Primljeno/Submitted:12.11.2025. Pregledni rad
Prihvaćeno/Accepted: 15.12.2025. Review paper

SUSTAINABLE TRANSFORMATION OF DESTINATION MANAGEMENT: ECONOMIC FRAMEWORKS, DIGITAL SOLUTIONS AND BENCHMARK CASE STUDIES

ODRŽIVA TRANSFORMACIJA UPRAVLJANJA DESTINACIJOM: EKONOMSKI OKVIRI, DIGITALNA RJEŠENJA I PRIMJERI DOBRE PRAKSE KROZ USPOREDNE STUDIJE SLUČAJA

Natko Klanac[*]
Domagoj Karačić[**]
Matea Milićević[***]

ABSTRACT

This paper reviews recent scholarly insights and validated managerial practices concerning the sustainable transformation of destination management, with an emphasis on economic implications and the regional context. Building on a systematic literature review that integrates sustainability and innovation in tourism, the paper identifies three key development pathways: (1) operationalizing goals through consistent indicators (KPIs), (2) transitioning from marketing-oriented tourist boards toward destination management organizations (DMOs) empowered to coordinate development, quality, and capacity, and (3) leveraging digitalization to improve measurement, transparency, and decision-making. The theoretical section synthesizes core sustainability frameworks and their governance and economic implications, grounded in normative sources.

The practical section maps reference standards and tools and summarizes benchmark practices. Based on the synthesis, the paper proposes an operational framework for DMOs: establishing a minimal KPI set (seasonality, spending per visitor, visitor

[*] PhD, Senior Lecturer, University of Applied Sciences "Lavoslav Ružička" in Vukovar, Croatia, e-mail: natko.klanac@vevu.hr
[**] PhD, Associate Professor, Faculty of Economics and Business, University of Osijek, Croatia, e-mail: domagoj.karacic@efos.hr
[***] Secondary School of Tourism and Hospitality, Mostar, Bosnia and Herzegovina, e-mail: mateamostar09@gmail.com

density, emissions, community satisfaction, and — where relevant — the share of local suppliers), developing dashboards and reporting protocols, applying demand-management instruments (time-slotting, visitor-flow steering), and strengthening stakeholder coordination through participatory planning. The contribution is twofold: the paper consolidates verifiable concepts and standards and translates the literature into implementable steps for destination managers and policymakers. It concludes with research priorities focused on indicator standardization and the measurable evaluation of digital interventions across destination types.

Keywords: sustainable tourism; destination management; visitor flow management

SAŽETAK

Ovaj rad daje pregled novijih znanstvenih spoznaja i potvrđenih upravljačkih praksi vezanih uz održivu transformaciju upravljanja destinacijom, s naglaskom na ekonomske implikacije i regionalni kontekst. Polazeći od sustavnog pregleda literature koji povezuje održivost i inovacije u turizmu, rad identificira tri ključna razvojna pravca: (1) operacionalizaciju ciljeva kroz dosljedne pokazatelje uspješnosti (KPI-jeve), (2) prijelaz s turističkih zajednica usmjerenih pretežno na marketing prema organizacijama za upravljanje destinacijom (DMO) osnaženima za koordinaciju razvoja, kvalitete i kapaciteta te (3) korištenje digitalizacije radi unapređenja mjerenja, transparentnosti i donošenja odluka. Teorijski dio sintetizira temeljne okvire održivosti te njihove upravljačke i ekonomske implikacije, oslanjajući se na normativne izvore.

