

The Role Of Sustainable Entrepreneurship In Promoting Sustainable Tourism: Different International Experiences

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Abstract

This paper aims to analyze the pivotal role of sustainable entrepreneurship in promoting sustainable tourism through the examination of selected international experiences from Iceland, Costa Rica, and Kenya. These countries were selected as successful models in integrating sustainable entrepreneurship practices within the tourism sector.

The study highlights how entrepreneurial initiatives contribute to environmental protection, community participation, and economic development. The findings reveal that sustainable entrepreneurship plays a significant role in preserving natural resources, enhancing social equity, and supporting the long-term sustainability and competitiveness of tourism destinations.

Keywords: Sustainable Tourism; Sustainable Entrepreneurship; Tourist Destinations.

Jel Classification Codes: L26; Q01; Z32,M10

1.Introduction

In light of contemporary trends that increasingly emphasize sustainability across various sectors, including tourism, the concept of sustainable tourism has emerged as one of the fundamental pillars for achieving sustainable development. Sustainable tourism aims to meet the needs of tourists and host communities while respecting sustainability standards. This requires a comprehensive management of natural, cultural, and economic resources in a way that ensures balance among environmental, social, and economic dimensions.

Within this framework, sustainable entrepreneurship emerges as a driving force for innovation in the design and implementation of tourism projects, as it relies on business models that simultaneously consider environmental, social, and economic objectives.

The importance of this study lies in its attempt to clarify the role that sustainable entrepreneurship can play in promoting sustainable tourism by highlighting how the interaction between these two fields can enhance the sustainability of the tourism sector. The study also seeks to benefit from and draw lessons from international experiences that have successfully integrated sustainable principles into tourism activities.

1.2 Research Problem

In light of the environmental, social, and economic challenges facing the tourism sector, achieving a balance between tourism development and the preservation of natural and cultural resources has become a necessity. In this context, sustainable entrepreneurship has emerged as a modern approach that contributes to developing tourism projects and initiatives that take into account the various dimensions of sustainability. Accordingly, the main research problem can be formulated as follows:

To what extent does sustainable entrepreneurship contribute to the promotion of sustainable tourism through successful international experiences?

This main question gives rise to several sub-questions, including:

- What are the concepts of sustainable entrepreneurship and sustainable tourism?
- What is the nature of the relationship between sustainable entrepreneurship and sustainable tourism?
- How have selected international experiences contributed to applying sustainable entrepreneurship to support sustainable tourism?
- What are the main lessons learned from these experiences?

1.3 Hypothesis

This study is based on the following main hypothesis:

Sustainable entrepreneurship effectively contributes to the promotion of sustainable tourism by achieving local economic development, preserving natural resources, and enhancing social dimensions within tourist destinations.

1.4 Research Objectives

1. To explain the complementary relationship between sustainable entrepreneurship and sustainable tourism.
2. To examine the role of sustainable entrepreneurship in promoting integrated tourism development across economic, social, and environmental dimensions.
3. To highlight successful international experiences in applying sustainable entrepreneurship practices within sustainable tourism.
4. To identify key lessons that can support the future development of sustainable tourism.
5. To provide practical recommendations for policymakers, researchers, and tourism entrepreneurs.

1.5 Research Methodology

This study adopted a comparative approach and a descriptive-analytical method to examine international experiences. A set of leading models in integrating sustainable entrepreneurship with sustainable tourism development was selected based on specific scientific criteria.

2. Theoretical Framework of the Study

2.1 Sustainable Tourism

Sustainable tourism emerged in the late twentieth century as a response to environmental, social, and economic challenges linked to the growing importance of tourism and increasing awareness of climate change and heritage protection. It seeks to balance economic growth with the preservation of natural and cultural resources for present and future generations.

2.1.1 Definition of Sustainable Tourism

Among the most prominent definitions of sustainable tourism are the following:

World Tourism Organization definition: Sustainable tourism is tourism that takes full account of its current and future economic, social, and environmental impacts, while addressing the needs of visitors, the industry, the environment, and host communities” (UNWTO, 2005).

Hunter’s definition: Sustainable tourism is tourism that is managed in such a way that natural, cultural, and social resources remain available for future generations, while minimizing negative impacts and maximizing benefits for the local community” (Hunter, 1997).

Butler definiti :Sustainable tourism is viewed as a continuous process of development and management that ensures long-term balance between tourism growth, environmental protection, and community well-being, while adapting to changing global challenges such as climate change and resource scarcity (Butler, 2019).

