

# THE ROLE OF NUDGING THEORY IN SHAPING SUSTAINABLE BEHAVIOR: LESSONS FROM TOURISM AND BEYOND

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*Nudges - subtle changes in choice architecture that guide decisions without restricting freedom - have proven effective in shaping consumer and organizational behavior toward environmentally and socially responsible outcomes. The paper examines the role of nudging as a behavioral economics tool for promoting sustainable practices, drawing lessons from tourism and extending insights to other sectors. In tourism, interventions such as eco-labeling, green defaults, and social norm messaging influence travelers' accommodation choices, waste reduction, and energy conservation. Beyond tourism, nudging has been successfully applied in areas like public health, food consumption, and energy efficiency, offering scalable and cost-effective solutions to sustainability challenges. The paper highlights the potential of nudging to create both short-term behavioral shifts and long-term societal change, emphasizing the importance of adaptive, evidence-based approaches. By synthesizing findings across different fields, the paper emphasizes the versatility of nudging as a strategy for advancing sustainable development goals.*

Human decision-making is often shaped by cognitive biases, heuristics, and contextual factors rather than by purely rational evaluation. Recognizing this, behavioral economics introduced the concept of “nudging”. Over the past decade, research has shown that nudges can improve health outcomes, encourage pro-environmental behaviors, increase savings, enhance workplace productivity, and promote social welfare.




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Importantly, nudging strategies have also found relevance in sectors where individual actions have collective consequences, such as education, sustainability, and tourism. In these contexts, even small behavioral shifts – such as reducing waste, choosing low-carbon options, or adopting healthier consumption habits – can generate significant cumulative impact.

The aim of this paper is to examine the role of nudging as a behavioral intervention across different contexts, with a particular focus on its applications in tourism. By reviewing recent empirical studies and conceptual approaches, the paper analyzes how nudges influence individual decision-making, encourage sustainable practices, and foster long-term pro-environmental attitudes.

### *The meaning of a nudge and nudge theory.*

A nudge is a concept in behavioral economics that subtly alters the environment or context in which people make decisions with the aim of influencing their behavior. Nudges are designed to guide decisions in predictable ways by leveraging cognitive biases without restricting freedom of choice or changing incentives.

The concept of nudging is rooted in behavioral economics, a field developed in the mid-20th century that combines insights from psychology and economics to understand how individuals make decisions. During this time, Herbert Simon introduced the concept of bounded rationality, suggesting that humans make decisions within the constraints of limited information and cognitive capacity. He was a key figure in shaping this new field of economics, which questioned the idea of “homo economicus”, the perfectly “rational”, self-interested, and ultimately unrealistic human on whom economic models of that time were. Instead, Simon suggested that humans make decisions within the context of a constantly

changing and complex internal and external environments.

In the 1970s, Daniel Kahneman and Amos Tversky contributed to behavioral economics by conducting research on cognitive biases and heuristics, demonstrating systematic deviations from “rationality” in human judgment and decision-making. This laid the groundwork for understanding how people often rely on mental shortcuts that can lead to suboptimal decisions—or at least, what economists may define as suboptimal.

The formal concept of nudging was popularized by Richard H. Thaler and Cass R. Sunstein in their 2008 book “Nudge: Improving Decisions About Health, Wealth, and Happiness”. In this work, they defined a nudge as “any aspect of choice architecture that alters people’s behavior in a predictable way without forbidding any options or significantly changing their economic incentives”. Essentially, nudges make it easier for people to make better decisions without restricting their freedom of choice<sup>1</sup>.

Oxford dictionary defines nudge as pushing someone/something gently or gradually in a particular direction; reaching or making something reach a particular level<sup>2</sup>.

The United Nations (UN) Innovation Network defines a nudge, based on Thaler and Sunstein, as follows: “A behaviorally informed intervention, usually made by changing the presentation of choices (i.e., the choice architecture) to an individual, that alters people’s behavior in a predictable way. Nudges include warnings, reminders, information disclosure, simplification, and automatic enrolment. Nudges preserve freedom of choice; they do not forbid any options or significantly change economic incentives”. A nudge has three main features: (1) it does not force people to engage in a particular behavior, (2) it preserves freedom of choice, and (3) it does not offer large economic incentives<sup>3</sup>.

