

An Empirical Evaluation of Tourism Policy and Planning: The Case of Azerbaijan

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ABSTRACT

In today's globalized world, tourism has become a preferred socio-economic sector and a vehicle for development. Tourism, as any other industry, has its own advantages and disadvantages; therefore, its planning and management is essential and a formidable mechanism for its sustainability at present and for the future generations. Its highly dependency on quality of social, cultural and environmental resources is a logical argument for utilization of particular and adaptive planning system. Within this framework, this study has aimed to investigate and explore the processes and problems of tourism planning system in the Republic of Azerbaijan. This study is first of its kind that focuses on Azerbaijan's tourism policy and planning knowing the fact that country is blessed with historical, cultural and natural resources that can attract tourists in all seasons. In the meantime, tourism in Azerbaijan is a new economic activity with great potential to contribute to the economic and social development of the country. For the purpose of this study, which is an examination of tourism policy and planning processes, a qualitative research approach has been employed. 24 interview questions of semi-structured and open ended nature were applied. Interview questions were extrapolated from tourism planning and development literature with a focus on sustainability dimension. Various planning models were examined to finalize the interview questions. Over 20 respondents from different institutions either directly or indirectly were aware and knowledgeable of tourism system and challenges were interviewed. Data collection and analysis adhered to all the principles of qualitative study. Interviewees were targeted based on convenience/purposive sampling which is highly appropriate for this type of research (Bryman, 2012). Data analysis conducted by applying *Atlas-ti*

software, version 7 (<http://atlasti.com/free-trial-version/>). Study revealed that despite an awareness of significance of sustainability in tourism, as well as, a planning system adaptable to the case of Azerbaijan; the planning and policy processes for tourism in Azerbaijan suffers from lack of specialized planners, ad hoc approach to tourism management and development, lack of a clear strategy, and absence of practical sustainability principles in tourism. Study also revealed that Azerbaijan's Ministry of Culture and Tourism is not equipped with a long term plan for the country and lacks awareness of the complicated nature of tourism. Findings exposed that the approach to tourism development is mainly based on short termism. Further recommendations, implications and limitations are provided in this study.

Keywords: Tourism policy, tourism planning, sustainable tourism, tourism strategies, tourism projects, case of Azerbaijan.

ÖZ

Günümüzün küreselleşmiş dünyasında, turizm tercih edilen bir sosyo-ekonomik sektör ve kalkınma için bir araç haline gelmiştir. Turizm, herhangi bir endüstri gibi kendine özgü avantajları ve dezavantajları vardır. Bu nedenle, planlama ve yönetim gerekli ve şu anda onun sürdürülebilirlik ve gelecek kuşaklar için müthiş bir mekanizmadır. Sosyal, kültürel ve çevresel kaynakların kalitesine son derece bağımlılık, özel ve uyarlanabilir planlama sisteminin kullanımı için mantıklı bir argümandır. Bu kapsamda, bu çalışma Azerbaycan Cumhuriyeti'nde turizm planlama sisteminin sorunları ve süreçlerini araştırmak ve keşfetmek için amaçlanmıştır. Bu çalışmayla ile ülke her mevsim turist çekebilecek, tarihi, kültürel ve doğal kaynakları ile mübarek olduğu gerçeğini bilerek Azerbaycan'ın turizm politikası ve planlaması üzerinde odaklanan türünün ilk örneğidir. Bu arada, Azerbaycan'da turizm büyük potansiyeli olan yeni bir ekonomik faaliyetle ülkenin ekonomik ve sosyal kalkınmasına katkıda bulunmaktadır. Bu çalışmanın amacı doğrultusunda, turizm politikası ve planlaması süreçlerinin incelenmesi, nitel araştırma yaklaşımı istihdam edilmiştir. 24 yarı yapılandırılmış ve açık uçlu doğal mülakat soruları uygulanmıştır. Mülakat soruları sürdürülebilir boyutta odaklanarak turizm planlama ve geliştirme literatüründe yola çıkılarak bulundu. Çeşitli planlama modelleri Mülakat sorularını sonuçlandırmak için incelenmiştir. Farklı kurumlardan gelen 20'den fazla katılımcıların doğrudan ya da dolaylı farkında oldukları ve turizm sisteminin bilgili ve sorunları görüşülmüştür. Veri toplama ve analizi nitel çalışmanın tüm ilkelerine bağlı kalmıştır. Mülakatlar araştırmanın bu tür için son derece uygun kolaylık / Amaçlı örnekleme dayanan hedeflenmiş edildi (Bryman, 2012). Veri analizi Atlas-ti yazılımı, sürüm 7 uygulanarak gerçekleştirildi. Çalışma Turizm de sürdürülebilir önemi bir farkındalık rağmen Azerbaycan duruma adapte edilebilir bir

planlama sistemi ortaya koydu. Azerbaycan'da turizm planlama ve politika sreleri uzman planlamacılar eksikliđinden, turizm ynetimi ve geliřimine ad hoc yaklařımdan, net bir strateji eksikliđi ve turizm pratik srdrlebilirlik ilkelerinin olmamasından muzdariptir. alıřma ayrıca Azerbaycan'ın Kltr ve Turizm Bakanlıđı lke iin uzun vadeli bir plan ile donatılmamıř olmadığını ve Turizmin karmařık dođa bilincini yoksun olduđunu ortaya ıkardı. Bulgular turizm geliřimine yaklařımı ađırlıklı olarak kısa vadeciliđe dayalı olduđu ortaya ıkardı. Diđer neriler, etkileri ve sınırlamalar bu alıřmada verilmektedir.

Anahtar Kelimeler: Turizm politikası, turizm planlaması, srdrlebilir turizm, turizm stratejileri, turizm projeleri, Azerbaycan vakası.

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Chapter1

INTRODUCTION

1.1Introduction

In recent years, tourism has become significant and popular sector with a rapid growth rate worldwide. Tourism policy and planning emphasize the significance of planning process for tourism development in order to provide higher benefits and deflate the negative impacts and costs (Petrevska and Biljana , 2013). Tourism as a main field of the economy positively affect to developing countries. Thus, developing countries get more benefits or profits from the development of tourism industry. However, there are some factors that such as economic crises, political conflicts, social problems and etc. negatively influence to the development of tourism in the world. Despite of these disadvantages, world countries are mainly prone to alternative tourism because of sustainable development of tourism. Therefore, government tries to establish new modern plans with using of practices of developed countries practices in their tourism policy.

High social, economic, and ecological growth forms modern tourism standards. Government rule and operational system create effective power by using leading international skills. Governments try to follow international standard in quality services that they can complete with other sectors in tourism industry.

Literature review gives information about generally overviews of tourism policy and planning; explain the role and strategy of government in tourism industry in order to

ensure their target. Strategic plan is important for development of tourism industry that control and enforce all process in the industry in order to comprehend planning. In addition, this study explores the importance of sustainability in tourism planning as well as the importance of tourism planning.

Moreover, this study takes into consideration general information of the Republic of Azerbaijan, public and private tourism institutions as well tourism policy and planning of the country. This study gives information current tourism policy and planning of Azerbaijan and future perspectives of the country.

In addition, government are mainly interested in preparing of good planning strategy that include effective using of natural and cultural resources, creating of more tourism projects as well as providing of large number of foreign visitors. Thus, government as well as local and foreign investors pays more attention for development of tourism infrastructure in the country in compare with previous years

1.2 Problem statement

Current literature doesn't provide to us enough information about tourism planning and policy of Azerbaijan in terms of empirical evaluation. In addition, the value of this study can serve as a base for creating comprehensive approach to tourism policy and planning of Azerbaijan. Although there is a great potential for the development of all kinds of tourism because of rich natural and cultural resources, favorable geopolitical position, tourism policy and planning of the country has not been well-developed.

For long years period, energy sector especially oil prevails in economy of Azerbaijan which postponed the development of tourism as other sectors in the country.

Government gained attention to the development of tourism only after decreasing the price of oil which tourism became main field of the economy. However high price of hotels that five star hotel dominate in the country as well as the high price of airline tickets that Azerbaijan airline (AZAL) dominate in this sphere create obstacle to travel of low-budget people. In addition, the small number of infrastructures and weak development also negatively influence to the number of coming foreign tourists. Although visa issue simplified a few month ago, applying of visa to foreign citizens for long-term delayed the development of tourism in the country.

1.3 Aim and Objectives

The aim of the study is to explore tourism policy and planning in the case of Azerbaijan. Thus, this study will be an extra contribution in the literature for the further studies in the tourism planning and policy. The purpose of my study is to identify current Azerbaijan's tourism policy and planning and implement new planning strategy or projects in the future years in order to provide increasing of tourist flows. Therefore, government implemented some projects and plans for it in accordance to state programs. Thus, government has implemented two main plans for development of tourism. In the first period, the country hosted two big European events that attracted a lot of foreign tourists. The first one was a Eurovision Song Contest, which happened in famous Crystal Hall and second one was First European Olympic Games. Before the First European Olympic Games, the government developed new infrastructures that include hotels, restaurants, new shopping malls, parks and car parking. Today we can say that Azerbaijan is interesting destination for foreign tourists. During these events Baku hosted a lot of foreign tourists.

In the second period, government plan include holding of Islamic Solidarity Games (2017) and Final stage of UEFA Euro 2020 which intended to come and join all Islamic countries to the games in the world. All of these processes which I mentioned above will be accomplish with development of tourism planning.

1.4 Contribution

My study explores problems and challenges that face tourism policy and planning process in terms of social, cultural, environmental, economic and political issues in the context of sustainable tourism development in Azerbaijan. The result of this study will be a contribution to proper policy making process with respect to incorporation of sustainability into the system of tourism in Azerbaijan. It is also a source of information and findings that exposes the problems and challenges of tourism development for the future researchers and practitioners.

Although Azerbaijan is a newly independent country, tourism became an essential industry in order to get more revenue from this sector. Today, Ministry of Culture and Tourism have main responsibilities as public institution in implementing of Azerbaijan Tourism strategy. Moreover, there are some foreign and locals firms that spent a lot of money for implementing of tourism projects in the country. Establishing of low star hotels and hostels will strengthen the development of tourism sector in the country as well as will positively influence to the coming foreign of tourists.

1.5 Method of study

My research is based on qualitative research method of data collection and analysis. I apply interview method for data collection that based on approaches of experts from some public and private sectors such as Ministry of Culture and Tourism of

Azerbaijan, Tourism Association of Azerbaijan, Azerbaijan Hotel Association and instructors of Tourism and Management University. My respondents are directly related to tourism sector. I spent 20-25 minutes for each respondent during my interview that based on tape record. My respondents' ages covers among 25-55 years.

1.6 Organization of the study

My thesis contains six chapters which have relationships with each other. First part consists of introduction, problem statement and the important of the research, aims and objectives of the study and methodology of the research. Second chapter includes comprehensive information about tourism such as types and influences of tourism, development of tourism in developed and developing countries. Third chapter explore tourism planning and sustainability that include sustainable plan and models which are important for tourism strategy of all countries.

Chapter four studies tourism in Azerbaijan that includes its geography, culture, economy, resources and history affect to the development of tourism. In addition, government and its strategy related to tourism policy and planning shown in this part. Finally, chapter five and six presents results of the qualitative research and conclusion of the theses. In addition, Chapter six included future perspectives that related to tourism policy and planning and new master plan.

Chapter 2

LITERATURE REVIEW

2.1 Tourism: an overview

In recent years, tourism has been developed fast and become one of the main fields of the economy. In contemporary period, tourism is mostly related to development and increasing number destinations of new. The development of modern tourism strengthens socio-economic progress as well as advance infrastructure. Tourism is a major source of the income in many developing countries.

The development of tourism in developed or industrialized countries causes to several advantages such as economic and social welfare as well as create new workplace in different fields that include in construction, agriculture and telecommunications. Thus, development of tourism that increasing the number of tourists prevents unemployment issue. Therefore, in developing countries, tourism positively contributes to economic development and growth of tourism in these countries known as one of the main source of income in economy. UNWTO state that developing countries is mainly prone to sustainable tourism because of getting more benefits from tourism.

2.1.1 History of tourism

The majority of studies concerning history of tourism are mostly based on Britain, North America and Western Europe. Therefore, Western cultural legacy played a significant role in the history of traditional perspective of tourism. Thus, travel of

people to seaside and spas resorts, grand or exotic trips and business travel constituted the essence of history of traditional perspectives of tourism. However the history of tourism firstly started by the elites of ancient Greece and Rome. Contemporary tourism emerged the development of Spas and grand trips in 17th and 18th centuries as well as development of seaside resorts and international tourism under the initiative of Thomas Cook in 19th centuries.

In addition, high development in technology especially in transportation such as railway, airline and seaway accelerated development of tourism. Thus, cruise shipping developed in the early years of 20th century, as well as Jet airplane and charter flights developed in the middle of 20th century. After this event, the destination of tourism changed from Britain and Western Europe to other geographical areas of the world. Today, tourism is one of the main fields and source of the income of the economy. Thus, UNWTO (2016) demonstrate that tourism constitutes nearly 10 percent of the GDP, 7 percent of the world export, 30 percent of service export. In addition, each one of 11 employments works in tourism industry (see Figure 1).



Figure 1: The Place of Tourism in World Economy
 (Source: World Tourism Organization (UWTO) 2016, Retrieved from www.unwto.org)

2.1.2 Impact of tourism

The development of tourism influences to different sector in different manner such as positively and negatively. Thus economic prosperity, social welfare and employment benefits that derived from the development of tourism to the destinations known as positive influence and contributing of government to the development of tourism in the form of money known as negative influence. There are some factors that include historical, cultural, environmental, social, political, religious, socio-economic factors and etc. which directly influence to the development of tourism. Thus, environmental factors also affect to the growth of tourism positively and negatively. Positively impact is consisting of enhancing awareness of people on environmental preservation that includes conservation of natural and cultural resources, unique flora and fauna.