2.1.2 Objectives of Sustainable Tourism

According to the World Tourism Organization, sustainable tourism aims to achieve the following objectives:

- 1- Preserve ecosystems and biodiversity.
- 2- Enhance the economic and social benefits for local communities.
- 3- Protect and promote cultural and heritage values.
- 4- Provide a high-quality tourism experience that is environmentally and socially sustainable

2.1.3 Dimensions of Sustainable Tourism

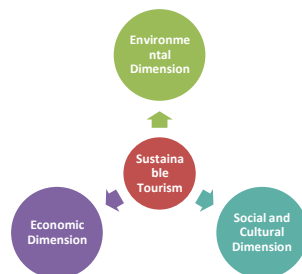
Sustainable tourism is based on three main interrelated dimensions:

a. Environmental Dimension: This dimension focuses on the rational use of natural resources, reducing pollution, and promoting renewable energy sources (Gössling, Hall, & Weaver, 2009).

b. Social and Cultural Dimension: It relates to respecting local customs and traditions, involving local communities in decision-making processes, and protecting cultural heritage (Sharpley, 2000).

c. Economic Dimension: This dimension aims to generate sustainable financial returns, create employment opportunities, and strengthen the local economy (Butler, 1999).

Fig.1. Dimensions of Sustainable Tourism



Source: Prepared by the authors

2.1.4 Principles of Sustainable Tourism

The World Tourism Organization has established a set of principles upon which sustainable tourism is based, as follows:

- 1- Achieving a balance among the three dimensions: environmental, social, and economic.
 - 2- Ensuring an equitable distribution of benefits.
 - 3- Involving all stakeholders in planning and implementation processes.
 - 4- Adopting sound environmental practices.
- Raising environmental awareness among tourists and local communities.

2.1.5

Challenges Facing Sustainable Tourism

- ✓ Sustainable tourism faces several challenges, which can be summarized as follows:
- ✓ Limited funding for green and sustainable tourism projects.
- ✓ Low levels of environmental awareness.
- ✓ Market pressures favoring quantity over quality.
- ✓ Climate change impacts (Gössling, Hall, & Weaver, 2009).

2.1.6 Importance of Sustainable Tourism

Sustainable tourism is of great importance as a long-term strategy that ensures the preservation of natural and cultural resources, while achieving balanced economic and social benefits.

Its success depends on the cooperation and active involvement of governments, the private sector, and local communities.

2.2 Sustainable Entrepreneurship

The concept of entrepreneurship has witnessed significant development over recent decades. It is no longer limited to achieving traditional organizational objectives such as profit generation or competitive advantage; rather, it has evolved to incorporate environmental and social dimensions into its goals. This modern orientation is commonly referred to as sustainable entrepreneurship (Thomas & Jeffery S., 2007).

Sustainable entrepreneurship is considered an effective tool for achieving sustainable development goals through innovation in products and services that maintain a balance between economic growth, environmental protection, and social well-being.

2.2.1 Concept of Sustainable Entrepreneurship

Several scholars and international organizations have provided definitions of sustainable entrepreneurship, among which the following are the most prominent:

Shepherd & Patzelt (2011): Sustainable entrepreneurship is the process of discovering, evaluating, and exploiting opportunities to create innovations that preserve ecosystems, contribute to societal well-being, and generate economic value for the organization (Shepherd & Patzelt, 2011).

Cohen & Winn (2007): Sustainable entrepreneurship refers to entrepreneurial activities that address environmental and social challenges through innovative business models aimed at generating long-term economic returns while preserving resources (Cohen & Winn, 2007).

Organisation for Economic Co-operation and Development :

Sustainable entrepreneurship is the integration of environmental and social considerations into all stages of business creation and development in order to ensure sustainability across generations (OECD, 2018).

2.2.2 Objectives of Sustainable Entrepreneurship

The main objectives of sustainable entrepreneurship can be summarized as follows:

- 1- Creating triple value dimensions: economic, environmental, and social value.
- 2- Promoting green innovation through environmentally friendly products and services.
- 3- Empowering local communities through projects that create employment opportunities and support social development.
- 4- Contributing to the circular economy through recycling and the efficient use of resources (Pacheco, Dean, & Payne, 2010).

2.2.3 Dimensions of Sustainable Entrepreneurship

Sustainable entrepreneurship is based on the concept of the Triple Bottom Line, which seeks to create a balance among three main dimensions: economic, environmental, and social dimensions (Elkington, 1997).