<sup>1</sup> Nudge Theory, <https://thedecisionlab.com/reference-guide/psychology/nudge-theory>

<sup>2</sup> Nudge, [https://www.oxfordlearnersdictionaries.com/us/definition/english/nudge\\_1?q=nudge](https://www.oxfordlearnersdictionaries.com/us/definition/english/nudge_1?q=nudge)

<sup>3</sup> Murayama H, Takagi Y, Tsuda H, Kato Y. Applying Nudge to Public Health Policy: Practical Examples and Tips for Designing Nudge Interventions. *Int J Environ Res Public Health*. 2023 Feb 23;20(5):3962. doi: 10.3390/ijerph20053962



Some examples of common nudges include:

- **Default Options:** Automatically enrolling individuals in beneficial programs (e.g., retirement plans) with the option to opt out, increasing participation rates.
- **Social Norms:** Informing people about the behaviors of others, such as telling them that most of their peers recycle, to encourage similar behavior.
- **Simplification:** Reducing the complexity of forms or processes to make it easier for people to take action, such as simplifying tax filing processes.
- **Framing:** Presenting information in a way that highlights the positive aspects, such as stating “90% fat-free” instead of “10% fat.”
- **Reminders:** Sending timely prompts or alerts to encourage people to take action, like a text message reminding someone to exercise.
- **Feedback:** Providing individuals with immediate feedback on their actions, such

as showing energy usage compared to neighbors to encourage conservation.

- **Anchoring:** Using initial pieces of information as a reference point to influence decisions, like suggesting a starting amount for donations.
- **Commitment Devices:** Encouraging people to make commitments to future actions, such as pledging to quit smoking by a certain date.
- **Salience:** Making key information stand out to capture attention, such as highlighting deadlines or important details in bold or bright colors.
- **Priming:** Exposing people to certain stimuli to influence their subsequent behavior, like playing slow music in a store to encourage more browsing and buying<sup>4</sup>.

The use of Nudge theory is based on indirect encouragement and enablement. It avoids direct instruction or enforcement.

Here are some simple examples to illustrate the difference between traditional enforced change and Nudge techniques<sup>5</sup>:

Enforced Change	Nudge Techniques
Instructing a small child to tidy his/her room.	Playing a “room-tidying” game with the child.
Erecting signs saying “no littering” and warning of fines.	Improving the availability and visibility of litter bins.
Joining a gym.	Using the stairs.
Counting calories.	Smaller plate.
Weekly food shop budgeting.	Use a basket instead of a trolley.

Nudge theory accepts that people have certain attitudes, knowledge, and capabilities, and takes these factors into account, whereas autocratic methods ignore them. Nudge theory is based on understanding and acknowledging real-life situations and human tendencies, unlike traditional coercive approaches, which often ignore or underestimate these factors. Nudge theory is highly relevant to leadership, motivation, change management, and many aspects of

<sup>4</sup> Nudge Theory, <https://thedecisionlab.com/reference-guide/psychology/nudge-theory>

<sup>5</sup> Tovmasyan G.R. Managerial Decision-Making: University textbook. - Yer.: Author's ed., 2024. - 220 p. ISBN 978-9939-0-4544-3

personal development.

Nudge theory seeks to minimize resistance and confrontation, which commonly arise from more forceful “directing” and autocratic methods of “changing” people/behavior.

Note the differences:

<b>Enforced Change</b>	<b>Nudge Techniques</b>
“Forcing” methods drastic, direct, and require conscious determined effort (by the person/people being “changed”).	Nudge methods are easier for people to imagine doing, and less threatening and disruptive to actually do.
“Forcing” methods are confrontational and liable to provoke resistance.	Nudge methods are indirect, tactical, and less confrontational - nudge methods may be cooperative and pleasurable.

Significantly, and easily overlooked, Nudge theory can also be used to identify, explain, and modify existing heuristic effects on people and society groupings - especially where these effects are unhelpful or damaging to people/society<sup>6</sup>.