In addition, good climate that include sea side resorts in summer seasons and mountain skiing in winter seasons and “beautiful scenery” that include Mountain View lakes and rivers, sea beaches, sunset and sunrise places positively impact to the development of tourism which can play an important role in the attraction of tourists. In addition, there is some environmental factors such as climate change, soil erosion and environmental degradation negatively impact to the development of tourism.

Moreover, socio-economic factors such as “accessibility” that include different kinds of transportation as roads, railways, air and waterways, “accommodation” that include catering facilities, standard of living, lives-styles of tourists, nature of services, “ancillary” or sometimes known as supplementary services that include banking and finance, the internet and telecom connectivity, hospitals, insurance also impacts to the developments of tourism. In addition, mutual relationships among

hosts and tourists that cause to cultural interchanges, etc. positively impact to the development of tourism. Bad behavior of tourists such as prostitutions, drinking alcohols and drugs, increasing of crime issues and spreading of infectious diseases and etc. negatively effect to the development of tourism.

Economic factors negatively and positively impact to the development of tourism. Thus, income from foreign exchange, opening of new working places, encouraging of infrastructure investment and development of local economy, increasing of government revenues, balance of payment and etc. positively impact to the development of tourism. In addition, high inflation rate that derived from economic crises especially in European countries, seasonal employment, leakage, economic dependency and etc. negatively impact to the development of tourism.

There are some political factors such as war and terrorism, ethnic and religious tensions, bad neighborly relations with neighbor countries, restrictions of laws and freedom of people that derived from unfavorable government policy negatively impact to the development of tourism. The number of coming foreign tourists to Middle East especially in Egypt and Turkey has been decreased because of internal political instability and terrorism issue which Turkey and Egypt was considered as one of the main touristic destination in the world. In addition, demographic change and migration also negatively impacts to the development of tourism.

In addition, “historical and cultural factors” that includes protection of historical and cultural places, cultural heritage positively impacts to the development of tourism which tourists prefer to see ancient monuments, castles, forts, marvelous. Religious factors that include faiths and beliefs of people also impact to the development of

tourism which tourists prefer to see religious or holy place such as Mecca and Medina in Saudi Arabia.

2.1.3 Types of tourism

There are several types of tourism such as cultural tourism that include flows of tourists to cultural places, sport tourism that include summer and winter games as extreme and adventure, medical tourism that based on health tours of people, education tourism that based on studying of people and so on. Nowadays ecotourism is also very popular type of tourism that based on nature. Conselleria de Turisme (1996) and Erdogan (2005) state that all of these types of tourism contribute to increase flows of tourists, growing of the economy prosperity and social welfare as well as prolong season in the destination.

Allcock, 1996; Butler, 1994; McEniff, 1992; Ritchie and Beliveau, 1974; Spotts and Mahoney, 1993; Zeithaml et al., 1985 consider mass tourism as one of the significant concerns of tourism field because of considering seasonal tourism and distributing tourists unequally. Scholars related to destination advance new kinds of tourism that known as alternative tourism that protract season in order to utilize effectively local resources of the destination.

Adventure tourism can be considered as modern and interesting types of tourism. It intended to trip and exploration of tourists to exotic and fascinating places. Adventure tourism has two types that include hard and soft adventure tourism. Thus, hard adventure tourism consist of trekking, climbing and caving whereas soft adventure tourism consist of archeological expedition, backpacking, fly-fishing, camping, safaris, sailing, surfing, rafting, hunting, ride the horse, and etc. Europe,

Latin America and North America is very famous destination in soft adventure tourism as well as tourist prefer to trip to soft adventure tourism in compare with hard adventure tourism because of the high risks and requiring of high performance and skills.

In recent years, Eco tourism has become very popular among types of tourism as well as its history dates back to 1965 years. Ecotourism is also named as “green”, “conservation” and “sustainable” tourism. Ecotourism study the connections among people and environment. Thus, ecotourism is mostly based on the preservation of environment that includes effective use and protection of natural resources, cultural legacy and conservation of flora and fauna in national parks. Ziffer (1989) state that ecotourism can be considered as nature-oriented tours as well as intended to develop local economy, local culture and social welfare of the local people. Thus, ecotourism focus on “socially responsible” trip of tourists to natural places where it exist culture legacy, unique and rare flora and fauna. Ecotourism is mainly intended to save energy, conserve water and assist “recycling of waste”. Ecotourism ensure financial and economic benefits to the local communities that come from entrance fees, taxes and donations which expend for the protection of the environment that include biological and cultural diversity.

2.1.4 Mass tourism

Mass tourism is mostly related to package holidays which contains all-inclusive and accommodation, transport and food. Papatheodorou (2003) state that sea beaches, sunset and sunrise places are one of the essential reasons for the tourist to travel for any touristic place that constitute essence of this type of travel. Singh (2012) consider mass tourism as unsustainable tourism which is unsatisfactory for the

development of tourism. However, mass tourism is very famous and widespread among tourists which people prefer to this type of tourism in the world. Vainikka (2013) mentioned that time, extent, perspective and observer factors should take into consideration in mass tourism that may be changeable by the influence of these factors. That's why, all destinations can be researched alone because of influencing of these factors to tourism industry.

2.1.5 Alternative tourism

Authors related to tourism gave attention to the notion of alternative tourism in 1980s as antithesis of mass tourism. Unlike mass tourism, alternative tourism is known as significant field of tourism in a globalizing world. Thus, alternative tourism takes into consideration individual interests, needs, abilities and desires of tourists in contrast to mass tourism. So that, in alternative tourism, modern tourists are mainly interested in new experiences and adventures, cultures and nature during their travel. In alternative tourism, tourists prefer to communicate with local people instead of seeing to historical monuments and ancient infrastructures. Therefore alternative tourism is mostly based on local social and natural resources, products, traditions, skills, values and in especially local offers. In different literatures, some authors state that alternative tourism creates conditions to protecting of local communities in terms of environmentally and socially sustainable manner.

In addition, Pechlaner and Weiermair (2000) and Franch (2002) state that some important factors that include experienced tourists, economic restructure of the world and environmental limit to growth such as ozone depletion, global warming need to change in destination. Hall (1994) mentions that alternative tourism has large opportunities in compare with mass tourism that spend less money and get more

income. Cater (1993) and Prosser (1994) consider alternative tourism as ecotourism in order to prevent weaknesses of mass tourism such as economic inadequate, environmental pollution, socio-cultural gap.

2.1.6 Tourism in developed countries

Tourism policy exists in government strategy in order to ensure economic development of developed countries. “Areas with limited opportunities to develop other forms of economic activities were noted for their potentials to develop tourism in order to allow settlements, especially in frontier regions which were particularly vulnerable” (Schlueter, 2003). Hall(2000) and P.Schofield (2011) state that “Many tourism plans emphasize development in the community rather than development of the community in recognition of its pivotal role in the development of tourism planning process.

The development of tourism sector resulted to enhancing relationship between social and cultural structures that reduce threats and increase peace which create new relationships between various communities. (Brunt & Courtney 1999:494-495, cited in T.Cetin, H.Demirkaya 2010: 384)

Sinclair & Stabler (1991) state that tourism industry plays an important role in economy of developed countries. Moreover, Carmen Padin (2012) emphasize that tourism planning in developed countries refers to sustainability that based on protection of environment and natural and cultural resources. UNWTO show that in developed countries, the number of international tourists in 2014 was more than 1.133 billion, international tourism receipts (2014) was US\$ 1245billion (see

Figure 2). In addition, there are some aims of the traveling such as for holidays, shopping, health and recreation, visiting relatives, education and business.

International Tourist Arrivals						International Tourism Receipts								
Rank	Series ¹	Million		Change (%)		Rank	US\$				Local currencies			
		2013	2014*	13/12	14*/13		Billion		Change (%)		Change (%)			
		2013	2014*	13/12	14*/13		2013	2014*	13/12	14*/13	13/12	14*/13		
1	France	TF	83.6	83.7	2.0	0.1	1	United States	172.9	177.2	7.0	2.5	7.0	2.5
2	United States	TF	70.0	74.8	5.0	6.8	2	Spain	62.6	65.2	7.6	4.2	4.1	4.2
3	Spain	TF	60.7	65.0	5.6	7.1	3	China	51.7	56.9	3.3	10.2	1.4	9.2
4	China	TF	55.7	55.6	-3.5	-0.1	4	France	56.7	55.4	5.6	-2.3	2.1	-2.3
5	Italy	TF	47.7	48.6	2.9	1.8	5	Macao (China)	51.8	50.8	18.1	-1.9	18.1	-1.9
6	Turkey	TF	37.8	39.8	5.9	5.3	6	Italy	43.9	45.5	6.6	3.7	3.1	3.7
7	Germany	TCE	31.5	33.0	3.7	4.6	7	United Kingdom	41.0	45.3	12.1	10.3	13.2	4.8
8	United Kingdom	TF	31.1	32.6	6.1	5.0	8	Germany	41.3	43.3	8.2	5.0	4.7	4.9
9	Russian Federation	TF	28.4	29.8	10.2	5.3	9	Thailand	41.8	38.4	23.4	-8.0	22.1	-2.7
10	Mexico	TF	24.2	29.1	3.2	20.5	10	Hong Kong (China)	38.9	38.4	17.7	-1.4	17.7	-1.5

Figure 2: International Tourist Arrivals and Receipts 2014
(Source: World Tourism Organization (WTO) 2015)

2.1.7 Tourism in LDC

Tourism can be considered as a one of the significant sector for Least Developed Countries. Thus, the growth of tourism in LDC may lead to the development of the local communities and other sectors that concerning to economy as well as cause to opening of new workplaces and preventing of poverty. The development of tourism sector in especially sustainable tourism that intended to develop human capital and infrastructure accelerate the integration of LDC to world tourism market (United Nations, 2011). The development of sustainable tourism also expressed in “Tourism Action Plan” in the majority of African countries in order to develop economy that include growth of local market destination, increasing of the “quality of the service products” and decreasing of poverty. The developments of tourism as a main field of

the economy in developing countries provide main comparative advantage because of natural and cultural richness, low-cost labor.

The development of sustainable tourism in LDC can create conditions for economic diversification and the improvement of skills that included developing of local business, exporting of new kinds of tourism products. In addition, the development of sustainable tourism in LDC contribute to sustainable preservation of environmental and cultural legacy in order to provide sustainable income from tourism products which taxes play an important role in this issue. Thus, it exist various historical and cultural legacy and rich natural resources in LDC which give opportunity additional market chances for the industry of tourism in these countries that include changing of different unknown tourism legacy to tourism products. However, some of them are unknown tourism legacy that included to World heritage list of UNESCO. Therefore, the development of sustainable tourism in LDC can be considered as necessary economic growth and development for these countries.

There are several obstacles for the development of sustainable tourism in LDC that derived from political that include providing of peace and security, economic that include implementing of economic reforms, economic diversifications and economic integration social that include decreasing of poverty and inequalities and environmental issues that include advancing of sustainable development and protection of natural and cultural legacy. In addition, sustainable development of tourism in LDC gives conditions attracting of tourism investment. Therefore, there is a need to adopting of development strategies in LDC that related to whole economic growth of these countries which will give opportunity to the development of sustainable tourism.

In the future, there is an expectancy of increase in international tourist arrivals within 3.3% a year. In addition, there is an expected increase also in the international tourist arrivals in each region of the world. Arrivals in emerging economy will be 57% as forecasted for year 2030 as compared to 43% in the advanced economy. The strongest growth will be seen in Asia and the Pacific as well as Africa and the Middle East are also expected to double their number by this period. The Americas will grow comparatively more slowly. The global market share of Asia and Pacific will increase also as well as will observe rapid growth in these areas is demonstrated Figure 3.

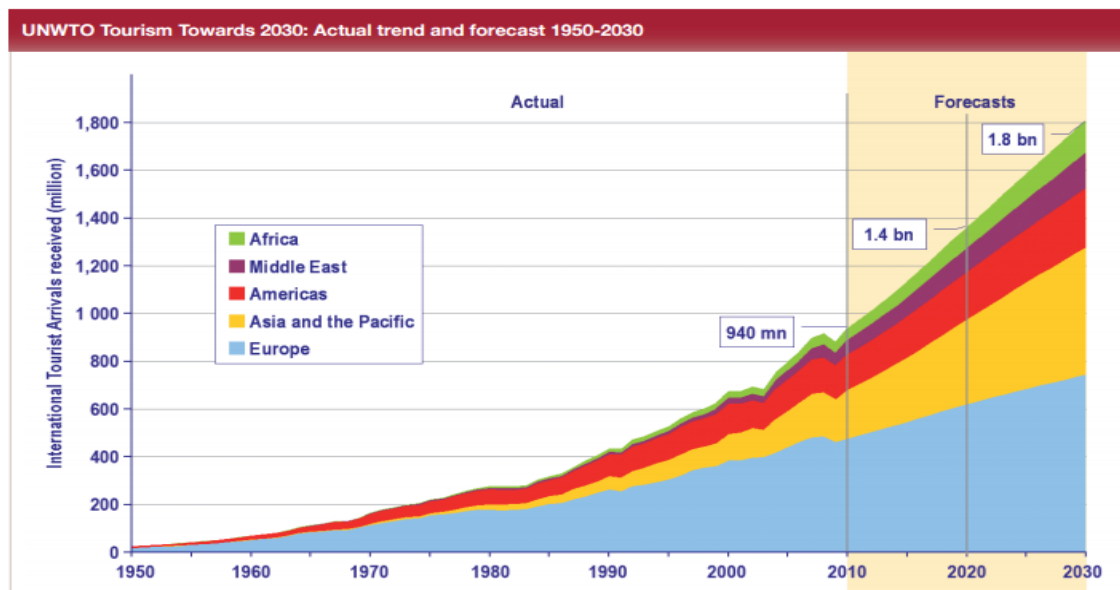


Figure 3: Tourism towards 2030, (Source: United World Tourism Organization, UNWTO 2015, www.mkt.unwto.org)

2.2 Tourism planning and Sustainability

Rose (1984) state that tourism planning is complex, multifaceted and need to be integrative that contain economic, political, social and technological factors. Planning is related to past, present and future of tourism. History of tourism planning dates back to last decades. Thus, since that time tourism has known as industry that includes economic models. Planning in rural and urban areas also affected to tourism planning. Planning is necessary for sustainable development of tourism. The connection among planning and sustainability has expressed in sustainable tourism. Farrell and Hart (1998) mentions that sustainable tourism is mostly based on protection of the ecosystems and limits to growth as well as keep economic, social, environmental and ecological balance. In addition, sustainable tourism concentrates on fairly distribution of advantages among all people and investors as well as reducing of poverty.