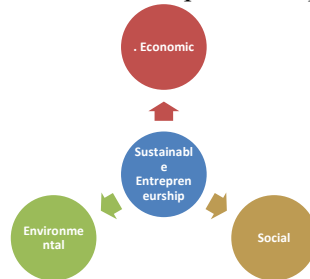
a. Economic Dimension : This dimension focuses on ensuring the profitability and long-term sustainability of entrepreneurial projects through improving productive efficiency, achieving competitive advantage, diversifying sources of income, and adopting innovative business models (Hockerts & Wüstenhagen, 2010).

b. Environmental Dimension: This dimension emphasizes reducing environmentally harmful emissions, encouraging the use of renewable energy sources, and ensuring the efficient management and

utilization of resources (Hall, Daneke, & Lenox, 2010).

c. Social Dimension: This dimension is concerned with promoting social responsibility, improving the quality of life within local communities, and strengthening equality and social justice (Parrish, 2010).

Fig.2.Dimensions of Sustainable Entrepreneurship



Source: Prepared by the authors

2.2.4 Main Strategies of Sustainable Entrepreneurship

Sustainable entrepreneurship relies on several key strategies, including:

1. Eco-Innovation: Developing products and services that minimize environmental impact and promote sustainable resource use.
2. Sustainable Supply Chains: Cooperating with suppliers that adopt environmentally and socially responsible practices.
3. Green Marketing: Promoting products and services through sustainability values as a source of competitive advantage (Peattie & Crane, 2005).
4. Green Financing: Benefiting from sustainable investment funds and environmental grants to support green entrepreneurial projects.

2.2.5 Challenges Facing Sustainable Entrepreneurship

Sustainable entrepreneurship faces several challenges, which can be summarized as follows:

- ✓ Limited financial support allocated to green and sustainable projects.
- ✓ Lack of expertise and competencies in sustainable management practices.
- ✓ The short-term conflict between profitability objectives and sustainability goals (Kuckertz & Wagner, 2010).

2.2.6 Importance of Sustainable Entrepreneurship

Sustainable entrepreneurship is of great importance as it represents a strategic approach for reshaping the global economy toward a more equitable and environmentally responsible path. It is no longer considered a luxury option, but rather a necessity in addressing challenges such as climate change and economic inequality.

2.3 Relationship Between Sustainable Entrepreneurship and Sustainable Tourism

The relationship between sustainable entrepreneurship and sustainable tourism lies in the fact that sustainable entrepreneurship represents an innovative implementation mechanism that transforms the objectives of sustainable tourism into practical and sustainable projects.

A sustainable entrepreneur does not merely provide a service or product, but rather seeks to develop business models that promote environmental, social, and economic values within tourism activities (Shepherd & Patzelt, 2011).

2.3.1 Areas of Convergence Between Sustainable Entrepreneurship and Sustainable Tourism

a. Shared Environmental Dimension: Sustainable entrepreneurship promotes environmental innovation in tourism projects, while sustainable tourism provides a suitable environment for projects based on the responsible use of natural resources (Hall, Daneke, & Lenox, 2010).

b. Social Dimension: Both fields emphasize community participation in decision-making and the fair distribution of benefits, while strengthening cultural identity through local partnerships. (Pacheco, Dean, & Payne, 2010).

c. Economic Dimension: Sustainable entrepreneurship contributes to the development of innovative business models that reduce economic risks, whereas sustainable tourism creates continuous investment opportunities across various sectors. (Hockerts & Wüstenhagen, 2010).

2.3.2 The Role of Sustainable Entrepreneurship in Supporting Sustainable Tourism

Several recent studies have confirmed that the integration between sustainable tourism and sustainable entrepreneurship generates multiple positive outcomes, including:

1. **Promoting sustainable tourism innovation** through the development of green products and services, such as eco-tours, environmentally friendly accommodations, and organic local food products.
2. **Empowering local communities** by creating decent employment opportunities and sustainable sources of income.
3. **Strengthening cultural identity** through the preservation of tangible and intangible cultural heritage.
4. **Developing local supply chains** by increasing reliance on products and services provided by local suppliers.
5. **Enhancing green tourism marketing** through the use of environmental and social values to attract targeted tourist segments.