Praktični dio prikazuje referentne standarde i alate te sažima primjere dobre prakse. Na temelju provedene sinteze, rad predlaže operativni okvir za DMO-e: uspostavu minimalnog skupa KPI-jeva (sezonalnost, potrošnja po posjetitelju, gustoća posjetitelja, emisije, zadovoljstvo lokalne zajednice te, gdje je primjenjivo, udio lokalnih dobavljača), razvoj upravljačkih ploča i protokola izvještavanja, primjenu instrumenata upravljanja potražnjom (vremensko raspoređivanje posjeta, usmjeravanje tokova posjetitelja) te jačanje koordinacije dionika kroz participativno planiranje. Doprinos rada je dvostruk: s jedne strane objedinjuje provjerljive koncepte i standarde, a s druge strane prevodi nalaze iz literature u provedive korake za upravitelje destinacija i donositelje politika. Zaključno, rad ističe istraživačke prioritete usmjerene na standardizaciju pokazatelja i mjerljivo vrednovanje digitalnih intervencija u različitim tipovima destinacija.

Ključne riječi: održivi turizam; upravljanje destinacijom; upravljanje tokovima posjetitelja

INTRODUCTION

According to the World Tourism Organization, sustainable tourism is "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNEP & UNWTO, 2005). Sustainable tourism seeks to balance environmental, economic, and sociocultural dimensions of development to preserve the long-term viability of destinations. At the same time, destination management is increasingly shaped by climate change, changing demand patterns, and accelerated digitalization. Sustainable tourism implies a threefold obligation. First, destination development should optimize the use of natural resources while protecting essential ecological processes, biodiversity, and landscapes. Second, tourism must respect the sociocultural identity of host communities by safeguarding tangible and intangible heritage and fostering intercultural understanding.

Third, sustainability requires long-term economic viability whereby tourism activities generate income, employment, and social services for local residents, distribute benefits fairly, and contribute to poverty reduction. In short, sustainable tourism aims to align environmental conservation, cultural heritage protection, and long-term economic prosperity. Recent literature confirms that sustainability has become a dominant research framework in tourism, increasingly linked with innovation as a driver of sustainable transformation (Santos et al., 2021). This paper reviews theoretical approaches and models of sustainable destination development with an emphasis on economic implications, and it summarizes practical examples with a focus on Bosnia and Herzegovina and Croatia, complemented by selected benchmark cases.

1. REVIEW METHODOLOGY

This section describes the targeted narrative review of scholarly literature and institutional documents on the sustainable transformation of destination management. The review emphasizes economic aspects, digital solutions, and key performance indicators (KPIs) applied in destination governance. The design combines elements of a systematic approach—transparent criteria, structured searching, and dual assessment—with the flexibility needed to cover heterogeneous sources such as peer-reviewed research, official strategies, and international standards.

Three a priori research questions guided the review:

- (RQ1) Which theoretical and managerial approaches does the literature propose for the sustainable transformation of destination management?
- (RQ2) Which digital solutions and practical measures deliver measurable economic and sustainability outcomes?
- (RQ3) Which KPIs and indicators do the literature and relevant policies recommend for evaluating sustainable destination transformation?

These questions enabled simultaneous attention to conceptual models and operational tools and supported organizing findings across theoretical, operational, and evaluative dimensions. The search covered scholarly and institutional sources. Because access to commercial databases (e.g., Scopus, Web of Science, EconLit) was limited, searching relied primarily on open platforms (Google Scholar; Directory of Open Access Journals—DOAJ), institutional repositories, and official portals of international organizations (UN Tourism/UNEP, OECD, the European Commission, GSTC, Interreg Europe). National sources were consulted where appropriate (e.g., the eVisitor system in Croatia) to capture regional contributions. Eligible material included peer-reviewed journal articles, conference papers, book chapters, and policy documents, standards, and guidelines issued by international and national institutions.