Actually, Planning is consisting of “judgment”, “sensitivity” and “creativity”. Tourism Planning is based on decision making and find different ways in order to ensure their aims. “Planning is only one part of an overall”, “Planning-decision-action” and “various activities in that process may be difficult to isolate as the planning process and other activities involve such things as bargaining and negotiation, compromise, coercion, values, choice and politics” (Hall, 2000, p. 7).

Sustainable tourism is also known as ecotourism that intended to obstruct influences of people over environment, cultural and natural resources which mentions preservation of natural resources and use them effectively. In addition, sustainable tourism is mainly based on the preservation of existing cultural legacy and value. It

also focuses on the strengthening of development and implementing of new policies and planning. The notion of sustainable tourism requires balanced tourism development in economy and environment. Nelson (1991) state that in order to achieve sustainable tourism, it need to communicate, compliance, monitoring of influences among interests of people.

Sustainable development consists of four main issues such as policy, technology, economics and communication. Policy issue focus on constructing institutions and preserve resources for sustainable tourism where technology issue concentrate on effects, demands, expectation of tourism. Economic issue is based on domestic and foreign impacts as well as cost and benefits of markets. Communication issue focuses on self-regulation that mentions deployment of firms and employers.

2.2.1 Why tourism planning

As a result of tourism planning, tourism became more competitive sector in the last years. Thus, it paid more attention to the increasing of demand instead of supply in the former years. The majority of the stakeholders such as public and private in the world improve new kinds of tourism that includes cultural, adventure, ecotourism, intellectual and amazing as well as new destination has been developed which conditioned the development of tourism planning. In modern period, tourism mainly focuses on increasing of supply that includes every person, the both public and private organizations because of interests of tourists to everything. Therefore, it gives importance to all details precisely in tourism planning in order to provide welfare of local people.

Absence of public participation, externalities that based on commercial interests of two persons which damages to third person, short-termism that based on short-term goals, top-down approach and unplanned tourism that intended to use unsustainable practices prevent the development of sustainable tourism as well as cause to declining of destinations. Therefore, there is a need for tourism planning.

In addition, tourism planning takes into consideration environmental effects of tourism. Thus, in order to protect and use effectively natural and cultural resources, there is a need for tourism planning. So that, “Soil erosion”, “beach pollution”, “sceni spoliation” and “threats to wildlife” and etc. derived from weak tourism planning. Moreover, planning can be considered as significant processes to define purposes, resources, available chances for the development of communities. In addition, in order to define existing and next places of company in the short-run, new products, business chances, investment climate, as well as operate costs, needs of community which all of these factors demonstrate necessity of tourism planning.

2.2.2 Who plans tourism

Planners of tourism mainly consist of business sector, public sector, nonprofit sector and professional consultants that implement plans in order to develop and manage tourism in the future. Business sector that include owners and managers of hotels and restaurants implement growth and planning of tourism for future. Their services in business sector are also known as hospitality industry. Tourism produces different kind of products that differ from industrial goods and services. Tourist businesses take into consideration not only possible gains but also the influences of their decisions on the environment, infrastructure and “social values of society. In addition, decisions makers in business sector give more importance to particular

attributes that includes histories, cultures, customs of communities and its geographic location that can affects the number of coming tourists.

In several countries, the development and management of tourism put forward by the public sector that includes the role of the government. Thus governments adopt and implement laws and regulations related to the growth of tourism. In addition, governments spend a lot of money from state budget for tourism promotion and advertising that intended to draw attention of tourists. Moreover, governments ensure touristic places that include national parks, museums, historical and cultural places. The main aims of these places preserve natural resources cultural and historical legacy as well as stimulate the coming of tourists to the country. Governments also invest to improving of new destination as well as possess and manage the majority of infrastructure.

Nonprofit sector that include voluntary organization which service on the health, archeological, historic, recreation and religious area also implement the development and planning of the tourism. Preservation of natural and cultural resources by ecotourism communities and conservation organizations can attract tourists in a large numbers. Thus, local people that has skills instead of investing of foreign company implement for the growth of tourism. Tourism trade organizations also give importance to preservation of energy and recycling. The main aim of this organization gain less income from cultural advantage and ideology.

Professional consultants that include building and landscape architects, civil engineers and universities give impartial information to invertors which effectively contribute to planning and development of tourism. Building architects that engage

in projects, design of touristic projects such as hotels and restaurants and etc. Landscape architects engage in designs of site and land planning. Civil engineers ensure details and design of different touristic centers. Professional consultants act as teams in order to prevent planning concerns. Universities that include researchers and instructors give consultancy in the field of tourism planning in terms of seminars, meetings that include scientific and technical information.

2.2.3 Planning perspectives

Tourism planning is continuous process that requires regularly controlling system. Tourism planning incorporated with a behavior of states, appropriate field of economy, structure of tourism industry and physical environment that focus on public budget and international tourism market. They describe four forms of planning process that based on scientific research and analysis, identification of development objectives, creation of physical plan and impacts. Therefore, scientific research analysis examines behavior and structures of states that focus on essential tourism flows discussed with the resources and attraction. Another one identification of development objectives analyze destination attractions, feasibility, priority development that based on prevailing tourism products discussed with market segments. Creational of physical plan required new facilities, estimated effects on sites and preferred destination that concentrate on consequences of identification of development objectives.

In order to understand planning perspectives we need to know the differences between interactive planning (bottom up) and conventional planning (top-down). Thus, in interactive planning, all stakeholders and the public come together to make better plan. However, in the conventional planning when they have information at

the disposal and they will make a good plan. Interactive planning process is measured by the achievement of the action whereas conventional planning plan is just simple. In conventional planning public provides listing solution to different problems as well as stakeholders are informed at the end of the planning process. Conventional planning mostly depends on feed backs, short time of participation of public, assumption of better information for better decisions.

2.2.4 Planning models

There are several important models that regional, destination and site planning concepts are very popular among them.

Regional Tourism Development is mainly based on improvement of attractions, service facilitates, transportation, promotion–information for tourists. Thus, Regional Planning concept mainly focuses on the increasing of the participation that intended to increase the number of tourists and their involvement in different tourism activities. It depend on heightened demand that based on desire and ability of participation and expanded supply that based on increasing capacity of current physical plant as well as increasing the number of establishments. Heightened demand depends on expanded markets that intended to increase the ability of tourists to travel and spend money in touristic places. In addition, expanded markets also intended to improve image values toward regions, increase mobility of the market as well as decrease social and government constraints. Moreover, mobility of friends and relatives, proximity to attractions and increasing of population cause to expanding of markets Expanded supply depend on resource development that focusses on rich natural and cultural resources, easy access, viable service communities, existing tourism development, favorable development image, local

acceptance of tourism, favorable government controls as well as availability of land, entrepreneurs, managers, labor and finance (see Figure 4).

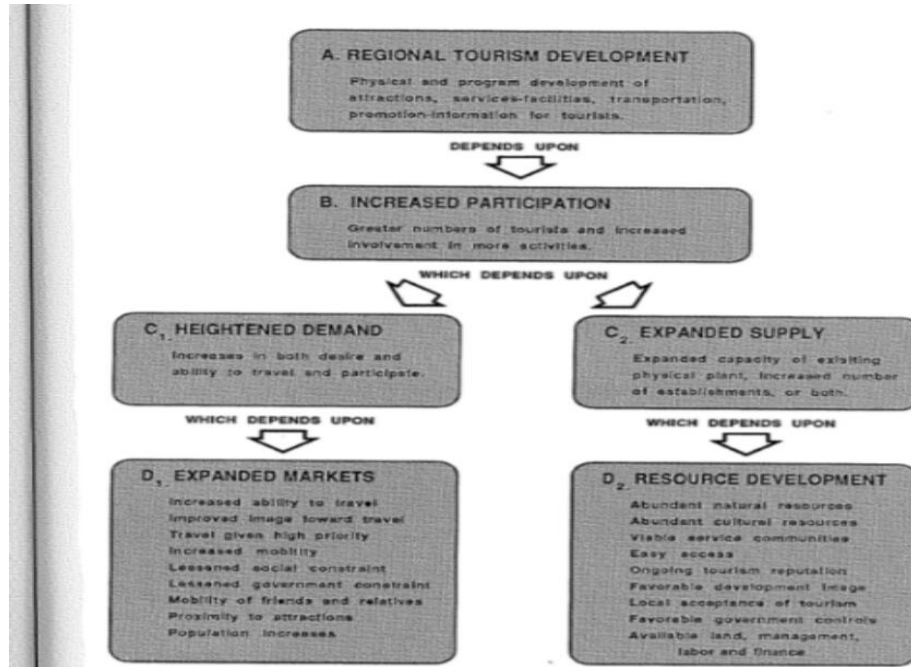


Figure 4: Regional Tourism Development model
(Source: Clare A.Gunn and Turgut Var, 2001)

Destination Planning Concepts is also known as “community tourism” and “destination zone”. Attraction complexes which include geographic places that possess natural and cultural resources such as national parks, linkages between attraction complexes and community that based on design matter in order to ensure a visual preface of attraction complexes, access that include transportation issues and gateway that include maps, brochures and personal guidance form the essence components of Destination Planning Concepts (see Figure 5).

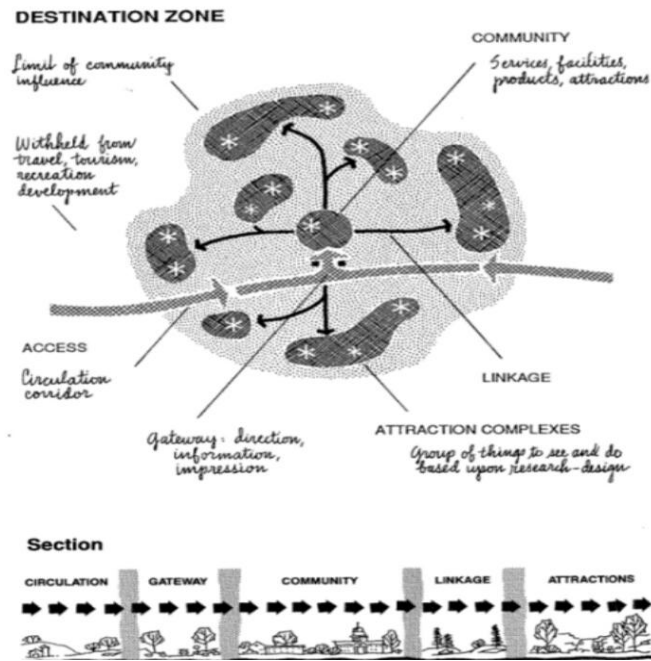


Figure 5: Destination Planning Concept
(Source: Gunn, 2011)

Development of Site planning concepts mainly depend on the roles of professional designers and planners that consist of landscape architects, urban designers and urban planners. Landscape architects are mainly interested in research, teaching and consulting that use artistic and scientific principles in their design and building. In addition, architects give great importance to design and style of architectures. Urban designers are mainly interested in physical, aesthetic and functional form of cities in order to provide desires of local people. Urban Planners take into consideration social and economic policies of cities that include transportation, land use, growth and other perspectives of city management.

Third Way in Tourism Planning is based on realist assessment that defines potential benefits and problems of tourism in order to make decision related to sustainable tourism. It gives great importance to implementation and monitoring alternatives in the decision-making process in order to find suitable mechanisms and define

obstacles to change. This approach takes into consideration goals for tourism at local, regional and nation level that depend on social and political culture of the country.