**Power of nudging.**

Nudges can be more effective in influencing human behavior than straight communication for a number of reasons:

- Nudges are subtle and non-intrusive: Nudges are often designed to be unobtrusive and to work with the natural inclinations of people. This means that they can influence behavior without people even realizing it, making it less likely that they will resist the change.

- Nudges are often designed to take advantage of the cognitive biases that people naturally have. For example, people are more likely to take an action if it is the default option, or if they see that others are doing it. Nudges can leverage these biases to make it more likely that people will make a certain choice.

- Nudges often make it easier for people to take a certain action. For example, by simplifying a process, providing a reminder,

or making a healthy option more accessible. These small changes can make it more likely that people will take action, even if they had previously been unwilling to do so.

- Nudges are adaptable: Nudges can be adapted to suit different situations and different people, so they can be tailored to the specific needs of a particular population.

- Nudges are less confrontational than traditional forms of communication such as lectures, billboards or advertisements, and therefore, they are less likely to cause resistance or pushback<sup>7</sup>.

**Examples of nudges in everyday life.**

Examples of nudges in retail.

1. Placement of items in a store.

The placement of items in a store is a common nudge used to influence consumer behavior. Retailers use this tactic to make certain products more visible and attractive to customers, with the goal of increasing sales.

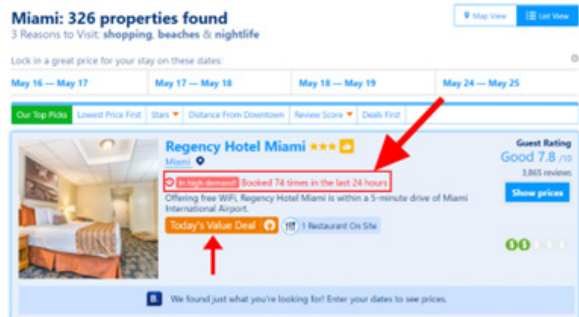
For example, products that are placed at eye level or at the end of aisles are more likely to be noticed by customers. This is because these locations are known as “prime real estate” in a store, as they are in the customer’s line of sight. Retailers often use this tactic to promote new or high-profit items.

Another example is the use of placement to influence the order in which customers shop. Retailers often place items that they want to sell together near each other, such as placing bread and butter together or placing breakfast cereal near milk. This makes it more likely that customers will purchase these items together.

Retailers also use placement to influence the amount of time customers spend in the store. Products that are placed at the back of the store require customers to walk through the entire store to reach them, which increases the amount of time they spend in the store, and thus, increases the chance of them making additional purchases.

<sup>6</sup> Nudge theory, <https://www.businessballs.com/improving-workplace-performance/nudge-theory/>

<sup>7</sup> Examples of Nudges in Everyday Life, <https://changemanagementinsight.com/examples-of-nudges-in-everyday-life/>



## 2. Use of scarcity and social proof in marketing.

The use of scarcity and social proof in marketing are two types of nudges that are used to influence consumer behavior.

Scarcity is a nudge that is used to create a sense of urgency around a product or service by making it seem like it is in limited supply. This can be done by using language such as “limited time only” or “while supplies last” to create a sense of urgency and make customers feel like they need to act fast in order to take advantage of the offer. For example, a clothing store might use a sign that says “limited time offer: 20% off all winter coats” to create a sense of urgency and encourage customers to purchase winter coats before the sale ends.

Social proof is a nudge that is used to make customers believe that others are buying a particular product or service. This can be done by using testimonials, reviews, and ratings, or by showing how many people have purchased a product. Social proof can increase customers’ trust in a product and make them more likely to buy.

For example, a restaurant might display a sign that says “over 500 satisfied customers” to create social proof and make customers more likely to dine at the restaurant.

Another example of social proof is when an e-commerce site shows the number of people who are currently viewing an item or how many have purchased it, this can make customers believe that the product is in demand, hence increasing the chances of them buying it.

## 3. Use of loyalty programs and rewards.

Loyalty programs and rewards are nudges that are used to encourage customers to continue doing business with a particular company. These programs use rewards, such as discounts, points, or special perks, to incentivize customers to make repeat purchases.