3. International Case Studies

In order to understand the role of sustainable entrepreneurship in promoting sustainable tourism, this study relies on the analysis of a set of international experiences. It reviews selected leading models that successfully integrated sustainable entrepreneurship with sustainable tourism development, based on the following methodological approach:

- 1- A general overview of the country's tourism characteristics and attractions.
- 2- The main challenges faced by the country in the tourism sector.
- 3- The key features of the country's experience in adopting sustainable entrepreneurship within the field of sustainable tourism.
- 4- The extent to which the experience succeeded in achieving the objectives of sustainable tourism (economic, social, and environmental).
- 5- The ability of the experience to adapt to economic and environmental changes.
- 6- Highlighting the role of entrepreneurs in supporting sustainable tourism initiatives.
- 7- The possibility of benefiting from and applying the experience in other contexts.
- 8- Comparing these experiences in order to identify similarities and differences, and to derive the main lessons learned.

3.1 Presentation of Different International Experiences

A selection of international experiences from different countries, including Iceland, Costa Rica, and Kenya, was chosen as diverse models reflecting variations in economic, geographical, and cultural contexts.

3.1.1 Iceland Experience

1- General Background

Iceland is an island located in the North Atlantic Ocean, known for its unique natural environment, including glaciers, volcanoes, hot springs, and waterfalls. These features represent the country's main tourism assets and attract millions of visitors annually.

2- Challenges

Iceland faced several challenges in developing sustainable tourism, including:

- ✓ Heavy dependence on sensitive natural landscapes such as volcanoes, waterfalls, and geothermal springs, which became vulnerable to degradation due to intensive tourist flows.
- ✓ Insufficient tourism infrastructure (roads, transport, accommodation) to handle large numbers of visitors, creating pressure on public services.
- ✓ Excessive reliance on tourism as a key source of income after the financial crisis, increasing economic vulnerability to shocks such as COVID-19.
- ✓ The need to diversify employment opportunities beyond mass tourism activities.
- ✓ The impact of growing tourism on social values and debates about preserving Icelandic cultural identity.
- ✓ High sensitivity to climate change, including glacier melting and ecosystem shifts.

3- Main Features of the Icelandic Experience

a. Renewable Energy as a Foundation for Eco-Tourism : Iceland relies almost entirely on geothermal and hydropower energy, and even power plants have become tourist attractions.

b. Linking Entrepreneurial Projects to Sustainable Energy: Energy tourism has developed through eco-lodges and resorts powered by renewable energy, along with educational tours on clean energy.

c. Digital Innovation and Rural Tourism Entrepreneurship: Digital innovation and lifestyle entrepreneurship have contributed to diversifying tourism experiences connected to local communities.

d. Institutional Cooperation and Crisis Recovery: Tourism task forces were created to enhance cooperation between government and local stakeholders and support small businesses.

4- Success in Achieving Sustainable Tourism Objectives

Iceland successfully strengthened its position as a global nature-based tourism destination. Tourism contributes more than 8% of GDP, creates rural employment, and environmental policies regulate visitor numbers in sensitive areas.

5- Adaptability

The Icelandic experience shows strong adaptability to climate change and rapid tourism growth through environmental taxes and expansion of clean energy technologies.

6- Role of Entrepreneurs

Local entrepreneurs developed small eco-tourism businesses such as eco-lodges and renewable-energy-based tours, promoting innovation and environmental protection.

7- Possibility of Learning from the Experience

Developing countries can benefit by geographically distributing tourism, applying environmental pricing mechanisms, and improving sustainable resource management.

Conclusion

Iceland successfully transformed its natural resources into a sustainable tourism model based on innovation, institutional support, and environmental awareness. However, it still faces the challenge of balancing tourism revenue growth with reducing overdependence on the tourism sector.

3.1.2 Costa Rica Experience

1- General Background

Costa Rica is located in Central America and is characterized by exceptional biodiversity, hosting

nearly 5% of the world's biodiversity despite its relatively small area (51,100 km²). It is widely recognized as a leading global model in sustainable tourism, based on the principle of balancing tourism development with environmental protection and community well-being.

2- Challenges

Costa Rica faced several challenges in sustaining its tourism development, including:

- ✓ Increasing tourist flows that place pressure on natural ecosystems and resources.
- ✓ The need to balance economic growth with environmental conservation.
- ✓ The impacts of climate change on biodiversity and ecological systems.