The time window was set to 2018–2025 to reflect post-pandemic conditions and accelerated sectoral digitalization. Publications in English and in Croatian/Bosnian-Croatian-Serbian (HR/BCS) were included to incorporate regional evidence. The geographic focus was Bosnia and Herzegovina and Croatia, with additional global examples included for benchmarking. Search strategies were derived from the research questions and used Boolean operators (AND/OR), phrase searching, and truncation. Core domains included sustainable tourism, destination management/DMOs, digital transformation/innovation, and performance measurement (KPIs). Inclusion criteria comprised: (a) publication between 2018 and 2025; (b) English or HR/BCS language; (c) peer-reviewed scholarly outputs or credible institutional documents; and (d) explicit links between destination management and sustainability, economic aspects, and/or digital solutions and indicators. Exclusion criteria comprised: (a) publications outside the time/language scope; (b) topics not related to tourism/destination management; (c) blogs, unverified websites, and marketing materials without data or methodology; and (d) low-credibility sources lacking institutional authority, except when issued by recognized organizations (e.g., UN Tourism, GSTC) as reference standards.

Selection proceeded in two stages. First, two reviewers independently screened titles and abstracts for alignment with inclusion criteria; disagreements were resolved by discussion. Second, for records with available full texts, the same reviewers independently assessed quality and suitability based on clarity of objectives, method description, data transparency, limitations, and overall credibility. Grey literature (e.g., strategies and guidelines) was evaluated using the AACODS framework (Authority, Accuracy, Coverage, Objectivity, Date, Significance), and only institutionally issued documents were retained. The search process is summarized in line with PRISMA principles. In total, 35 records were identified; after removing duplicates, 32 remained. Title/abstract screening excluded 20 records. Twelve records underwent full-text assessment; one was excluded for lacking measurable evidence. Ultimately, 11 sources were included in the qualitative synthesis.

2. THEORETICAL APPROACHES AND ECONOMIC FRAMEWORK

The sustainable transformation of tourism is commonly framed through the three pillars of sustainability—economic, social, and environmental—embedded in early UN Tourism definitions. Under this perspective, tourism should meet the needs of present visitors and host communities while safeguarding future opportunities. At the destination level, economic sustainability includes managing seasonality, improving the value of visitor spending, and diversifying the tourism offering (UNEP & UNWTO, 2005).
Normative frameworks such as the Statistical Framework for Measuring the Sustainability of Tourism (SF-MST) propose monitoring tourism's economic structure and performance (e.g., contribution to GDP, employment, investment), alongside environmental and social impacts (UNSD, 2024). In parallel, the GSTC Destination Criteria require destinations to demonstrate effective sustainability governance, maximize socio-economic benefits for host communities, protect cultural heritage, and minimize environmental impacts (GSTC, 2019; GSTC, 2021). Many approaches also operationalize sustainability through the triple bottom line—people, planet, and profit—highlighting the need to align economic benefits with environmental conservation and social well-being (Innoguide Project, 2016).

2.1. Economic sustainability and KPIs

A central challenge for DMOs is translating sustainability goals into measurable indicators. OECD emphasizes that destination success should not be evaluated solely through visitor volumes and gross expenditure; a broader perspective is required that accounts for environmental and social effects and leverages digital technologies to manage visitor flows more effectively (OECD, 2024). The European Tourism Indicator System (ETIS) provides 40 indicators across management, social, economic, and environmental dimensions and is designed as a voluntary self-assessment tool for destinations (European Commission, 2016). Interreg Europe's SToryATU initiative illustrates how ETIS can be operationalized through dashboards and structured surveying of visitors, residents, and businesses, generating data on spending, waste, and satisfaction to support evidence-based planning (Atlantic Technological University – SToryATU, 2024; Donegal County Council, 2018). Benchmarking tools such as the Global Destination Sustainability Index (GDS-Index) have expanded criteria in recent years to incorporate regenerative tourism and circular-economy principles and to refine indicators related to mobility, resident sentiment, short-term rentals, and capacity management (GDSIndex, 2024).
KPIs serve not only measurement but also transparency and decision support. PATA recommends indicators be specific, measurable, and time-bound and highlights the role of visitor satisfaction measurement and digital tracking tools (PATA, n.d.). Effective adoption

requires robust data collection, governance, and the organizational capacity to act on results.