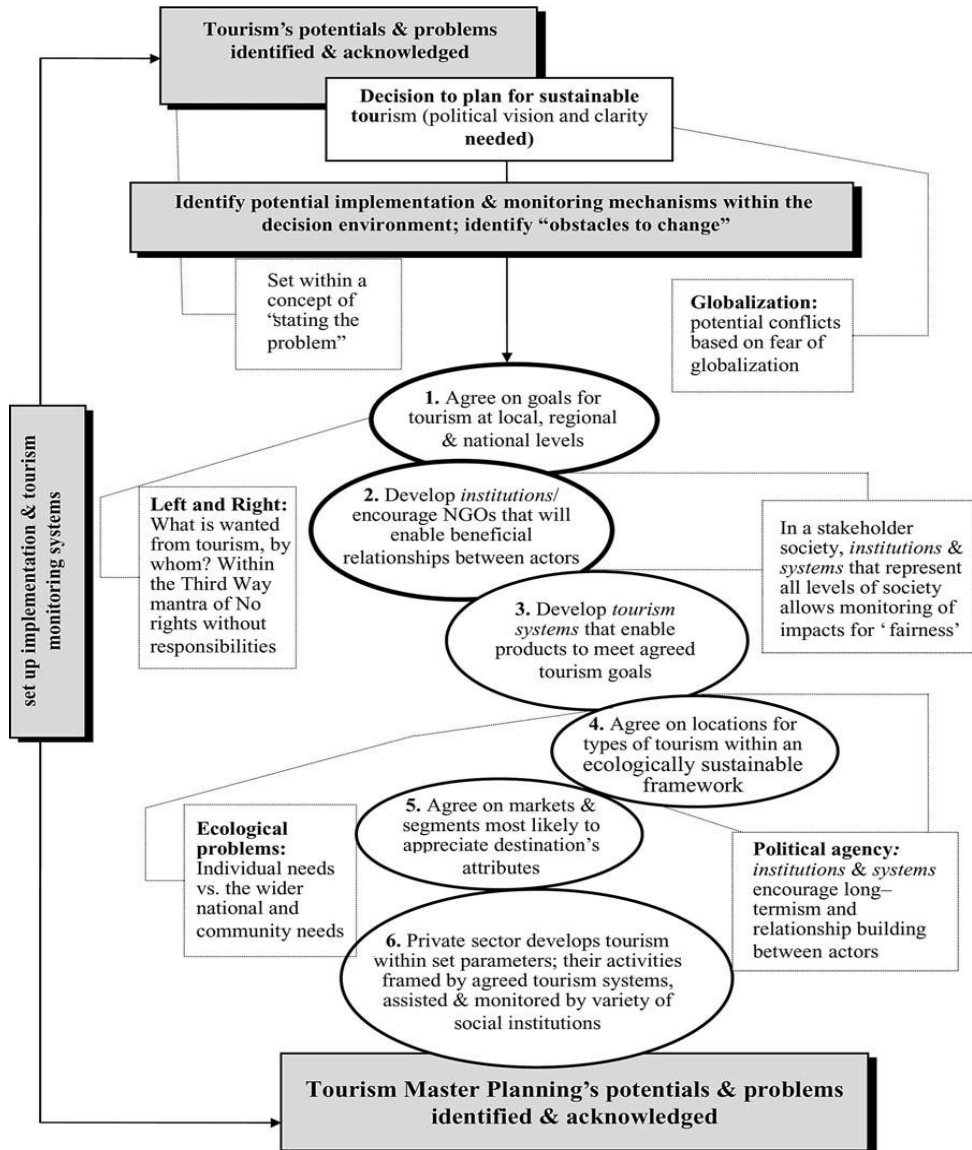


Figure 6: Schematic for a Third Way in Tourism Planning (Source: Burns, 2002)

2.3 The Case of Azerbaijan

The Republic of Azerbaijan is situated in the South Caucasus region which intersects between East and Asia in terms of transportation. Azerbaijan has gained independency in 1991 after the collapse of Soviet Union as other post-soviet countries. The total land area of Azerbaijan is 86.600km which 20 percent of this area that includes Nagorno-Karabakh and 7surrounded districts is under of occupation. Baku city is the capital of Azerbaijan as well as it is the biggest city in the South Caucasus region. Population of the country is about 10 millions. The majority of people are consisting of Azerbaijanis. Azerbaijan is a Muslim country. Azerbaijan is a secular, unitary, sovereign and constitutional republic and prevails separation of powers such as executive power by president, legislative power by parliament and judicial powers by courts in accordance to constitution. Oil and gas deposits are main resources of the Republic of Azerbaijan. Therefore, Azerbaijan economy mostly depends on these resources. National currency is Azerbaijani manat.

2.3.1 Geography

Azerbaijan has great opportunity for the growth of different kinds of tourism. Thus, Azerbaijan has old and rich history and culture that known as land of fire in the world. It has suitable geographic location of the country. 12 percent of the total area consists of forests, 1.7 percent is water and 55.5 percent is rural areas. There are some island such as Pirallahi, Chilov, Khara-Zira and Boyuk Zira that located in the archipelago of Baku and Absheron.



Figure 7: The map of Azerbaijan
 (Source: Retrieved from www.map2608.dvrlists.com, 2014)

Nearly 40 percent of Republic of Azerbaijan is surrounded by three main mountain ranges such as Greater and lesser Caucasus, Taly Mountains, other 60 percent of the country is consist of lowlands and plains. Bazarduzu Mountain (4466) is the highest spot of the country,

Azerbaijan has significant geographic location which has borders with five countries and Caspian Sea which is the biggest lake due to its size 400 000sq.km in the world, the depth consist of nearly 1025m. The total length of land borders of Azerbaijan is 2657 km such as Caspian Sea (456km) in the East, Georgia (480km) and Russia (390 kms)in the North, Iran (765kms)in the South, Armenia(1007)in the southwest and Turkey (15kms)in the northwest. (Ministry of Culture and Tourism of Azerbaijan, (www.mct.gov.az)

Azerbaijan has rich and different flora and fauna. Thus, fauna of the country consists of nearly 12 thousand species as well as the number of fishing species is nearly 30.

Bears, deer, roe deer, gazelles, lynx, wild boars, Mountain goat and etc. are very famous in Azerbaijan fauna. The variety of fishes, salmon, beluga, sturgeon, asp, shammai, lamprey, carp and bream are very precious. Flora of the country consists of nearly 4,500 species of plants that contains 200 unique species. (Ministry of Culture and Tourism, www.mct.gov.az)

The number of rivers that all rivers flow to the Caspian Sea in the country is more than 2500, 24 of length are more than 100 km. which Kura (1515) and Araz (1072) km is the longest river in the country. The number of natural lakes in the country is more than 250, Sarisu (67.0 sq.km) and Aggel (56.2sq.km) is the biggest lake of the country. Goygol and Maralgol are very beautiful lakes in compare with other lakes that known as picturesque lakes. (Bilalov.B, 2009)

Although subtropical climate dominate in Azerbaijan, it exists nine out of eleven climate types in Azerbaijan that favorable climate conditions give opportunity to the development of summer and winter tourism which positively influence coming of foreign tourists to the country and the development of agriculture

2.3.2 Population

The number of population is more than 9 million in the Republic Azerbaijan that constitute 0.13 percentage of the world population. The country occupies 89th place among countries of the world due to the number of population. Most of population is Muslims. Ethnic composition of the population is mostly form Azerbaijanis that constitute 91.9 percent, others such as Armenian 1.3 percent, Lezgi 2.0 percent, Russian 1.3 percent, Talish 1.3 percent other nations 0.10 percent of its population.

53.8 percentage of its population inhabit in urban areas where 46.2 percent of its population inhabit in rural areas.

According to 2016 statistics, population density of Azerbaijan is nearly 119 people per square kilometer. Less than 15 ages constitutes 23.2 percentages, between 15 and 64 years old constitute 70.3 percentages, above 65 year age constitute 6.4 percentage of population of Azerbaijan. The medium age of population is nearly 31 years. Life expectancy of population is nearly 72 years. Births average per day is 571 live whereas deaths average per day is 188 in the rates of Azerbaijan population. (The State Statistic Committee of Azerbaijan, 2015)

2.3.3 History

Although Azerbaijan has gained independency in 1991 after the collapse of Soviet Union, it has ancient and rich history. Thus, it created rich cultural legacy during the thousand years in terms of Centre of civilization. Archaeological excavations in Azikh cave, rock paintings in Gobustan prove that primitive man lived in this place which belongs to Stone Age. The state of Manna founded in 9th century BC that included strong economy and rich culture. (Aliyev. J. 2004)

In addition, the states of Albania and Atropeana also existed in the territory of Azerbaijan. Arabs occupied Azerbaijan in VII and population accepted Islam. Moreover, Shirvanshah, Eldagizler, Garagoyunlu, Aggoyunlu, Safaviler were established in the land of Azerbaijan that included middle ages. Moreover, Iran and Russia struggled to occupy territory of Azerbaijan that resulted to signing of the Treaty of Gulistan in 1813 and Treaty of Turkmenchay in 1828. According to the treaty, southern side gave to Iran where northern side gave to Russia. Azerbaijan

gained independency on 28 may in 1918 after the break up monarchy in Russia as a result of “national liberation movement”. However Azerbaijan lost its independency after only 23 months and included to under the control of USSR with occupation of 11th red army. In 1991, Azerbaijan gained again independency only after 71 years. (Aliyev, J. 2004)

2.3.4 Government

Azerbaijan is a democratic, secular, unitary, sovereign and constitutional republic which semi-presidential prevail system in the country. According to the Constitution of the Republic of Azerbaijan that adopted in 1995, president of the republic of Azerbaijan is head of state where prime minister is the head of the government. President of the Republic elect by the people for five years term and appoint prime minister which need to confirm by the parliament of the country. In other words, president implements executive power and post of Supreme Commander-in-Chief of the armed forces. Thus, he appoints ministers, head of State Committee, head of presidential administration and its departments.

Parliament of the Republic of Azerbaijan is known as the National Assembly of Azerbaijan implement legislative power. It consists of 125 deputies and elected by the people for five years term on the principles of majority system. The parliament has eleven committee that contain different fields such as culture, science and education, regional issues, agrarian policies, natural resources, human rights, defense and security.

Constitutional Court of the Republic of Azerbaijan, Supreme Court of the Republic of Azerbaijan, Court of Appeal of the Republic of Azerbaijan and local courts exercise judicial power.

Azerbaijan became a member of United Nations in 1992, Organization for Security and Cooperation in Europe, Council of Europe in 1996, Partnership for Peace program of NATO in 1994, Euro-Atlantic Partnership Council, Treaty on Conventional Armed Forces in Europe, as well as it is a member of World Bank and International Monetary Fund (Ministry of Culture and Tourism, 2015)

Azerbaijan has good neighborly and friendly relationships with majority of the of the world countries. Azerbaijan only has no relationships with Armenia because of Nagorno-Karabakh issue. In addition, Azerbaijan also cooperates with European Union on the basis of Euro-Atlantic Partnership since 1999.

2.3.5 Economy

Azerbaijan economy is mostly based on oil and gas industry that constitute 95 percent of its exports and 75 percent of the government income. Last year, decreasing the price of the oil create conditions to the development of non-oil sector. Tourism is one of the significant fields of non-oil sector. Therefore, it occupies an important place in Azerbaijan economy. After the gaining of independency, economic situation of Azerbaijan indicated by high inflation rate and economic anxiety because of internal political instability. Economic reforms implemented by the government only after 1995 with preventing of internal political instability. SOCAR has been created by the government in 1992 in order to explore and improve oil and gas industry.

“Contract of the century” signed among thirteen oil companies which represent eight countries in 1994 that intended to explore and improve “Azeri-Chirag-Guneshli” fields. Thus, it gave conditions to the coming and investing of foreign oil companies to the country which strengthened the development of oil industry. Baku-Tbilisi-Ceyhan (BTC) has started in 2006 which intended to flow 1 million barrels of oil per day as well as Baku-Tbilisi-Erzurum (BTE) gas pipeline has begun to act in 2007 which intended to flow 20 billion cubic metres in a year (The State Oil Company of the Azerbaijan Republic, <http://www.socar.az/socar/az/>). These pipelines mentioned to export of Azerbaijan oil and gas to the world markets.

Table 1: Azerbaijan Economy Data

Azerbaijan Economy Data

	2011	2012	2013	2014	2015
<u>Population (million)</u>	9.1	9.2	9.3	9.4	9.5
<u>GDP per capita (USD)</u>	6,995	7,561	7,979	8,031	3,679
<u>GDP (USD bn)</u>	63.7	69.8	74.3	75.4	34.8
<u>Economic Growth (GDP, annual variation in %)</u>	0.1	2.2	5.8	2.8	1.1
<u>Industrial Production (annual variation in %)</u>	-1.8	-2.6	1.8	-0.7	2.4
<u>Unemployment Rate</u>	0.8	0.8	0.8	0.6	-
<u>Fiscal Balance (% of GDP)</u>	0.6	-0.2	0.6	-0.5	-1.0
<u>Public Debt (% of GDP)</u>	10.1	11.6	13.8	15.9	-

<u>Money (annual variation of M2 in %)</u>	32.5	25.5	19.0	6.1	-50.2
<u>Inflation Rate (CPI, annual variation in %, eop)</u>	5.6	-0.3	3.6	-0.2	7.5
<u>Inflation Rate (CPI, annual variation in %)</u>	7.9	1.1	2.4	1.4	4.0
<u>Policy Interest Rate (%)</u>	5.25	5.00	4.75	3.50	3.00
<u>Exchange Rate (vs USD)</u>	0.79	0.78	0.78	0.78	1.56
<u>Exchange Rate (vs USD, aop)</u>	0.79	0.78	0.78	0.79	1.03
<u>Current Account (% of GDP)</u>	26.9	21.3	17.6	13.8	-0.6
<u>Current Account Balance (USD bn)</u>	17.1	14.9	13.1	10.4	-0.2

<u>Trade Balance (USD billion)</u>	24.3	22.2	21.4	18.9	5.8
<u>Exports (USD billion)</u>	34.5	32.6	31.7	28.3	15.6
<u>Imports (USD billion)</u>	10.2	10.4	10.3	9.3	9.8
<u>Exports (annual variation in %)</u>	30.3	-5.4	-2.9	-10.9	-44.8
<u>Imports (annual variation in %)</u>	50.7	2.5	-0.9	-9.6	4.7
<u>International Reserves (USD)</u>	10.1	11.6	14.2	13.8	5.0
<u>External Debt (% of GDP)</u>	12.7	13.7	13.9	15.5	-

Source: The State Statistic Committee of Azerbaijan 2015, (www.stat.gov.az)

2.3.6 Culture

Azerbaijan has rich and old historical and cultural legacy. Thus, historical monuments and ancient places give opportunity to attracting of foreign tourists to the land of fire for a long time. The number of historical monuments is more than six thousand in the country. Maiden Tower, Walled city of Baku or “Icheri Sheher”, Ateshgah, Palace of Shirvanshahs and Gobustan Rock Art Cultural Landscape is very famous places among them for foreign tourists which demonstrate ancient human destination in the world. Thus, Maiden tower, “Icheri Sheher” and Palace of Shirvanshahs also included to World heritage list of the UNESCO. The majority of historical monuments founded in XII-XVIII century which is golden period of historical monuments.