3- Main Features of the Costa Rican Experience

a. Sustainable Tourism Certification Program (CST)

- ✓ Introduced in 1997 by the Costa Rican Tourism Board.
- ✓ Provides a rating system from one to five green leaves based on environmental and social criteria.
- ✓ Focuses on waste, water, and energy management, community participation, and biodiversity conservation.
- ✓

b. Dependence on Natural Reserves

- ✓ Around 25% of the country is protected as national parks and reserves.
- ✓ These areas form the backbone of the eco-tourism sector.

c. Nature-Based Tourism Marketing

- ✓ Promotion of activities such as rainforest hiking, birdwatching, agro-tourism, and eco-sports.

4- Success in Achieving Sustainable Tourism Objectives

Costa Rica is considered a global benchmark in sustainable tourism, where national parks and rainforests play a central role in the economy. It has achieved inclusive job creation socially and became a leader in environmental protection and renewable energy use.

5- Adaptability

The country has shown strong adaptability to climate challenges through investments in organic agriculture and eco-tourism initiatives that reinforce environmental sustainability.

6- Role of Entrepreneurs

Entrepreneurs played a key role in developing innovative eco-tourism projects based on immersive nature experiences, strengthening sustainable tourism services.

7- Possibility of Learning from the Experience

The Costa Rican model offers important lessons on integrating tourism development with biodiversity conservation and environmental protection policies.

Conclusion

Costa Rica represents one of the most successful global models of sustainable tourism, where effective government policies and active local entrepreneurship transformed natural resources into a major tourism asset while maintaining ecological balance.

3.1.3 Kenya Experience

1- General Background

Kenya is considered one of the leading tourism destinations in Africa due to its famous natural reserves, safari tourism, and rich wildlife, in addition to its attractive coastal areas along the Indian Ocean.

2- Challenges

Kenya faced several challenges, including the degradation of natural reserves caused by illegal hunting, the impacts of climate change, pressure from excessive tourism activities, limited benefits for local communities, and insufficient infrastructure in some tourism areas.

3- Main Features of the Kenyan Experience

a. Community Conservancies

Kenya adopted community-based conservation models that involve local populations, especially Maasai communities, in tourism management and revenue generation.

b. Institutional Support for Sustainable Tourism

Organizations such as Ecotourism Kenya promoted responsible tourism through environmental and cultural certification systems.

c. Innovative Community Initiatives

Community tourism projects, eco-lodges, cultural tourism initiatives, and handicraft activities contributed to environmental conservation and local empowerment

4- Extent of Success

Kenya achieved significant success in eco-tourism and safari tourism, where tourism became a major source of foreign exchange while also supporting wildlife conservation and local community participation.

5- Adaptability

The country demonstrated adaptability through forest rehabilitation programs and anti-poaching initiatives aimed at protecting natural resources.

6- Role of Entrepreneurs

Entrepreneurs developed environmentally friendly safari companies and sustainable community-based tourism projects that strengthened eco-tourism services.

7- Possibility of Benefiting from the Experience

The Kenyan experience provides a valuable model for developing eco-tourism based on wildlife conservation and desert tourism resources.

Conclusion

Kenya represents a successful African model that combines environmental protection, community empowerment, and entrepreneurship, making it an inspiring example for sustainable tourism development.

3.2 Comparison Between International Experiences

The experiences of Iceland, Costa Rica, and Kenya represent successful international models in integrating sustainable entrepreneurship with sustainable tourism development. Although these countries differ in terms of geographical location, economic structure, and cultural context, they all adopted sustainability as a strategic approach to enhance the tourism sector while preserving environmental and social balance.

This comparison aims to highlight the main similarities and differences among these experiences according to a set of scientific criteria related to environmental sustainability, community participation,

entrepreneurship, economic impact, and adaptability to contemporary challenges.

Table 1. Comparison Between International Experiences.