2.2. From tourist boards to DMOs

Historically, tourist boards (often operating as destination marketing organizations) focused primarily on promotion and visitor attraction. With increasing complexity and stakeholder interdependence, destination management has expanded toward strategic coordination of development, quality, and capacity. OECD argues that a purely marketing-oriented understanding is no longer sufficient: contemporary destination management includes product development, human-capital development, shaping the visitor experience, and managing the physical space and service quality—alongside promotion (OECD, 2020). OECD also highlights the importance of governance structures, stakeholder inclusion, SMART objectives, and sustainable financing models to enable DMOs to implement destination strategies and manage trade-offs (OECD, 2020).

2.3. Digitalization in measurement and decision-making

Digital transformation changes how destinations collect, analyze, and use tourism data. OECD notes that artificial intelligence and related technologies can enhance efficiency and inclusiveness and support active visitor-flow and resource management (OECD, 2024). Dashboards, big-data analytics, and online platforms enable near real-time monitoring, problem detection, and targeted interventions. At the same time, digital solutions require strong data governance, privacy safeguards, and capacity building in both the public and private sectors.

3. PROPOSED KPI SET

Table 1 proposes a practical KPI set to support sustainable destination management. The table emphasizes five cross-cutting indicators suitable as a minimal common denominator for comparison—seasonality, spending per visitor, visitor density, emissions, and community satisfaction—while allowing additional KPIs to be added depending on destination context (e.g., local procurement, day visitors, waiting times).

Table 1: Proposed Sustainable and Economic KPIs for a Destination

KPI	Definition	Formula	Data source
Share of visits outside peak season (%)	Percentage of arrivals/overnights occurring outside the defined peak season.	100 × (off-peak visits / total visits)	Tourism statistics (e.g., eVisitor), booking analytics
Average spending per visitor (USD/EUR)	Average visitor spending over the entire stay.	Total visitor spending / number of visitors	Spending surveys, aggregated card transactions, fiscal data
Peak visitor density (visitors/m²)	Visitors per square meter at a key location during the peak hour.	Peak-hour visitors / area (m²)	Counters/sensors, video analytics, GIS
CO_2e emissions per visitor-day (kg)	Estimated GHG emissions per visitor per day of stay.	Σ emissions (transport, lodging, activities) / (visitors × days)	Emission inventories/calculators; transport & lodging data
Community satisfaction index (0–100)	Composite index of residents' perceived tourism impacts on quality of life.	Weighted average of multi-item scores	Resident survey (at least annually)
Share of local suppliers in procurement (%)	Share of total destination/tourism procurement spent on local suppliers.	100 × (spend on local suppliers / total procurement)	DMO/operator reports; supplier survey
Share of day visitors (%)	Share of visitors who do not stay overnight.	100 × (day visitors / total visitors)	Visitor survey; mobility/traffic statistics
Average entry waiting time (minutes)	Average wait time at attractions during peak periods.	Σ waiting times / number of observations	Ticketing systems; automated counts; on-site observation

Source: authors.

Note: For each KPI, destinations should define baseline and target values consistent with the destination strategy.

4. MANAGEMENT MODELS AND FRAMEWORKS

Structured models and standards enable consistent planning, monitoring, and reporting in sustainable destination management. Three widely used frameworks are the GSTC Destination Criteria, the European Tourism Indicator System (ETIS), and the Green Destinations Standard. In practice, they are often combined: GSTC provides overarching sustainability criteria, ETIS supplies operational indicators, and Green Destinations offers practical tools and verification pathways aligned with GSTC principles (European Commission, 2016; GSTC, 2019; GSTC, 2021; Green Destinations, 2024).

DMOs function as intermediaries translating global guidance into local operational measures. UN Tourism guidelines emphasize that DMOs should coordinate stakeholders across public, private, and civil sectors, define measurable objectives and reporting protocols, and implement continuous monitoring and public disclosure to strengthen accountability (UNWTO, 2023).