For example, a coffee shop might offer a loyalty card that rewards customers with a free coffee after they have made a certain number of purchases. This nudge encourages customers to continue visiting the coffee shop in order to earn their reward.

Another example is a retail store that offers a rewards program in which customers earn points for every purchase they make. These points can be redeemed for discounts on future purchases, this nudge encourages customers to continue shopping at the store to earn points and save money on future purchases.

Many credit card companies also offer reward programs, where customers can earn points for every purchase they make using the card, these points can be redeemed for discounts on future purchases, travel, or cash back. This nudge encourages customers to use the card for their purchases, rather than using cash or another card<sup>8</sup>.

### *Nudges in technology.*

#### 1. Default settings on devices and apps.

Default settings on devices and apps are a type of nudge that is used to influence user behavior in technology. These settings are the pre-selected options that are automatically applied when a device or app is first used or

<sup>8</sup> Examples of Nudges in Everyday Life, <https://changemanagementinsight.com/examples-of-nudges-in-everyday-life/>

when a new feature is introduced. They are designed to make it more likely that people will take a certain action or make a certain choice.

For example, the default setting on a mobile phone is often to have the phone lock automatically after a certain period of time. This nudge encourages users to lock their phone, providing security to the device.

Another example is when an app prompts users to enable push notifications, by default the option is usually turned on. This nudge can be used to encourage users to keep the push notifications on, which can increase engagement and keep users informed of new content or features.

Default settings can also be used to encourage users to share their data or location with an app. For example, when users install a new app, the default settings may ask for permission to access the user's location and personal information. By defaulting to the "Allow" option, the user is more likely to share their data with the app.

## 2. Push notifications and reminders.

Push notifications and reminders are a type of nudge that is used in technology to encourage users to take a certain action or complete a certain task. These notifications are messages that are sent to a user's device, and are designed to remind them of something that they need to do or to inform them of something new.

For example, a calendar app might send a push notification to remind a user of an upcoming appointment. This nudge encourages the user to check their calendar and ensure that they are prepared for the appointment.

Another example is a news app that sends push notifications to inform users of breaking news. This nudge encourages users to open the app and read the latest news.

Push notifications can also be used to encourage users to engage with an app more frequently. For example, a social media app might send a push notification when a user has received a new message or a new friend request. This nudge encourages users to

open the app and respond to the message or accept the friend request, which increases engagement and keeps users active on the app.

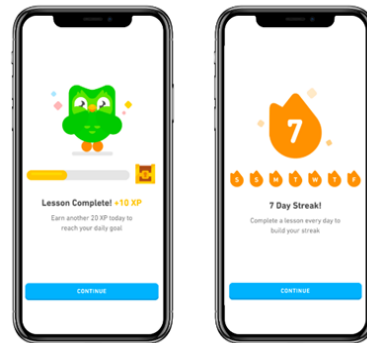
## 3. Gamification of tasks and activities.

Gamification of tasks and activities is a type of nudge that is used to make certain tasks or activities more engaging and enjoyable. This is done by incorporating elements of game design, such as points, levels, rewards, and competition, into non-game contexts.

For example, a fitness app might use gamification to encourage users to exercise more by allowing them to earn points for completing certain activities, such as going for a run or taking a yoga class. These points can then be used to unlock new levels or rewards, such as virtual medals or badges.

Another example is a productivity app that gamifies the task of completing a to-do list. The app assigns points to each task, and users can compete with friends or family to see who can complete the most tasks in a given period of time.

Gamification can also be used to encourage environmental behavior, for example, an app could gamify recycling by giving users points for each item they recycle, and users can compete with friends or family to see who can earn the most points<sup>9</sup>.



## *Nudges in health and wellness.*

### 1. Use of reminders and goal-setting tools.

The use of reminders and goal-setting tools is a type of nudge that is used to encourage healthy and wellness behaviors.

<sup>9</sup> Examples of Nudges in Everyday Life, <https://changemanagementinsight.com/examples-of-nudges-in-everyday-life/>

These tools are designed to help people stay on track and achieve their goals by providing reminders and support.

For example, a fitness app might use reminders to encourage users to exercise by sending notifications or alerts at specific times of the day. This nudge reminds users to take a break from their work and do some physical activity.

