledge.
4. Dam, Y. K., & Apeldoorn, P. A. C. (1996). Sustainable marketing. *Journal of Macromarketing*, 16(2), 45–56.
5. Egger, R., Gula, I., & Walcher, D. (Eds.). (2016). Open tourism: Open innovation, crowdsourcing and co-creation challenging the tourism industry. Springer.
6. Kim, Y., Song, S., & Lee, J. (2015). The impact of sustainability marketing on firm performance. *Sustainability*, 7(8), 10197–10216.
7. Kotler, P., & Armstrong, G. (2010). Principles of marketing (13th ed.). Pearson Education.
8. Kumar, V., Rahman, Z., Kazmi, A. A., & Goyal, P. (2013). Evolution of sustainability as marketing strategy: Beginning of new era. *Procedia – Social and Behavioral Sciences*, 37, 482–489.
9. Landau, I. D., Lozano, R., M'Saad, M., & Karimi, A. (2011). Adaptive control: Algorithms, analysis and applications. Springer.
10. Ławryńczuk, M. (2014). Computationally efficient model predictive control algorithms: A neural network approach. Springer.



11. Nakova, R. (2023). Emergence and development of packaging of fast-moving consumer goods. Yearbook “Economics and Business”, 8. New Bulgarian University.
12. Park, J., Kim, S., & Lee, H. (2022). Sustainable marketing strategies and competitive advantage. *Sustainability*, 14(3), 1–17.
13. Peattie, K., & Belz, F.-M. (2010). Sustainability marketing—An innovative conception of marketing. *Marketing Review* St. Gallen, 27(5), 8–15.
14. Peattie, K., & Peattie, S. (2009). Social marketing: A pathway to consumption reduction? *Journal of Business Research*, 62(2), 260–268.
15. Piriou, J. (2019). *The tourist region: A co-construction of tourism stakeholders*. Wiley–ISTE.
16. Rizova, T. (2021). *Integrated management in tourism complexes*. New Bulgarian University.
17. Seuring, S., & Müller, M. (2008). From a literature review to a conceptual framework for sustainable supply chain management. *Journal of Cleaner Production*, 16(15), 1699–1710.
18. Zhang, H., et al. (2013). *Adaptive dynamic programming for control: Algorithms and stability*. Springer.

Cite this Article: Rizova, T.V., Dimova, N.Y. (2026). Marketing Management of Tourist Destinations in the Context of a Sustainable Model of Their Future Development. International Journal of Current Science Research and Review, 9(5), pp. 2333-2340. DOI: <https://doi.org/10.47191/ijcsrr/V9-i5-10>