5. EXAMPLES FROM PRACTICE

The application of international sustainability frameworks in Bosnia and Herzegovina and Croatia demonstrates how global principles of sustainable destination management can be adapted to diverse local contexts. These cases illustrate pragmatic approaches that combine governance instruments, digital tools, and stakeholder coordination to address challenges such as overtourism, environmental sensitivity, and uneven regional development. In Croatia, Dubrovnik represents one of the most advanced examples of destination-level governance aimed at mitigating overtourism in a UNESCO-listed historic city. Through the Respect the City program, Dubrovnik introduced enforceable limits on cruise-ship arrivals and visitor numbers in order to preserve the carrying capacity of its Old Town. Since 2019, no more than two cruise ships—up to 4,000 passengers in total—are allowed to dock simultaneously, significantly reducing peak crowding. Additional measures included restricting souvenir stalls and restaurant terraces to reclaim public space and improve pedestrian circulation.

These actions were coordinated with key stakeholders, including the Cruise Lines International Association, and supported by cooperation with the Global Sustainable Tourism Council (GSTC) to assess sustainability performance and define an action plan (City of Dubrovnik, 2020). Key performance indicators include peak visitor density, the share of cruise and day visitors, and resident satisfaction. Dubrovnik's experience highlights the importance of political commitment, capacity thresholds, and integrated planning in restoring balance between tourism activity and residents' quality of life. Another Croatian example is Plitvice Lakes National Park, which applies time-slot ticketing and visitor quotas to align tourism demand with the ecological sensitivity of a

protected natural area. An online reservation system allocates entry times and regulates the maximum number of visitors per hour, while KPIs such as average waiting time, visitor density, and trail condition are continuously monitored. These measures have reduced congestion, safeguarded fragile ecosystems, and improved the overall visitor experience, demonstrating how digital tools can support conservation objectives without undermining economic viability. In Bosnia and Herzegovina, the City of Mostar has developed an integrated model of sustainable cultural and nature-based routes that connects the historic urban core with surrounding attractions such as Hutovo Blato Nature Park and the Kravica Waterfalls. By linking cultural heritage, gastronomy, and nature-based tourism, Mostar encourages longer visitor stays and reduces seasonal concentration. Relevant indicators include the share of local suppliers, average spending per visitor, off-season visitation, and visitor satisfaction. This approach promotes more balanced regional development by strengthening connections between urban and rural areas and fostering cooperation among local communities, guides, and environmental organizations.

Community-based development is further illustrated by the case of Bosanska Krupa, a town situated along the Una River. Bosanska Krupa promotes sustainable tourism by integrating outdoor activities—such as kayaking, cycling, and hiking—with river ecosystem protection, environmental education, and the promotion of local products (Green Destinations, 2023). Key performance indicators include the number of local suppliers involved in tourism, participation in educational activities, growth in off-season visits, and the number of certified tourism facilities. This model strengthens local economic resilience, generates employment opportunities, and contributes to positioning Bosnia and Herzegovina as an emerging sustainable tourism destination.

Mali Lošinj in Croatia provides an example of how sustainability principles can be operationalized through local production and cultural heritage. The Wood Is First initiative promotes the use of locally sourced wood and traditional craftsmanship in tourism to reduce plastic waste and revitalize shipbuilding heritage (Green Destinations, 2023). The project includes workshops, local product development, and partnerships with tourism businesses. Indicators focus on the number of workshops, the share of local materials in production, and reductions in plastic consumption, illustrating how sustainability initiatives can simultaneously support environmental goals and local identity.

Against this regional backdrop, selected international examples serve as benchmarks rather than primary cases. Slovenia's national Slovenia Green certification scheme provides a centralized framework and digital tools for monitoring sustainability indicators and aligning local practices with international standards (Slovenian Tourism Board, n.d.). At the city level, Amsterdam offers a benchmark for the use of real-time data and AI-driven crowd-monitoring systems to manage visitor flows and prevent overcrowding (ITU, 2021). These cases demonstrate how advanced digital solutions and certification frameworks can enhance destination governance, but they also underscore the importance of institutional capacity and stakeholder buy-in for successful implementation.