Another example is a habit-forming app that uses reminders and goal-setting tools to encourage users to form healthy habits. The app might send reminders to users throughout the day to remind them to drink water, take a walk, or eat a healthy snack.

Reminders can also be used to encourage users to take their medication on time. For example, a medication reminder app might send notifications to users at specific times of the day to remind them to take their medication.

Goal-setting tools can also be used to help users set and achieve their health and wellness goals. For example, a weight loss app might allow users to set a weight loss goal and track their progress over time. The app might also provide users with a personalized meal plan and exercise routine to help them achieve their goal.

## 2. Design of workout spaces and equipment.

The design of workout spaces and equipment is a type of nudge that is used to encourage healthy and wellness behaviors by making exercise more inviting and accessible. This can be done by designing workout spaces and equipment to be attractive, comfortable, and easy to use.

For example, a gym might use natural light, plants, and soothing colors to create a comfortable and inviting workout space. This nudge can encourage users to spend more time at the gym and to enjoy their workout experience.

Another example is a park that has outdoor workout equipment like pull-up bars, parallel bars, and balance beams. This design nudge encourages people who pass by the park to use the equipment and engage in

physical activity, rather than just passing by.

The design of workout equipment can also be a nudge, for example, gym equipment with digital interfaces that display workout data can make the workout experience more engaging and interactive. This nudge can encourage users to spend more time on the equipment and to use it more frequently.

Another example is designing workout equipment that is easy to use for people of all ages and abilities. This can include equipment that is adjustable for different body types and that is easy to use for people with mobility issues. This nudge can encourage a wider range of people to use the equipment and engage in physical activity.

## 3. Use of social support and accountability.

The use of social support and accountability is a type of nudge that is used to encourage healthy and wellness behaviors by providing people with a sense of community and accountability. This can be done by connecting people with others who share similar goals and by providing opportunities for people to share their progress and receive feedback.

For example, a weight loss app might use social support by allowing users to connect with others who are working towards the same goal, such as losing weight. Users can share their progress, ask for advice, and offer encouragement to others. This nudge can increase motivation and help users to stick to their goals.

Another example is a workout class that allows users to track their progress and share it with others. This nudge can increase accountability, making users more likely to attend class and to work harder during class<sup>10</sup>.

## *Nudges in finance.*

### 1. Automatic savings and investment plans.

Automatic savings and investment plans are a type of nudge that is used in finance to encourage people to save and invest more money. These plans work by automatically transferring money from a person's account into a savings or investment account, without

<sup>10</sup> Examples of Nudges in Everyday Life, <https://changemanagementinsight.com/examples-of-nudges-in-everyday-life/>

the need for the person to actively make the transfer themselves.

For example, a bank might offer an automatic savings plan that automatically transfers a certain amount of money from a person's checking account into a savings account each month. This nudge encourages people to save more money without having to actively think about it.

Some investment apps and robot-advisers also use automatic savings and investment plans, by allowing users to set a regular contribution schedule and automatic rebalancing of their portfolio. This nudge can make it easier for users to save and invest, without having to actively think about it.

## 2. Design of banking apps and websites.

The design of banking apps and websites is a type of nudge that is used to influence how people interact with their finances by making certain actions or information more prominent or easily accessible. This can be done by using design elements such as layout, color, and language to guide users towards certain actions or information.

For example, a banking app might use design elements such as large buttons and bold text to make it easy for users to find and use the app's mobile deposit feature. This nudge can encourage users to make more deposits using the app.

Another example is a bank website that prominently displays information about the bank's savings account options and interest rates on the homepage. This nudge encourages users to consider opening a savings account or switching to a different one with a better interest rate.

Some banking apps and websites also use design elements to encourage users to manage their finances more regularly. For example, a budgeting app might use a colorful and easy-to-read interface to make it easy for users to track their spending and stay within their budget.

## 3. Use of behavioral economics in financial education.

The use of behavioral economics in financial education is a type of nudge that

is used to help people make better financial decisions by understanding how their behavior and emotions can affect their decision making. This can be done by using insights from behavioral economics to design financial education programs that take into account the cognitive biases and emotional factors that can influence financial decisions.