Moreover, not only historical monuments but also carpets of Azerbaijan in especially carpets of Karabakh, Ganja and etc, horses of Karabakh, old and rich cuisine such as different types of “Dolma”, “Kebab”, “Plav” and Azerbaijan’s tasty tea as well as ancient mosques such as “Cume mescid”, “Bibiheybet” and Ateshgah that is related to beliefs and faiths of people and the Gobustan cave paintings demonstrate activity and living of old human hunting is very famous in the world. The primitive man has known as Neanderthal man lived 250 thousand years ago in Azyhk cave that belongs to early Paleolithic period. Another historical place is “Sheki Khan Place” that belongs to XVII century that has wonderful views and miniature agricultures reflected to old culture of Azerbaijan. "Dede Korkut "that belong to 15th century of Azerbaijan literature. Old Azerbaijan dance, songs, national folklores, and especially in “Mugham” that combination of trio of three instruments such tar, kamancheh and daf demonstrate its ancient Azerbaijan culture to the world. Holding of “International

World of Mugham Festival” in the country that UNESCO consider mugham as “Masterpiece of Oral” with the supporting of Haydar Aliyev Foundation since 2009 increase interests of foreign people to the country. In addition, Mugham, ashgy dance, tar performance, Azerbaijan Carpets also included to Intangible Cultural heritage list of UNESCO. (Aliyev, J .2004)

In addition, there are some famous museums and theaters such as History museum, Fine Arts museum, Carpet museum, state museum, Opera and Ballet Theater, Azerbaijani Drama Theater, the Russian Drama Theater, the Musical Comedy Theater as well as modern cultural places such as International Mugham center, Haydar Aliyev Center, a Philharmonic Hall, Baku Crystal Hall, and etc. demonstrate rich and old historical and cultural legacy of Azerbaijan.

2.3.7 Resources

Azerbaijan is also very famous and rich with natural resources. Oil and gas deposits are main natural resources of Azerbaijan. In addition, natural resources of Azerbaijan contain firstly ferrous metals such as iron-ores and chromite-ores, secondly non-ferrous and rare metals such as copper, lead, zinc, cobalt, quicksilver and aluminum raw, thirdly fine metal such as gold, fourthly 303 building and construction materials, and finally thermal, mineral and natural spring water.

Thus, iron ores constitute one of the cores of the economic and industry growth. This resource situated in the Dashkasan region of the country. Chromite-ores resource is situated in Kalbajar and Lachin regions which these regions are under of occupation. Copper reserve is situated mainly in the regions of Balakan-Zaqatala and Qaradag. Lead and zinc resources that more use in industry are situated in the regions of

Qazakh, Balakan-Zaqatala and Nakhichevan AR. Cobalt reserve that use in industry is situated in the regions of Dashkasan, Balakan-Zaqatala. Aluminum raw is situated in the regions of Dashkasan. Quicksilver reserve is situated in the regions of Kalbajar and Lachin. Gold reserve is situated mainly in the regions of Gadabay and Kalbajar.

Moreover, it exist rich and varied underground thermal, mineral and natural spring water. The number of natural mineral waters is more than thousand in the country. Badamli, Sirab, Tursh su, Isti su that contains health feature is very famous among them. There is also spas or health centers, sanatoria and curative complexes in the country where “Naftalan bath” that contains natural mud with medical oil is very more popular in the world that use effectively for the treatment of different diseases such as dermatology, oncology, gynecology and etc which can attract foreign tourists. Moreover, the majority of mud volcanoes of the world are situated in Azerbaijan that contains also health features (Bilalov,B. 2009).

2.3.8 Tourism

It has great opportunity for the development of whole kinds of tourism in the Republic of Azerbaijan because of natural resources, rich and old historical and cultural legacy as well as favorable climate condition and its geographic position that located on the shores of Caspian Sea. Last years, decreasing the price of oil that Azerbaijan economy is mostly based on oil sector as we mentioned above which accelerate the development of tourism sector as one of the main fields of non-oil sector. Therefore, tourism became main priority field of the economy. The number of coming foreign tourists to the country has been increased in compare with previous years.

Thus, international and local events and races such as Eurovision Song Contest, First European Olympic Games and Formula 1 Grand Prix as well as “Pomegranate Holiday”, Honey and Jam festival” Jazz Festival” played an important role in the attractiveness of foreign tourists. In addition, holding of international political, economic and cultural conference and activities in Azerbaijan also increase the interests of foreign tourists to the country. Holding of Islamic Solidary Games in 2017 and Final stage of UEFA Euro 2020 expected to draw interest of foreign tourists to the country in the following years.

In generally, Baku, capital of Azerbaijan is mainly prone to business tourism which four stars and in especially five star hotels prevails in compare with low star hotels as well as it became very famous place for religious, spa and health tourism. Although Azerbaijan is Muslim country, multiculturalism and tolerance prevails in the country. Foreign tourists mostly come from Russian, Georgia, Iran, Turkey and other countries (see Table 2). At the present, Arab tourists pay more attention to the travel to Baku as well as expected to increase the number of tourists to the country that come from Arab states in the next years. According to the UNWTO, the number of coming foreign tourists to the country is more than 2 million in 2011, 2.5 million in 2015 which included 1.2 million in 2006.

Table 2: Number of foreign citizens arrived to Azerbaijan by countries (2014)

Countries	2010	2011	2012	2013	2014
Total	1,962,906	2,239,141	2,484,048	2,508,904	2 297 804
of them by country:					
Russian Federation	701,110	786,684	876,013	903,242	843,851
Georgia	491,942	573,063	763,251	810,390	699,532
Iran	349,960	407,576	283,739	143,579	131,179
Turkey	214,594	242,606	295,549	361,413	314,476
Great Britain	24,160	24,646	29,125	32,841	33,563
Ukraine	31,500	40,030	42,393	51,802	58,201
Kazakstan	19,209	28,225	25,295	28,226	29,468
USA	11,986	11,443	13,687	15,612	14,543
Germany	10,602	11,927	16,445	13,920	13,838
Uzbekistan	11,879	14,513	18,417	18,627	19,336
China	5,846	6,224	5,060	6,465	5,930
Israel	6,346	5,671	6,369	6,989	7,534
Turkmenistan	4,072	3,969	4,906	4,766	5,398
Belarus	5,479	5,724	7,038	8,251	9,256
India	3,755	3,715	5,048	4,791	4,853
France	4,128	4,799	5,870	5,919	6,858
Italy	4,732	4,857	6,767	8,566	9,605
Pakistan	1,949	1,743	1,675	1,767	1,817
Republic of Korea	2,647	2,461	2,829	3,134	3,368
Canada	2,050	1,851	2,566	2,411	2,501
Norway	2,054	1,874	1,981	2,024	2,056
Netherlands	2,689	3,026	3,970	4,036	4,425
Belgium	2,233	2,299	2,255	1,725	1,908
Kyrgyzstan	2,279	2,337	2,905	2,594	2,556
Poland	2,455	2,224	3,168	3,716	4,209
Moldova	3,645	3,753	4,375	4,448	5,843
Philippines	1,153	1,003	1,322	1,445	1,488
Japan	1,809	2,098	2,230	2,471	2,607
Austria	2,513	3,021	3,499	2,567	2,884

Source: The state statistic committee of Azerbaijan, 2014

According to the State Statistical Committee of the Republic of Azerbaijan, The share of tourism industry in GDP constituted 3.6 percent in 2013, 4.1 percent in 2014 and 4.5 percent in 2015.

Table 3: Number of arrived and departure tourists

	2008	2009	2010	2011	2012	2013	2014
Number of received and dispatched tourists, person	59607	59700	69923	83620	101431	91 961	92,305
including:							
received	19288	17009	17641	18840	23440	10 605	10,657
Dispatched	40319	42691	52282	64780	77991	81 356	81,648
Number of received and dispatched tour-days, person-day	35880	38347	458568	544778	674435	670 367	614,009
including:							
received	10449	10928		12697			
	4	2	111232	5	135838	58 173	57,931
Dispatched	25431	27419		41780			
	2	7	347336	3	538597	612 194	556,078

Source: The state statistic committee of Azerbaijan, 2014

Azerbaijan occupies 78th place between 140 countries on the “Travel and Tourism Competitiveness index, 46th place on “ Tourism Regulatory Framework, 87th place on business and environment infrastructure and 96th place on “Tourism related to human, cultural and natural resources” in accordance to report of World Economic Forum. In addition, Azerbaijan took 2th place in the world by the World Tourism Organization in terms of “growth of tourist inflow”.

Tourism institutions of the country mainly consist of Ministry of Culture and Tourism as a main responsible public institution. In addition, there are some important tourism institutions that contribute to tourism policy and planning of the country. Thus, University of Tourism and Management has been created by the

government in 2006 that intended to prepare educated or professional staff for the improvement of the tourism sector which contribute to tourism policy and planning as public institution in terms of holding different seminars, meetings and trainings. In addition, The Union of Tourism Industry of Azerbaijan (ATSII) has been created in 2001 as tourism institution that intended to contribute to the creation of tourism industry.

In 2006, Azerbaijan Hotel Association as one of main private tourism institutions has been established by the assistance of the Ministry of Culture and Tourism that intended to improve national hotel sector or industry, develop service quality, improve legal basis concerning to hotel industry as well as make preparation of different programs and projects related to the development of hotel sector.

In 2009, Azerbaijan Tourism Association that include 80 local tourism agency and 100 hotels as one of the main private tourism institutions has been created by the initiative of the Ministry of Culture and Tourism that intended to support improvement of tourism sector in whole areas of the state, holding of different training programs for the increasing of capacity of working staff in the field of tourism as well as contribute to improving of legal basis.

After the gaining of independency, tourism policy of Azerbaijan had been implemented by the Foreign Tourism Council under the cabinet of ministry that continued until 2001. In 2001, Ministry of Youth, Sports and Tourism has been created by the decision of the President of the Republic of Azerbaijan and continued until 2006. Since 2006, Ministry of Culture and Tourism that acts within cabinet of ministries of Azerbaijan has started to implement the tourism policy of the Republic

of Azerbaijan as a state policy. Thus, it is a main responsible public institution concerning to implementing of tourism policy. The ministry as governmental agency regularly participates at the conferences and meetings of the United Nations World Trade Organizations and the exhibitions of International Tourism in different countries as well as travel agencies and hotel companies also participates in these exhibitions. Azerbaijan has become a member of World Tourism Organization (WTO) on September 25, 2001. In 2002, The Azerbaijan International Tourism Exhibition (AITF) happened in Baku that demonstrated tourism potential and capacity of Azerbaijan. In recent years, in order to demonstrate tourism potentials and opportunities of the country, the ministry has implemented advertisings and promotions that related to the development of tourism which is a main part of tourism policy of the country

In order to improve tourism policy of the government, the government of the Republic of Azerbaijan accepted the first “State Program on the Development of Tourism in Azerbaijan” in 2002 that included 2002-2005 which encompasses 30 types of tourism activities. In addition, State Program on the Development of Tourism in Azerbaijan intended to attract local and foreign investors for building of tourism infrastructures. (Bilalov.B ,2009)

Moreover, in accordance to the first state program, legal basis of tourism policy has been improved and “tourist information and support centers” has been founded in different regions of the country in order to develop tourism in the regions. The intervention of the state to the field of tourism policy has been decreased that gave superiority to the principle of the market economy which has begun to regulate by the supply and demand. As we mentioned above, all of these intended to attract

stakeholders for the growth of tourism infrastructures in the capital as well as in the regions.

In accordance to tourism policy of the Republic of Azerbaijan, in 2007, “State program on Resorts of Azerbaijan” has been approved by the government which intended to attract local and foreign investments for the development of resort places as well as give importance to the save of natural and medical resources such as mineral and thermal water for the improvement of health tourism. In addition, Law concerning “On Resorts, Natural-Medical Resources and Treatment-Recreation Sites” has been accepted by the government in 2008, as well as “Regulations on Tourism-Recreation Areas” has been approved by the government in the same year that gave importance to sustainable use of tourism capacity of the state. Moreover, “State Program on the Development of Resorts in the Republic of Azerbaijan for 2009-2018” has been approved by the government in 2009 which all of these documents intended to improve regulation of the tourism policy of the country.

In 2010, the second “State Program on Development of Tourism” has been accepted by the government that encompasses 2010-2014 years in accordance to tourism policy of the country. This state program gives more opportunity to high development of tourism as a main field of the economy. In addition, program intended to utilize effectively tourism resources of the country that included old and rich historical and cultural legacy in order to support the growth of tourism. Moreover, state program intended to develop tourism infrastructure of the country at the international level as well as attract local and foreign investors to the field of tourism. In order to create effective regulation of state tourism policy, it intended to use experience of developed countries as well as holding of cultural and sport events

in the country that expressed in the state program.(Ministry of Culture and Tourism,2015)

Moreover, in order to stimulate the development of tourism in the country, 2011 year declared by the government as “year of tourism” that implemented several local and international events and opened some famous hotels and touristic centers in accordance to the second state program. As we mentioned above, state programs on the development of tourism give opportunity to strengthening of tourism policy regulation of the country.

At the present, tourism policy of Azerbaijan that known as a state policy is mainly focus on promotion of tourism opportunities of the country in the world, increasing the number of coming foreign tourists to the country, improving of different types of tourism and establishing of new and contemporary tourism infrastructures. In addition, in order to increase the number of coming foreign tourists to the country, it simplified visa issue by the government that passed to electron visa and enhanced the number of airline companies that flies to the country.