Across the cases from Bosnia and Herzegovina and Croatia, sustainability emerges not as an auxiliary objective but as a core component of destination competitiveness. When combined with data-driven management, clearly defined KPIs, and coordinated governance structures, sustainable destination management contributes to improved visitor experience, enhanced resident well-being, and long-term economic resilience. Recent research on the role of destination management organizations (DMOs) in the sustainable tourism transformation of Alpine countries—such as Switzerland, Austria, and Italy—highlights the importance of shifting from a predominantly promotional model toward an actively managed destination model. In this context, DMOs increasingly assume a coordinating and transformational role by connecting diverse stakeholders, fostering innovation, and supporting digital transitions in sustainability data collection and monitoring. Successful practices are most evident in destinations characterized by strong local collaboration networks and clearly articulated objectives related to social, economic, and environmental balance. These models demonstrate that sustainability is becoming an integral component of destination competitiveness rather than a supplementary element of the tourism offer (Wagenseil, Wyss, & Huck, 2022).

Such findings are highly relevant for the contexts of Bosnia and Herzegovina, Croatia, and Slovenia, where initiatives implemented through programs such as *Green Destinations* and emerging local DMO-led projects reveal growing efforts to integrate sustainable practices with economic development and the preservation of cultural heritage. These cases suggest that, when supported by adequate governance capacity and clearly defined performance indicators, DMOs can act as key intermediaries in translating sustainability principles into measurable economic and social outcomes at the destination level.

6. OPERATIONAL CHECKLIST FOR DMOS

Based on the reviewed evidence, DMOs may implement the following steps: (1) define a sustainability vision, minimum standards, and a minimal KPI set; (2) institutionalize participatory planning with public, private, and community stakeholders; (3) deploy digital monitoring and dashboards to track visitor flows and key impacts; (4) implement demand-management instruments (e.g., time-slotting, flow steering); (5) establish regular evaluation and public reporting; and (6) continuously optimize measures based on data and feedback. Addressing the common implementation gap may require dedicated sustainability roles, stronger inter-institutional partnerships, and targeted capacity building.

CONCLUSION

This review offers a twofold contribution. First, it consolidates verifiable definitions, norms, and management frameworks for sustainable destination development, including global standards (e.g., GSTC) and European tools (e.g., ETIS), together with a practical logic for indicator selection. Second, it operationalizes these insights into implementable recommendations for destination management practice by proposing a minimal, adaptable KPI set, outlining dashboard-based monitoring and reporting protocols, and emphasizing participatory governance mechanisms for coordinated action.

The paper's central argument is that sustainability and innovation are complementary foundations of long-term destination competitiveness. Sustainability does not inhibit innovation; rather, it channels innovation toward environmentally and socially responsible solutions. Digital and analytical tools can improve the implementation of sustainability practices, enabling more resilient and attractive destinations. DMOs are pivotal intermediaries translating strategic frameworks into locally feasible measures, aligning stakeholder interests, and ensuring that innovation remains consistent with sustainability principles.

However, this review has certain limitations. The qualitative, narrative approach and a final sample of 11 sources mean that some relevant developments may not have been captured, and the focus on Bosnia and Herzegovina and Croatia may limit generalizability to other contexts. Additionally, the reliance on openly available literature (due to database access constraints) could introduce selection bias. These limitations suggest caution in interpreting the findings as comprehensive. Future studies could expand the scope of data sources, apply quantitative or mixed methods, and examine diverse geographic contexts to validate and build upon these insights.

Future research priorities include: (1) standardizing sustainability indicators by defining a core set that is globally comparable yet adaptable to local specificities; and (2) evaluating the measurable impacts of digital interventions across destination types (urban, rural, protected areas), including how smart monitoring systems, algorithmic visitor-flow management, and dashboards affect sustainability outcomes and visitor and resident experience.