For example, a financial education program might use behavioral economics to teach people about the importance of saving for retirement by highlighting the impact that emotions such as present bias and loss aversion can have on retirement savings decisions.

Another example is a financial education program that teaches people about the importance of budgeting and managing their money by highlighting the impact that cognitive biases such as overconfidence and the sunk cost fallacy can have on spending decisions.

Some financial education programs also use behavioral economics to teach people about the importance of diversifying their investments by highlighting the impact that emotions such as fear and greed can have on investment decisions.

In addition, some financial education programs use behavioral economics to teach people about the importance of financial literacy and financial planning by highlighting the impact that cognitive biases such as optimism bias and the planning fallacy can have on financial decisions<sup>11</sup>.

### *Nudges in tourism.*

Different studies explore nudging in tourism. Song et al. examined the impacts of nudging (a communication tool to alter individuals' choices in a predictable way) on tourists' preferences for carbon mitigation in destinations. They surveyed 958 people in Hong Kong. According to the research, destination type, carbon emissions and travel cost had significant effects on tourists' choices of destination. Nudging increased tourists' preference for low-carbon footprint choices. Tourists with higher climate change perceptions were more likely than others to

<sup>11</sup> Examples of Nudges in Everyday Life, <https://changemanagementinsight.com/examples-of-nudges-in-everyday-life/>

select low-carbon destinations with carbon offset projects<sup>12</sup>.

Ni et al. explored how digital interface design (user interface layers) can embed nudges (through information, participation, immersion) in tourism apps, websites, social media to promote sustainability. They propose several promising “design elements” for digital nudges, and show that digital nudging has potential but is still early in tourism practice<sup>13</sup>.

Another field experiment was done in two hotel restaurant locations in Denmark, with 647 participants to explore the role of nudging in motivating vegetarian food choices in a hotel restaurant setting. The experiment altered the presentation of menus to test framing, bandwagon effect, and anchoring. For example, framing vegetarian options differently, using peer / social comparisons, etc. The results show, that framing bias increased vegetarian meal orders significantly. Bandwagon effect had a positive trend but not always statistically significant. Anchoring wasn't effective in that particular setting<sup>14</sup>.

Petrea and Toporcea presented two non-intrusive nudges in hotels (reducing plate size and implementing a tax on leftovers). Food waste decreased by about 30%. Customer satisfaction was not harmed, and business benefited (less food purchased) alongside environmental benefit<sup>15</sup>.

Goldstein et al. tested different message types on towel reuse signs in hotel rooms: messages that tell people what others are doing (social norm), descriptive norms, etc. Messages invoking descriptive norms (e.g.,

“most guests reuse towels”) significantly increased towel reuse. Social norm appeals were more effective than generic environmental appeals<sup>16</sup>.

Making tourists behave more environmentally friendly would have substantial environmental benefits. For this purpose, Dolnicar et al. compared three approaches: awareness-based, ability-based, and a sharing-based scheme (sharing monetary savings with guests who behave more environmentally). The sharing-based scheme produced large behavior changes (~42% change in the targeted behavior), outperforming awareness or ability appeals<sup>17</sup>.

Yachin et al. explored the potential application of nudge+ in a tourism context. Nudge+ is an intervention that aims to influence consumer decisions and promote long-term behavioural change by facilitating reflexive actions alongside reflective processes. Nudge+ is conceptualized as a hybrid approach incorporating elements from green nudging and transformative experiences. In a laboratory simulation of a visit to an animal park, nudge+ was used to explore how combining successive reflection-inducing messages and menu manipulations influences participants' food choices and pro-environmental attitudes. The results indicated that nudge+ can boost participants' pro-environmental attitudes and behavioural intentions. Moreover, the interventions do not disturb participants, and nudging is perceived as an acceptable strategy for reducing tourists' climate footprint<sup>18</sup>.