Criteria	Iceland	Costa Rica	Kenya
Tourism Characteristics	Nature-based tourism relying on glaciers, volcanoes, waterfalls, and geothermal springs	Eco-tourism based on rainforests, biodiversity, and national parks	Safari and wildlife tourism based on natural reserves and coastal tourism
Main Challenges	Over-tourism, pressure on natural resources, and dependence on tourism revenues	Balancing tourism growth with biodiversity conservation	Illegal hunting, climate change, and unequal distribution of tourism benefits
Environmental Sustainability Approach	Use of renewable energy and environmental taxation	Protection of forests and implementation of sustainable tourism certification (CST)	Wildlife conservation and community-managed reserves
Role Of Sustainable Entrepreneurship	Development of eco-lodges and renewable-energy tourism projects	Eco-tourism projects linked to biodiversity and organic tourism	Eco-safari companies and community-based tourism enterprises
Community Participation	Employment generation in rural areas	Strong integration of local communities in eco-tourism projects	Direct involvement of Maasai communities and local tribes in tourism activities
Economic Impact	Tourism contributes significantly to GDP and rural employment	Tourism represents a key driver of the national economy	Tourism is a major source of foreign exchange earnings
Environmental Protection Measures	Visitor management policies and renewable energy use	Expansion of protected areas and biodiversity conservation	Anti-poaching programs and forest rehabilitation projects
Cultural Dimension	Promotion of local traditions and rural lifestyle tourism	Preservation of local traditions and eco-cultural tourism	Integration of tribal culture and traditional lifestyles into tourism
Adaptability To Challenges	High adaptability through green technologies and environmental policies	Adaptation through renewable energy and organic agriculture	Adaptation through conservation programs and sustainable resource management
Strengths Of The	Advanced	Global leadership	Successful

Experience	integration of renewable energy with tourism	in biodiversity-based eco-tourism	integration of community development with eco-tourism
Main Weaknesses	Heavy dependence on tourism and environmental pressure from mass tourism	Continuous pressure on ecosystems due to tourism expansion	Infrastructure limitations and vulnerability to environmental threats
Key Lessons Learned	Importance of green innovation and renewable energy integration	Importance of linking tourism development with biodiversity conservation	Importance of community participation and wildlife protection in tourism development

Source: Prepared by the authors

3.3 Lesson Learned from the International Experiences

Based on the analysis of the experiences of Iceland, Costa Rica, and Kenya, several key lessons can be drawn, highlighting the central role of sustainable entrepreneurship in promoting sustainable tourism, as follows:

1. **The importance of integrating economic development with environmental protection:** The experiences show that the success of sustainable tourism depends on achieving a balance between the exploitation of natural resources and the generation of economic returns without harming ecosystems.
2. **The pivotal role of sustainable entrepreneurship:** Innovative entrepreneurial initiatives contributed to the development of sustainable tourism products and services such as eco-lodges, rural tourism, and renewable-energy-based tourism, thereby enhancing the competitiveness of destinations.
3. **The necessity of involving local communities:** The experiences confirm that community participation contributes to social equity, job creation, and stronger local acceptance of tourism activities.
4. **The importance of preserving cultural identity and heritage:** Integrating local culture, traditions, and heritage into tourism products enhances destination attractiveness and supports long-term sustainability.
5. **Reliance on innovation and green technologies:** Particularly in the case of Iceland, the use of clean technologies and renewable energy helps reduce the environmental impact of tourism activities and improves efficiency.
6. **The importance of governmental policies and institutional support:** Governments played a key role through national sustainable tourism strategies, environmental regulations, and support for sustainable entrepreneurial projects.
7. **Diversification of tourism products:** Expanding tourism offerings—such as eco-tourism, cultural tourism, rural tourism, and wellness tourism—reduces economic risks and increases competitiveness.
8. **Adaptability to climate change and Crises:** Successful experiences demonstrate the need for a resilient tourism sector capable of adapting to environmental changes, economic shocks, and health crises through long-term sustainable strategies.
9. **Conservation of natural resources as a foundation for sustainability:** Natural resources represent the core capital of sustainable tourism; therefore, their protection and rational management are essential for the continuity of the sector.
10. **Transferability of international experiences with local adaptation**
 Despite differences in contexts, these models provide valuable lessons that can be adapted to suit the specific characteristics and resources of each country.

4. Conclusion

This research has examined the role of sustainable entrepreneurship in enhancing sustainable tourism through a comparative analysis of international experiences from Iceland, Costa Rica, and Kenya. The study highlighted how integrating economic, social, and environmental dimensions within entrepreneurial practices contributes to the development of a more balanced and resilient tourism sector.

The findings demonstrate that sustainable entrepreneurship acts as a key driver for innovation in tourism by promoting eco-friendly products and services, strengthening community participation, and supporting the preservation of natural and cultural resources. Despite differences in context, the three experiences share a common orientation toward sustainability, although each adopts a distinct model based on its specific resources and development priorities.

Overall, the study confirms that the success of sustainable tourism depends on the effective integration of entrepreneurial innovation, environmental governance, and inclusive development strategies. It also emphasizes that adapting international experiences to local contexts can significantly contribute to building more sustainable and competitive tourism destinations in the long term.

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