REFERENCES

1. Atlantic Technological University – SToryATU. (2024). Donegal – Dashboard indicators: Sustainable tourism (ETIS results, 2018). Interreg Europe, Good Practice database. https://www.interregeurope.eu/sites/default/files/good_practices/Donegal-%20Dashboard%20indicators.pdf (accessed 10.09.2025.).
2. Digideck (2025). Measuring Success: 10 Key Performance Indicators (KPIs) for Tech-Driven DMOs. The Digideck. https://www.thedigideck.com/kpi-dmos/#:~:text=Key%20Performance%20Indicators%20,data%20to%20refine%20your%20approach (accessed 10.09.2025.).
3. Donegal County Council. (2018). Donegal Sustainable Tourism Dashboard. https://www.interregeurope.eu/good-practices/sustainable-tourism-indicators-for-smart-destinations (accessed 07.09.2025.).
4. European Commission. (2016). European Tourism Indicator System (ETIS) toolkit for sustainable destinations. https://ec.europa.eu/docsroom/documents/21749 (accessed 10.09.2025.).
5. European Commission. (2023). Digital transition of tourism. European Commission https://transport.ec.europa.eu/tourism/transition-eu-tourism/digital-transition-tourism_en (accessed 10.09.2025.).
6. European Commission. (2024). Transition pathway for tourism: Taking stock of progress. Publications Office of the European Union. https://op.europa.eu/en/publication-detail/-/publication/b0619e53-3bcc-11f0-8a44-01aa75ed71a1/language-en (accessed 10.09.2025.).
7. European Commission (n.d.): EU Tourism Dashboard: interactive visualisations of data and indicators relevant for the European tourism ecosystem. https://tourism-dashboard.ec.europa.eu/map-view?lng=en&ctx=tourism&ts=TOURISM&is=TOURISM&tl=0&i=272&cl=tourism&clc=environmental-impact&db=741&it=outline&pil=indicator-level&date=2021&tv=2021&dblts=741&cwt=bar-chart (accessed 10.09.2025.).
8. Green Destinations. (2024). Green Destinations Standard V2 (2021), version 1.1. https://www.greendestinations.org/wp-content/uploads/2024/03/Green-Destinations-Standard-V2-2021-1.1.pdf (accessed 15.10.2025.).
9. Miren Kras – Slovenia. Green Destinations. https://www.greendestinations.org/miren-kras-slovenia/ (accessed 15.10.2025.).
10. GDS-Movement. (2024). GDS-Index 2024 – Global Destination Sustainability Index. GDS-Earth. https://www.gds.earth/reports/ (accessed 20.09.2025.).