Tourism planning of the country has been implemented by the government of the Republic of Azerbaijan who plans tourism that also known as public sector. The main role of government in the republic of Azerbaijan mainly consists of adoption and fulfillment of laws and regulation related to tourism planning. In addition, tourism marketing as well as tourism advertising and promotion of the country have been considered as the role of government in the country. Thus, government spends a lot of money every year from state budget for tourism advertising and promotion that intended to increase the number of coming tourists to the country. Moreover,

touristic complexes and centers that include different museums, historical and cultural places have been established and restored by the government.

Today, it exist 8 National Parks that includes “Shirvan”, “Ordubad, “Aghgol”, “Hirkan”, “Altiaghaj”, “Absheron”, Shakhgagh” and “Goygol” which intended to protect local nature that included unique flora and fauna of the country. The main aim of the establishing of these National Parks is to improve ecological tourism as well as draw attention of foreign tourists to the country. In addition, government has been supported investing of local and foreign stakeholders to building of tourism infrastructure that include resorts, spas and recreations center which reflected in state programs on the development of tourism of the country. Moreover, public sector that include the government possess and governance majority of tourism infrastructure in the country.

Opening of 6 new international airports in different regions of the country in 2004-2013 as well as opening of new terminal in Haydar Aliyev international airports of Baku that can be considered as successful tourism projects of the country which expected to use of 6 million people also stimulated the development of tourism sector. In addition, last years, development of hospitality projects in the country reflected in building of famous luxury and brand hotels like Hilton, Sheraton, Jumeirah, Four Seasons, JW Marriott, Kempinski and etc. gave opportunity to the development of business tourism. The majority of coming foreign tourists prefer to stay in these hotels because of nearer to historical and cultural places and situating of city center. The total number of hotels in the country is more than 500. (Azerbaijan Export and Investment Promotion Foundation, Azpromo, 2013)

Last years, one of the great projects in the field of tourism is opening of “Shakhdagh” winter tourism complex in 2012 that located in slope of Caucasus Mountains, Gusar. It has been implemented by supporting of the government especially in Ministry of Culture and Tourism in order to develop winter and sport tourism in the country that intended to attract local and foreign tourists. This tourism complex can be considered as first and biggest ski resort of the country. Thus, there are 5 hotels, 20 restaurants, 4 spa, wellness and fitness center. The cost of this tourism project also known as master plan of the government is nearly 506 mln. USD (Azerbaijan Export and Investment Promotion Foundation, 2013)

In order to develop winter and sport tourism in other regions of the country, “Tufandagh” complex that located in Gabala also known as picture city has been implemented by the supporting of the government and opened first stage in 2014 that included ski resort projects of country. Construction of this project is continuing and intended to open new ski complex that named as “Golf Resort”. Moreover Gabala is also known as very famous tourist destination place of the country because of art city, mountain resort place and rich natural beauty.

In order to improve recreation field of tourism, Naftalan health and recreation center that contains one of the great project in health tourism of the country has been recovered during two years. The cost of this project is nearly 12.3 mln. USD. In addition, tourism projects of the country that include building of “Qasr resort” that located in the region of Goy-Gol. The aim of this project is to improve tourism infrastructure in the regions that provide local and foreign tourist flows to the regions. The cost of this project is nearly 11.7 mln. USD as well as the construction of this project has been implemented during two years. Moreover, more than 36

modern Olympic complexes have been constructed by the government in order to develop sport and adventure tourism as well as host international sport events in the country. (Catalogue of investment projects in Azerbaijan 2012, Retrieves from www.AZPROMO.AZ)

Future tourism projects of the country will be based on widening of tourism infrastructure such as establishing of 3-4 star hotels, opening of new and modern cultural places, resorts, spas, health and recreation centers as well as building of new and contemporary tourism complexes that include winter, sport and adventure tourism.

Table 4: Main indicators of tourism industries

	2009	2010	2011	2012	2013	2014
Number of employees in tourism industries, person	36,103	36,899	37,600	38,839	40,892	41,886
Gross value added in tourism industries, million manats	-	-	-	-	2,080.2	2,404.2
Share of tourism industries in GDP, as percent	-	-	-	-	3.6	4.1
The volume of investments in tourism industries, million manats	527.8	949.2	1,407.8	1,478.2	1,371.0	2,204

Source: The State Statistic Committee of Azerbaijan, 2014

Chapter 3

METHODOLOGY

3.1 Methodology

This study employs a qualitative research approach which is based on an interpretive research paradigm. Qualitative research approach usually applies research methods known as biographical, phenomenological, ethnographical, case study and text analysis (van Esch and van Esch, 2013). In the context of social sciences an interpretive research is justified as it advocates:

‘From a theoretical viewpoint the study of research participant’s experiences which are taken at face value. Behaviors that stem from the experiences help describe reality. The interpretive researcher sees each experience and situation as unique with its meaning being an outcome of the circumstances as well as the individuals involved’ (van Esch and van Esch, 2013: 219).

Within the aforementioned framework, 24 interview questions of semi-structured and open ended nature were applied. Semi-structured interviews are usually general in their frame of reference, which are also referred to as ‘in-depth interview’. In this type of research, ‘open-ended’ questions are suitable as they are allowing respondents to elaborate on the issue. An open-ended question is designed to encourage a full, meaningful answer using the subject's own knowledge and/or feelings. It is the opposite of a closed-ended question, which encourages a short or

single-word answer (<https://www.google.com.cy/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=what%20is%20open%20ended%20question>).

Thus, In-depth interview is seen as an important technique to explore the behavior and perceptions of people toward tourism policy and planning in their region. Designing the interview questions accomplished through and extrapolated from tourism planning and development literature with a focus on sustainably dimension. Various planning models were examined to finalize the interview questions (Gunn and Var, 2002; Hall, 2012; Burns, 1999, 2002; Guo and Sun, 2016; Lozano-Oyola et al, 2012).

Over 20 respondents from different institutions either directly or indirectly were aware and knowledgeable of tourism system and challenges were interviewed. Within the non-probability sampling framework, purposive sampling employed as it focuses on respondents about a specific situation or event that is relevant to them and of interest to the researcher. Interviewees were targeted based on purposive sampling which is highly appropriate for this type of research. As noted by Bryman (2012:333), ‘such sampling is essentially strategic and entails an attempt to establish a good correspondence between research questions and sampling. In other words, the researcher samples on the basis of wanting to interview people who are relevant to the research questions’. Respondents were targeted from different institutions and relevant agencies such as the Ministry of Tourism and Culture of Azerbaijan, Tourism Association, Tourism and Management University, tourism and travel agencies. In the meantime, all the information regarding the respondent’s bio sketch is recorded and available. The study is also providing limitations and implications as well as future research areas for tourism policy and planning of Azerbaijan.

Overall, qualitative/inductive research is mostly used in social sciences that based on evaluation of behaviors, opinions, ideas in order to comprehend social life. Qualitative research can be considered as more subjective which human practice and attitudes form this method of research. Qualitative/Inductive research can be considered as more flexible that based on sampling in comparison with deductive research. Thus inductive research refers to information collection via different individuals or objective observations and collection of data for research question. For the procedure and process of methodology, see Figure 8.

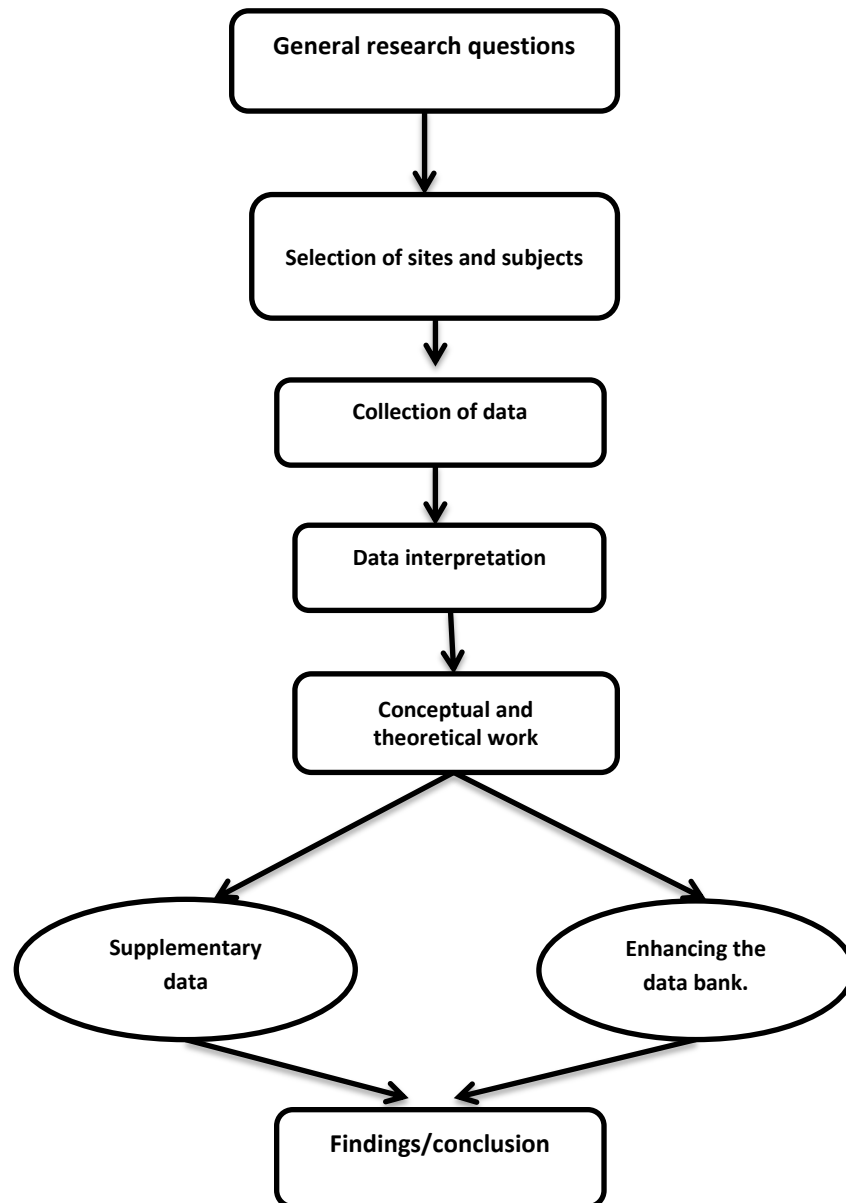


Figure 8: An outline of the process and procedure in qualitative study.
Source: adopted from Bryman ,2012.

3.2 Data collection

The process of data collection adhered to the principles of qualitative study, which has been established as standards for achieving a valid and reliable result regarding the issues in the research questions. The following issues/items are important in data collection process: identity of the researcher, identification of auspices that research is conducted, for example, a university project or thesis. It is also important to mention the funder if there is any. The subject and aim of the research should be revealed to the respondent. How the respondent is selected is also an issue. Providing confidentiality is significant to give a peace of mind to the respondent.

Along with adherence to all the above issues, an appointment was made with the respondent. Each interview took one hour and all the conversations were recorded. In the meantime, notes were taken for comparison with the answers. Permission for recording was solicited and after the agreement of the respondent, recording was resumed. Prior to analysis, all the collected data were transcribed. Data collection was conducted in Baku, the capital city of Azerbaijan from May 1st-June 1st, 2015.

Interviews were conducted in Azari language and back- translated to English for analysis. The translation procedures described in qualitative research should adhere to verbatim transcription of the content in original language, and then analysis of content. Back-translation is a challenge for researchers whose language is not the same as respondents, or publication will be in a different language than the respondents. Van Nes et al (2010) recommended the followings:

In discussions with members of the research team or peers who do not speak the source language, we recommend to delay the use of fixed—one word—translations.

Instead, the analyses might even benefit from using fluid descriptions of meanings using various English formulations. In doing so, it is important to check the interpretations by going back to the codes and preliminary findings in the source language. Keeping record of these discussions would be useful to make the development of the interpretations transparent when in later phases the translations need to be adapted (<http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2995873/>).

Chapter 4

DATA ANALYSIS

4.1 Data Analysis

Data analysis conducted by applying Atlas-ti software, version 7 (<http://atlasti.com/free-trial-version/>). Atlas-ti, which is qualitative data analysis software (QDA), is also a PC-based program that is becoming a routine practice in qualitative research for the purpose of qualitative data analysis including text, images, videos, and audio. One advantage is that the apps allow you to record audio and video (great for interviews and other field data collection) that can be coded right there on the mobile device, and later imported into the desktop version of the software for full analysis (<http://csscr.washington.edu/papers/14-01.pdf>).

Before the proliferation of QDA software, qualitative research was done by highlighting segments of text (quotations) and writing notes (codes and memos) in the margins of the pages. Index cards with key ideas were arranged on white boards and connections drawn among them (network view). With QDA software, one can do this same process electronically, which allows for a lot more flexibility in how the coded data (whether that is text, images, videos, etc.) is then viewed and analyzed. It is important to remember that QDA programs do not do the analysis; however, they do facilitate the process. They are great for managing large, complex data sets, coding a lot of text (or images, videos, etc.) with ease, conducting searches and visualizations in the qualitative data, and discovering, testing and describing patterns

and themes in the data set (Petrova, 2014). For a comprehensive analytical function of data analysis in this research, see Appendix B. Thus, data collection and analysis give opportunity to us in order to get new information and extend about the place of tourism and its impacts to economy, the importance and reasons of tourism planning, the role of the government in tourism planning, existing tourism policy and planning of the Republic of Azerbaijan, tourism capacity, institutions and projects of Azerbaijan, main obstacles to the development of tourism in Azerbaijan, types of tourism such as mass and alternative and future development of tourism in Azerbaijan.