The reviewed studies demonstrate that nudges play an important role in shaping

<sup>12</sup> Song, H., Wu, H., & Zhang, H. (2024). Can nudging affect tourists' low-carbon footprint travel choices?. *International journal of contemporary hospitality management*, 36(5), 1534-1556. <https://doi.org/10.1108/IJCHM-09-2022-1175>

<sup>13</sup> Ni, X., Wang, D., Chang, J., & Li, H. (2025). Digital nudging for sustainable tourist behavior in new media. *Tourism Management*, 107, 105087. <https://doi.org/10.1016/j.tourman.2024.105087>

<sup>14</sup> Andre H. & Voss S., Nudging Pro-Environmental Behaviour in the Hospitality Sector: A Field study on the Use of Nudges to Increase PEB in the Hospitality Sector, [https://research.cbs.dk/en/studentProjects/nudging-pro-environmental-behaviour-in-the-hospitality-sector-a-f?utm\\_source=chatgpt.com](https://research.cbs.dk/en/studentProjects/nudging-pro-environmental-behaviour-in-the-hospitality-sector-a-f?utm_source=chatgpt.com)

<sup>15</sup> Petrea Amina-Roxana & Toporcea, E.M, Nudging Hotel Guests for Reducing Food Waste: A Field Experiment, [https://research.cbs.dk/en/studentProjects/nudging-hotel-guests-for-reducing-food-waste-a-field-experiment?utm\\_source=chatgpt.com](https://research.cbs.dk/en/studentProjects/nudging-hotel-guests-for-reducing-food-waste-a-field-experiment?utm_source=chatgpt.com)

<sup>16</sup> Goldstein, N. J., Griskevicius, V., & Cialdini, R. B. (2007). Invoking Social Norms: A Social Psychology Perspective on Improving Hotels' Linen-Reuse Programs. *Cornell Hotel and Restaurant Administration Quarterly*, 48(2), 145-150. <https://doi.org/10.1177/0010880407299542>

<sup>17</sup> Dolnicar, S., Knezevic Cvelbar, L., & Grün, B. (2017). A Sharing-Based Approach to Enticing Tourists to Behave More Environmentally Friendly. *Journal of Travel Research*, 58(2), 241-252. <https://doi.org/10.1177/0047287517746013>

<sup>18</sup> Yachin, J. M., Margaryan, L., Lexhagen, M., & Ioannides, D. (2024). Nudge plus in tourism: reflexive behaviours and reflective attitudes. *Journal of Sustainable Tourism*, 1-18. <https://doi.org/10.1080/09669582.2024.2436907>

more sustainable tourist behaviors without limiting individual freedom of choice. From promoting low-carbon destinations and encouraging vegetarian food selections, to reducing hotel food waste and increasing towel reuse, nudging interventions have proven both effective and well-accepted by tourists. Importantly, approaches such as digital nudging and the emerging nudge+ framework show that the potential of nudges extends beyond immediate behavior change, fostering long-term pro-environmental attitudes and habits.

Overall, nudging offers a cost-effective and non-intrusive strategy for the tourism sector to align guest satisfaction with environmental and social responsibility. When carefully designed and adapted to context, nudges can support destinations, hospitality businesses, and policymakers in reducing tourism's ecological footprint and in guiding the industry toward more sustainable development.

Thus, nudging is a valuable approach for influencing human behavior across multiple domains, from health and finance to organizational management and tourism. By subtly altering choice architecture, nudges have the capacity to shift everyday decisions toward more sustainable, healthier, and socially beneficial outcomes without removing individual freedom. In the tourism sector, interventions such as digital nudges, social norm appeals, food-related nudges, and the emerging nudge+ framework demonstrate strong potential to reduce environmental footprints and cultivate long-term pro-environmental attitudes among travelers.

Overall, nudging stands out as an adaptable, low-cost, and ethically acceptable strategy that complements traditional policy instruments. It not only supports businesses and policymakers in achieving sustainability goals but also enhances consumer experiences by making desirable behaviors easier, more intuitive, and more rewarding.