11. GDSIndex. (2024). Top 40 destinations: Meeting Spotlight report – GDSIndex 2024 expands criteria with regenerative tourism, circular economy and new indicators. https://www.gds.earth/blog/top-40/ (accessed 07.09.2025.).
12. Global Sustainable Tourism Council (GSTC). (2021). GSTC Destination Criteria v2.0. https://www.gstc.org/gstc-criteria/gstc-destination-criteria/ (accessed 07.09.2025.).
13. Green Destinations. (2024). Green Destinations Standard V2 (2021), version 1.1. https://www.greendestinations.org/wp-content/uploads/2024/03/Green-Destinations-Standard-V2-2021-1.1.pdf (accessed 10.09.2025.).
14. Hoffmann, F. J., Kobs, K., & Buhl, H. U. (2022). Measuring sustainable tourism with online platform data. EPJ Data Science, 11, 41, 1–24. https://doi.org/10.1140/epjds/s13688-022-00354-6 (accessed 12.09.2025.).
15. Innoguide Project. (2016). Advanced sustainability – educational module. http://www.innoguidetourism.eu (accessed 05.09.2025.).
16. Khatun, T. (2024). Case Studies of Smart Destinations: Enhancing Tourist Experiences and Promoting Sustainability. https://www.researchgate.net/publication/385312726_Case_Studies_of_Smart_Destinations_Enhancing_Tourist_Experiences_and_Promoting_Sustainability#fullTextFileContent (accessed 15.10.2025.).
17. OECD. (2020). Operationalisation of destination management organisations in Romania (OECD Tourism Papers No. 2020/01). https://www.oecd.org/content/dam/oecd/en/publications/reports/2020/03/operationalisation-of-destination-management-organisations-in-romania_9e0b3a0f/9074fc18-en.pdf (accessed 11.09.2025.).
18. OECD. (2024, December 18). Creating economic prosperity through inclusive and sustainable tourism: G7/OECD policy priorities paper (OECD Tourism Papers 2024/01). https://www.oecd.org/en/publications/creating-economic-prosperity-through-inclusive-and-sustainable-tourism_f0a49ca9-en.html (accessed 11.09.2025.).
19. Once Overrun, Dubrovnik Plans for Sustainability (n.d.). Destination Stewardship Center. https://destinationcenter.org/destination-stewardship-report/spring-2021/once-overrun-dubrovnik-plans-for-sustainability/ (accessed 08.11.2025.).
20. Pacific Asia Travel Association (PATA). (n.d.). Destinations & Communities: Destination performance. https://www.pata.org/blog/destinations-communities-destination-performance (accessed 02.10.2025.).
21. Rodrigues, A., Silva, P., & Gómez, J. (2023). Enhancing sustainable development through tourism digitalisation: A systematic literature review. Information Technology & Tourism, 25(3), 289–315. https://doi.org/10.1007/s40558-022-00241-w (accessed 23.09.2025.).

22. Rodrigues A. (2025.), Smart And Sustainable Tourism: Technology and Sustainability in the Transformation of Destinations. Global Journal of Tourism, Leisure and Hospitality Management; 3(2): 555607; Juniper Publishers. https://juniperpublishers.com/gjtlh/pdf/GJTLH.MS.ID.555607.pdf (accessed 23.09.2025.).
23. Santos, V., Sousa, M. J., Costa, C., & Au-Yong-Oliveira, M. (2021). Tourism towards sustainability and innovation: A systematic literature review. Sustainability, 13(20), 11440. https://doi.org/10.3390/su132011440 (accessed 19.09.2025.).
24. Slovenian Tourism Board. (n.d.). Green Scheme of Slovenian Tourism (Slovenia Green). https://www.slovenia.info/en/business/green-scheme-of-slovenian-tourism (accessed 12.09.2025.).
25. Dubrovnik Tourist Board. (n.d.). Respect the City. https://tzdubrovnik.hr/lang/en/get/kultura_i_povijest/75284/respect_the_city.html (accessed 09.09.2025.).
26. UNEP & UNWTO. (2005). Making tourism more sustainable: A guide for policy makers. https://doi.org/10.18111/9789284408214 (accessed 08.09.2025.).
27. United Nations Statistics Division (UNSD). (2024). Statistical Framework for Measuring the Sustainability of Tourism (SF-MST). https://unstats.un.org/UNSDWebsite/statcom/session_55/documents/BG-4a-SF-MST-E.pdf (accessed 08.09.2025.).
28. Why the City of Amsterdam developed its own crowd monitoring technology (n.d.). ITU. https://www.itu.int/hub/2021/10/why-the-city-of-amsterdam-developed-its-own-crowd-monitoring-technology/ (accessed 08.11.2025.).
29. World Tourism Organization (UNWTO). (2023). UNWTO guidelines for institutional strengthening of destination management organizations (DMOs) – Preparing DMOs for new challenges. https://www.untourism.int/global/publication/unwto-guidelines-institutional-strengthening-destination-management-organizations-dmos-p (accessed 08.09.2025.).
30. World Tourism Organization (UNWTO) & United Nations Global Compact (UNGC). (2015). The tourism sector and the Sustainable Development Goals: Responsible tourism, a global commitment. https://webunwto.s3-eu-west-1.amazonaws.com/imported_images/47326/turismo_responsable_omt_acc.pdf (accessed 08.09.2025.).