Coding process based on the themes in the interview questions are as follow:

1. DNA of Azerbaijan tourism
2. National tourism organization/institution
3. Public participation
4. Sustainable tourism
5. SWOT analysis
6. Tourism planning
7. Tourism policy
8. Type of tourism
9. Updating plan

Overall 9 coding items have been determined based on the interview questions. In this study, the coding process is called ‘open coding’ where ‘the process of breaking down, examining, comparing, conceptualizing and categorizing data’ (Bryman, 2012: 402) is taking place. This process of coding produces concepts which are later categorized and interpreted. As indicated in figure 9 the association of codes with the main topic under study is shown.

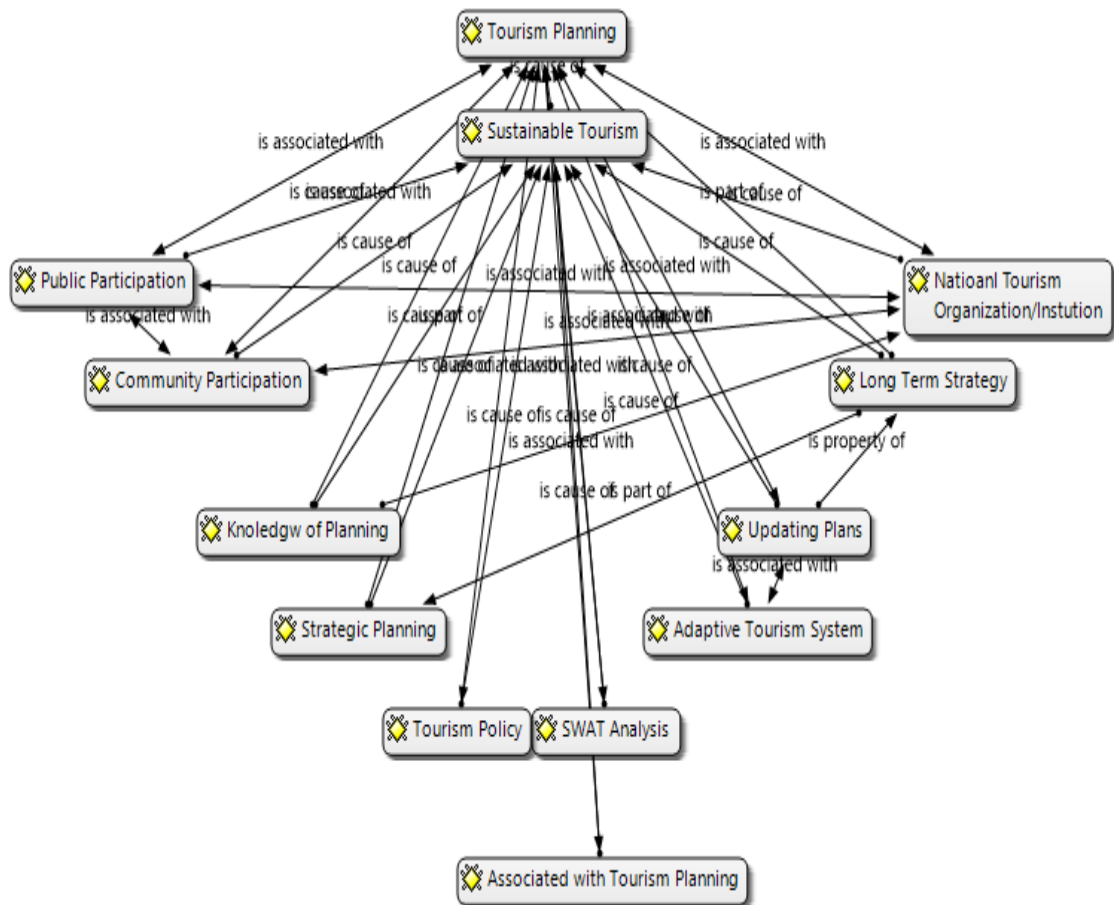


Figure 9: The association of codes with the main topic under study.

The association of each code with other codes is also demonstrated in the following figure (see figure 10)

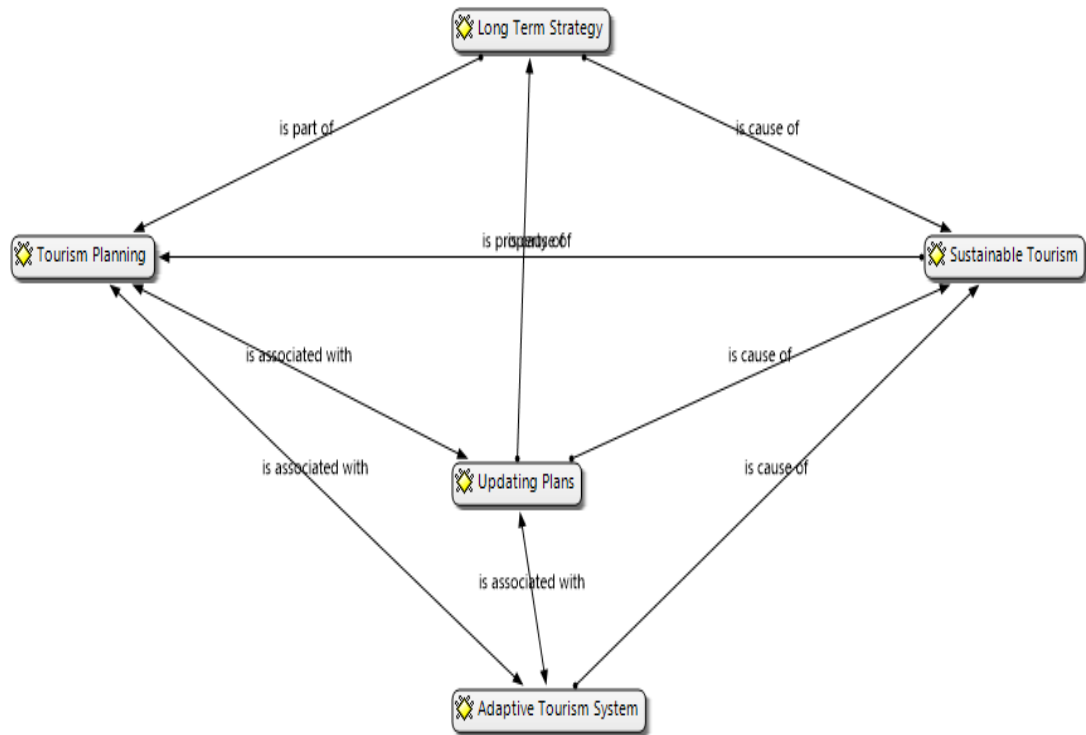


Figure 10: Association of the codes between the coding items.

Table5: The value of respondents answer.

CODES-PRIMARY-DOCUMENTS-TABLE			
Report created by Super - 08/28/2016 02:25:53 PM			
HU: [C:\Users\SMK\Desktop\H_2016-08-27 ____A.hpr7]			
Code-Filter: All [15]			
PD-Filter: All [1]			
Quotation-Filter: All [20]			
	P 2: interview results__.pdf	TOTALS:	
Adaptive Tourism System	6	6	
Associated with Tourism Planning	19	19	
Community Participation	16	16	
DNA of Azerbaijan Tourism	5	5	
Knowledge of Planning	4	4	
Long Term Strategy	9	9	
National Tourism Organization/Intuition	19	19	
Public Participation	20	20	
Strategic Planning	3	3	
Sustainable Tourism	17	17	
SWAT Analysis	17	17	
Tourism Planning	20	20	
Tourism Policy	14	14	
Type of Tourism	16	16	
Updating Plans	11	11	
TOTALS:	196	196	

Table6: The statistical values in the context of SPSS.

	Adaptive Tourism System	Associated with Tourism Planning	Community Participation	DNA of Azerbaijan Tourism	Knowledge of Planning	Long Term Strategy	Natioanl Tourism Organization/ Instution	Public Partici pation	Strategic Planning	Sustainabl e Tourism	SWAT Analysis	Tourism Planning	Tourism Policy	Type of Tourism	Updating Plans
N	Valid	20	20	20	20	20	20	20	20	20	20	20	20	20	20
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Mean	0,3	0,95	0,8	0,25	0,2	0,45	0,95	1	0,15	0,85	0,85	1	0,7	0,8
	Median	0	1	1	0	0	0	1	1	0	1	1	1	1	1
	Std.	0,47	0,224	0,41	0,444	0,41	0,51	0,224	0	0,366	0,366	0,366	0	0,47	0,41
	Skewness	0,945	-4,472	-1,624	1,251	1,624	0,218	-4,472	2,123	-2,123	-2,123		-0,945	-1,624	-0,218
	Std. Error	0,512	0,512	0,512	0,512	0,512	0,512	0,512	0,512	0,512	0,512	0,512	0,512	0,512	0,512
	Kurtosis	-1,242	20	0,699	-0,497	0,699	-2,183	20	2,776	2,776	2,776		-1,242	0,699	-2,183
	Std. Error	0,992	0,992	0,992	0,992	0,992	0,992	0,992	0,992	0,992	0,992	0,992	0,992	0,992	0,992
	Minimum	0	0	0	0	0	0	0	1	0	0	0	1	0	0
	Maximum	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	Sum	6	19	16	5	4	9	19	20	3	17	17	20	14	16

The analytical process initiated with identification of major and significant themes that are imbedded in the interview questions. The themes are focusing on issues that are important variables to explore the interviewees' thoughts and knowledge of the issues that are concerned in the research questions. The themes are eventually translated into the codes. Coding is the process of organizing and sorting data. Codes serve as a way to label, compile and organize data which eventually will lead to interpretation and findings. Codes are facilitators to allow researcher to summarize and synthesize what is happening in the data set. In linking data collection and interpreting the data, coding becomes the basis for developing the analysis. It is generally understood, then, that "coding is analysis" (http://programeval.ucdavis.edu/documents/Tips_Tools_18_2012.pdf).

In qualitative data analysis it is researcher is involved in the purpose of the study before, during and after data collection. In fact, the purpose of the study is researcher's storyline and it is the analytic thread that unites and integrates the major themes of the evaluation. Interpretation becomes the backbone of findings what is going on in this case. Interpretation is the outcome of 'coding density', 'similarity of answers', and 'conflictive responses'. During the interpretations and revealing the findings the following items are exposed: what is specific in this case? Is it unique? Is there a deviation from similar cases? For instance, is the process of researched issue based on interaction, cooperation or participation? At the end the study wants to accomplish the way people think, and what problems do they confront. Finally, how do they deal with finding a solution to those problems?

Study revealed that in regard to 'adaptive tourism' system, which main concern should be the management of changing conditions, complexity and uncertainty, respondents were not aware of the necessity of flexible institutions capable of monitoring and evaluating change through taking corrective action (Bramwell and Lane, 2000). As demonstrated in table 1/appendix b. the association and links between tourism planning and sustainability is weak (with a value of '3'), and data segments in association with such code remain low (value of '6'). Overall, respondents have no deep understanding of 'adaptive tourism' system.

In contrast 'sustainable tourism' indicates a higher density and higher roundedness. This reveals that respondents are highly aware of the concept of sustainability and demonstrated its association with all the dimensions of tourism. See Table 1/appendix B.

The analysis also revealed that the common narrative that emerged from the data and its density, respondents have strong belief of ‘public participation’, but how this will be implemented remain a weak point. See table /appendix B.

Another interesting revelation is the number of responses that can be valued in the study is the overall understanding and knowledge of the main themes in the context of tourism policy and planning with respect to ‘sustainability’. As demonstrated in table 3/appendix B, number of responses to ‘strategic planning’ for tourism is registered a low value (i.e., ‘3’); this indicates that the concept of strategic planning is still a low key issue for the respondents.

Study also revealed a lack of unified view of tourism planning and policy in the case of Azerbaijan. As demonstrated in Table 4/appendix B, there is a high degree of distortion in the responses regarding various issues solidified in the themes. This indicates absence of a uniform policy and approach to tourism policy and planning. Obviously institutional harmonization is missing in this case.

Findings of the study revealed that there is an absence of unified knowledge and perspective among tourism policy makers. Respondents overall view is theoretical and lacks any evidence of practicality in the real situation. Study also revealed the appropriateness of coding process that is representative of a focused study on the issue of ‘tourism policy’, tourism planning’ and sustainability. At any rate, one example of discrepancy among the respondents is in regard to ‘DNA’ of Azerbaijan’s tourism. As demonstrated in the SPSS report by ATLAS-TI, skewness of respondents answers to this item has no normality. Knowing the fact that “Skewness is asymmetry in a statistical distribution, in which the curve appears

distorted or skewed either to the left or to the right. Skewness can be quantified to define the extent to which a distribution differs from a normal distribution'(http://whatis.techtarget.com/definition/skewness).

In terms of 'strategic planning', as a long-term plan for tourism, respondents were not clear about the real significance of this approach to tourism. This is the case while all the respondents have a general idea about 'tourism planning'; however, do not agree on who exactly are the planners and what are the logic behind a planning model.

According to my interviewees, I get information from 20 respondents which the majority of them consider that today Azerbaijani tourism policy and planning is in a developing period. It strongly affect to Azerbaijan economy.

If we compare respondents' results we can see strategy of government in tourism industry in order to ensure their target. In the literature reviews, there are some factors such as social, cultural, economic, environmental that influence tourism policy and planning of country. From my interviewee perspective, I get those social cultural, economic, environmental factors which effect to tourism industry of Azerbaijan. In addition, every respondent have sufficient information about mass and alternative tourism. I understand that tourism effect to economy of the country in terms of gaining of income.