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**Գայանե ԹՈՎՄԱՍՅԱՆ**

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ՇՈՒԿԱՆԵՐ ԵՎ ՄՐՅԱԿՑՈՒԹՅՈՒՆ

**ԴՐԴԵԼՈՒ (ՀՐԵԼՈՒ) ՏԵՍՈՒԹՅԱՆ ԴԵՐՆ ԿԱՅՈՒՆ ԿԱՐՔԱԳԾԻ ՁԵՎԱՎՈՐՄԱՆ ԳՈՐԾՈՒՄ. ԴԱՍԵՐ ԶՐՈՍԱՇՐՋՈՒԹՅՈՒՆԻՑ ԵՎ ՈՉ ՄԻԱՅՆ**

Դրդելու տեսությունը, որպես ընտրության աննշան ճշգրտումներ, որոնք ուղղորդում են որոշումները՝ առանց ազատությունը սահմանափակելու, արդյունավետ գործիք է սպառողների և կազմակերպությունների վարքագիծը շրջակա միջավայրի և սոցիալական պատասխանատվության վրա կենտրոնացնելու համար: Այս հոդվածում ուսումնասիրվում է դրդելու դերը, որպես վարքագծային տնտեսագիտության գործիք, կայուն գործելակերպը խթանելու, զբոսաշրջության փորձից սովորելու և այս պատկերացումները այլ ոլորտներ տարածելու նպատակով: Զբոսաշրջության մեջ այնպիսի միջոցառումները, ինչպիսիք են էկոպիտակները, կանաչ ստանդարտները և սոցիալական նորմերի մասին իրազեկվածությունը, ազդում են զբոսաշրջիկների կողմից հյուրանոցների ընտրության, թափոնների կրճատման և էներգիայի խնայողության վրա: Զբոսաշրջությունից բացի, դրդելու տեսությունը հաջողությամբ կիրառվում է առողջապահության, սննդի սպառման և էներգաարդյունավետության ոլորտներում՝ առաջարկելով ծավալային և ծախսարդյունավետ լուծումներ կայունության մարտահրավերների համար: Հոդվածում ընդգծվում է դրդելու ներուժը՝ ինչպես կարճաժամկետ վարքագծային, այնպես էլ երկարաժամկետ սոցիալական փոփոխություններ առաջացնելու առումով՝ կարևորելով հարմարվողական, ապացույցների վրա հիմնված մոտեցումները: Ամփոփելով տարբեր ոլորտների հետազոտությունների արդյունքներ՝ շեշտվում է դրդելու տեսության համընդհանրությունը՝ որպես կայուն զարգացման նպատակներին հասնելու ռազմավարություն:

**Հիմնաբառեր.** *դրդել, դրդելու տեսություն, վարքագծային տնտեսագիտություն, կայուն զբոսաշրջություն, շրջակա միջավայրի պաշտպանության վարքագիծ*

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РЫНКИ И КОНКУРЕНЦИЯ

**РОЛЬ ТЕОРИИ ПОДТАЛКИВАНИЯ В ФОРМИРОВАНИИ УСТОЙЧИВОГО ПОВЕДЕНИЯ: УРОКИ ТУРИЗМА И НЕ ТОЛЬКО**

Подталкивания – незначительные изменения в архитектуре выбора, направляющие решения без ограничения свободы – доказали свою эффективность в формировании поведения потребителей и организаций в сторону экологически и социально ответственных результатов. В статье рассматривается роль подталкивания как инструмента поведенческой экономики для продвижения устойчивых практик, извлечения уроков из опыта туризма и распространения знаний на другие секторы. В сфере туризма такие меры, как экомаркировка, «зеленые» стандарты и информирование о социальных нормах, влияют на выбор путешественниками мест размещения, сокращение отходов и энергосбережение. Помимо туризма, подталкивание успешно применяется в таких областях, как здравоохранение, потребление продуктов питания и энергоэффективность, предлагая масштабируемые и экономически эффективные решения проблем устойчивого развития. В статье подчеркивается потенциал подталкивания для создания как краткосрочных поведенческих изменений, так и долгосрочных социальных изменений, подчеркивая важность адаптивных подходов, основанных на фактических данных. Обобщая результаты исследований в разных областях, статья подчёркивает универсальность подталкивания как стратегии достижения целей устойчивого развития.

**Ключевые слова:** *подталкивание, теория подталкивания, поведенческая экономика, устойчивый туризм, проэкологичное поведение*