Tourism policy of Azerbaijan is based on government strategy which government chooses the suitable methods for the development of tourism. Government implements certain programs for the development of tourism that mentioned in my

appendix questions. Majority of respondents evaluate tourism policy of Azerbaijan as well developed. However, some of them stated that at the present Azerbaijan tourism policy is not high developed. They state that if we look through mass tourism we can say that the development of mass tourism in especially beach tourism positively influence to tourism policy of Azerbaijan in the past years.

However, some of them evaluate tourism planning and policy of Azerbaijan as satisfactory at national level, not satisfactory at regional level. Today the development of tourism is not satisfactory in compare with other sectors. There is need a long time for the development of tourism in Azerbaijan.

This study prepared any questions about tourism sustainability that asked from respondents. Thus, government paid less attention to the development of tourism because of the depending of the economy from energy sector. Respondent answered about opportunities to the development of sustainable tourism in Azerbaijan.

They consider that sustainability of Azerbaijan is harmony of Azerbaijan richness of culinary, old history, culture and nature. Position of Azerbaijan tourism strategy gives condition to the development of sustainability. Natural mineral waters of the country give opportunity to know in the world market. Someone from respondents mentioned that “Sustainable tourism that it has been considered as a part of ecotourism, green tourism, agricultural tourism and agro tourism which it is related to natural tourism. Although, there is an opportunity for the development of sustainable tourism in Azerbaijan such as national parks for the development of ecotourism, it has not been yet developed. Thus, foreign tourists don’t come to rural places. Thus, local people only stay in these places which don’t give taxes to the government.

Therefore government can't gain revenues from this sector". In addition government should make more training and advertisement about sustainability tourism in order to give more information about the country.

My following question was about threat and weakness of Azerbaijan tourism that I get similar answers from them. Thus, they state that first weakness is about hotel price, one of the interviewee said:" As you know today hotel price is very high in Azerbaijan in compare with Turkey and Georgia. In the summer, local people visits to the foreign country such as Turkey, Georgia and etc. Also we can say this about winter tourism that everybody visits to the Bakurani, Uludag. Second weakness is ticket price. Tickets are very expensive in Azerbaijan airlines (AZAL) in compare with Pegasus that flies to the country. However, people prefer to fly with AZAL because of security and comforts which dominate among airlines flies to the country. Finally, there are no low stars hotels and hostels like Turkey and Georgia as well as visa are another weakness that influence for coming of foreign tourists". This study revealed that today weaknesses of tourism infrastructures, high star hotels, weak knowledge related to field of tourism, considering tourism as a business are another weakness of tourism in Azerbaijan that prevents intensively development of tourism in the country.

According to the literature review, using of new types of tourism such as alterative tourism give an opportunity to reach the targets of tourism. In my research state that Azerbaijan tourism policy focus on the development of alternative tourism. Thus, increase potential of spa, health or recreation tourism, eco -tourism, adventure tourism such as rafting, diving, which can be considered as a main part of alternative tourism. The majority of respondent consider that mass and alternative tourism can

be sustainable. It depends on the tourism policy of the country. One of the respondents consider that “each type of tourism that contains cultural tourism, religious tourism and etc. which each type of tourism can make it as sustainable or not as well as sustainability is economical social and in balance and preserved”.

In reality, mass tourism dominated in the Republic of Azerbaijan for a long-year period. One of the responder gave information about these issues .she said: “In generally, the majority of world countries tend to mass tourism such as beach tourism, if we look through statistics of the developed countries such as USA, France, we can see that mass tourism developed in that country and get enough money from these sector. Mass tourism can’t create problems in developed countries. Mass tourism may criticize mainly in developing small countries. Thus, If any small developing countries as Azerbaijan accept mass tourists to the same place, that place cause to pollution. Unfortunately, Azerbaijan can get lot of money from this sector because of don’t invest to this sector. There is a need for the development of mass tourism. That’s why, it can implement enlighten activities among coming foreign tourists”.

Finding part state that nowadays tourism is fast development sector in the country, but it has some obstacles that delay the development of tourism in the country. However, there is good tourism potential and resources that create good condition to the development of tourism in Azerbaijan. Last year, in especially Baku hosted international and regional events which have shown tourism potential and capacity of the country to the world. Thus, Government pays more attention to development of tourism sector. There are some institutions such as Azerbaijan Tourism University, Tourism Association and etc. work together with Ministry of Tourism and Culture

implement some certain projects. During my interview I learned that today we have not well-establish planning system related to the development of tourism. But at the present there are some government programs and projects for the future development of tourism in the country. One of the respondents state that “firstly we must adopt tourism planning system of Azerbaijan and then later work on this visa issues, number of hotels and increase service quality can achieve to solve this kind of small issues. In addition, I think that we have a great potential and Azerbaijan has been hosting this kind of mega events and all of them draw attention large number of audience from all over the world which during the first European Olympic Games we succeed”

Thus, we understand that future of Azerbaijan tourism strategy is based on satisfactory strategy of the government. In addition, respondents consider that public participation and community involvement work together in tourism policy and planning. From my interviewee perspective, I can also state that economic, social, health and cultural factors directly affect to the development of tourism sector. Last but not the least, findings revealed that Azerbaijan’s tourism planning process is highly traditional and main stream that falls within the incomplete rational planning process dominated by top-down approach. To some extent it remains within the burns model of ‘tourism-first’ approach rather than ‘development-first’ approach (Burns, 1999, 2002). It is still falls short of ‘community’ oriented public participative and grass root oriented approach.

Chapter 5

DISCUSSION AND CONCLUSION

5.1 Conclusion

Tourism as a main field of economy is a source of the income in many developing countries. Last years, Azerbaijan as developing country promotes tourism as new field in order to develop non-oil sector. Azerbaijan economy is mainly based on oil sector in the long years. Decreasing the price of oil in last year negatively influences to the economy. Therefore, developing of tourism became main priority of the government policy.

The study tries to explore tourism planning and policy in case of Azerbaijan and the role of the tourism in economy sector of Azerbaijan. In addition, my study determines government tourism planning and policy for future perspectives. Tourism is a one of the perspective sector nowadays in Azerbaijan. But it has some strengths and weakness. Thus, it increases the multi -player factors which it generate more money to the government as well as people. Moreover, rich cultural heritages, natural resources of the country attract tourists to this country which improvement of tourism projects also positively affect to tourist flows. The development of tourism infrastructures gives opportunity to opening of new work places that prevent unemployment issue of the country. However, there are some weaknesses that include not being low star hotels for customers and visa problem. Thus, majority of

hotels especially in Baku are 5 stars that known as luxury hotels which create obstacles travel of poor people to the country.

5.2 Implication

The result of the research identify that there are some necessary issues regarding to Azerbaijan tourism policy and planning. Current research has been conducted by instructors of the Tourism and Management University, staff of the Ministry of Culture and Tourism and members of the Tourism Association of Azerbaijan. Moreover, all respondents are directly related to tourism sector. The main implication of the study is related to Ministry of Culture and Tourism which it is a main responsible public institution concerning to implementing of tourism policy in the country that suffers from professional academic staff. The main important issues are high accommodation, high star hotels, expensive airline tickets, visa issue and etc. In addition, interviewee emphasized that current tourism policy of Azerbaijan is mainly based on business tourism that it include luxury hotels.

Thus, in the country, it needs to create new low star hotels and hostels for foreign visitors. Government tries to create condition to investing of local and foreign stakeholders to tourism sector for the development of tourism infrastructure in the country in especially in the regions. Ministry of Culture and Tourism has implemented programs, projects and policy related to the development of tourism. In addition, government should involve community and private sectors in tourism policy and plan making process. This study determines that after adopting of state programs and hosting of international events increased tourist flows to the country. Therefore, the government must continue to cooperate with other foreign tourism companies or tourism ministry of other countries for the development of tourism.

5.3 Limitations and Further research suggestions

There are not sufficient materials about Azerbaijan tourism policy and planning that I noted it in my theses. Thus, Azerbaijan scholars didn't pay enough attentions to this field of research. Therefore literature about tourism policy and planning of Azerbaijan is very limited. In addition, there was a limited time for data analysis. Therefore, my interview encompasses only public and private tourism institutions which my study doesn't include public participation. However, I would like to get interview also from local community.

Azerbaijan government has to use experience of well-developed and neighbor countries for the development of tourism policy and planning of the country. In addition, tourism sector of Azerbaijan need to more professionals in order to make sustainable tourism planning. Hopefully, adopting of state programs as well as being considering development of tourism as a state policy by the government will cause to improving of tourism policy and planning of Azerbaijan.

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APPENDICES

Appendix A: Thesis Interview Questions

1. Now-a-days, tourism has become an important economic activity and Azerbaijan is promoting its tourism intensively; what is your view regarding ‘tourism planning’?
2. Do you think there should be an institution to involve in tourism planning?
3. Who should involve in tourism policy and plan making process?
4. What is the justification for ‘tourism planning’?
5. When and how the authorities started the planning process for tourism?
6. What is mass tourism and why it has been criticized?
7. Do you think mass tourism should be highly planned and controlled?
8. May I ask your view regarding the nature of tourism planning in Azerbaijan?
9. Which institutions do participate in tourism planning?
10. What do you think about tourism policy of Azerbaijan?
11. How do you evaluate tourism planning of Azerbaijan?
12. Now-a-days, ‘sustainable tourism’ has become popular and desirable; what is exactly sustainable tourism?
13. Overall, tourism is divided to two types: mass and alternative; What kind of tourism need to develop in Azerbaijan?
14. Do you have a well-established planning system for Azerbaijan?
15. Is it possible to study the ‘tourism plan’; can I have access to the plan?

16. What are the threats to and weaknesses of tourism in Azerbaijan?
17. Are there certain specific plans to address the issues mentioned?
18. Are there certain mechanisms and measures to prevent the negative impacts of tourism?
19. Are you familiar with 'strategic tourism planning' concept?
20. How do you see 'tourism' in the future in Azerbaijan?
21. Do you have a defined model for tourism in Azerbaijan?
22. Would you please give me some information about the tourism model that you have; if you have any?
23. Do your tourism policies involve public participation and community involvement?
24. How often do you revise your tourism plans and strategies?

Appendix B: Data Analysis Process (QDA).

Codes List with Frequencies and Density

Codes Name	Grounded	Density
Adaptive Tourism System	6	3
Associated with Tourism Planning	19	2
Community Participation	16	4
DNA of Azerbaijan Tourism	5	1
Knowledge of Planning	4	4
Long Term Strategy	9	4
National Tourism Organization/Institution	19	5
Public Participation	20	4
Strategic Planning	3	3
Sustainable Tourism	17	12
SWAT Analysis	17	2
Tourism Planning	20	13
Tourism Policy	14	2
Type of Tourism	16	1
Updating Plans	11	4

Codes List with Frequencies

Codes Name	Grounded
Adaptive Tourism System	6
Associated with Tourism Planning	19
Community Participation	16
DNA of Azerbaijan Tourism	5
Knowledge of Planning	4
Long Term Strategy	9
National Tourism Organization/Institution	19
Public Participation	20
Strategic Planning	3
Sustainable Tourism	17
SWAT Analysis	17
Tourism Planning	20
Tourism Policy	14
Type of Tourism	16
Updating Plans	11

Codes and Respondent Number

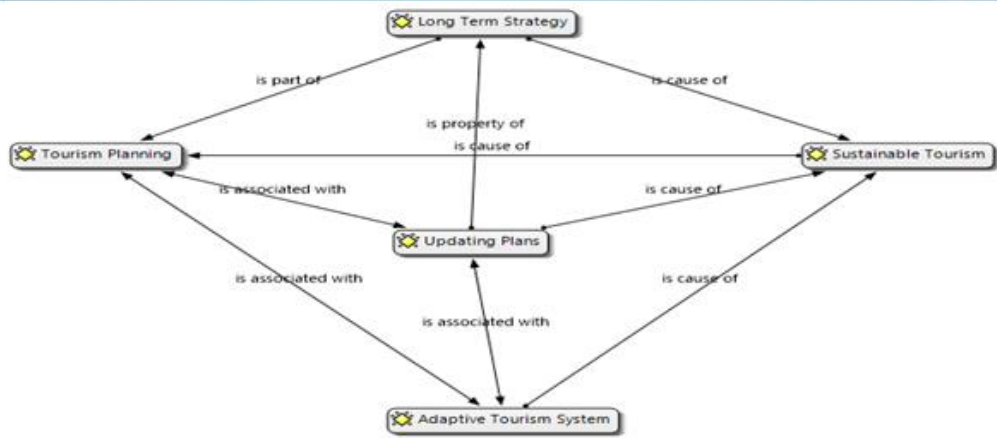
Codes Name	Respondent Number																			
AdaptiveTourismSystem(6)	3	7	8	10	11	18														
AssociatedwithTourismPlanning(19)	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
CommunityParticipation(16)	2	3	4	6	7	8	9	10	12	13	15	16	17	18	19	20				
DNAofAzerbaijanTourism(5)	1	2	7	8	11															
KnowledgeofPlanning(4)	3	4	8	19																
LongTermStrategy(9)	3	5	6	8	9	10	11	15	18											
NationalTourismOrganization/Institution(19)	1	2	3	4	5	6	7	9	10	11	12	13	14	15	16	17	18	19	20	
PublicParticipation(20)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
StrategicPlanning(3)	8	9	10																	
SustainableTourism(17)	1	2	3	4	6	7	8	10	11	12	14	15	16	17	18	19	20			
SWATAnalysis(17)	1	2	4	6	7	8	9	10	11	12	14	15	16	17	18	19	20			
TourismPlanning(20)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
TourismPolicy(14)	1	2	3	6	8	9	10	11	12	13	14	15	18	19						
TypeofTourism(16)	1	3	4	5	7	8	9	10	12	13	14	15	16	17	18	20				
UpdatingPlans(11)	1	2	4	6	7	8	9	10	11	14	17									

Statistics

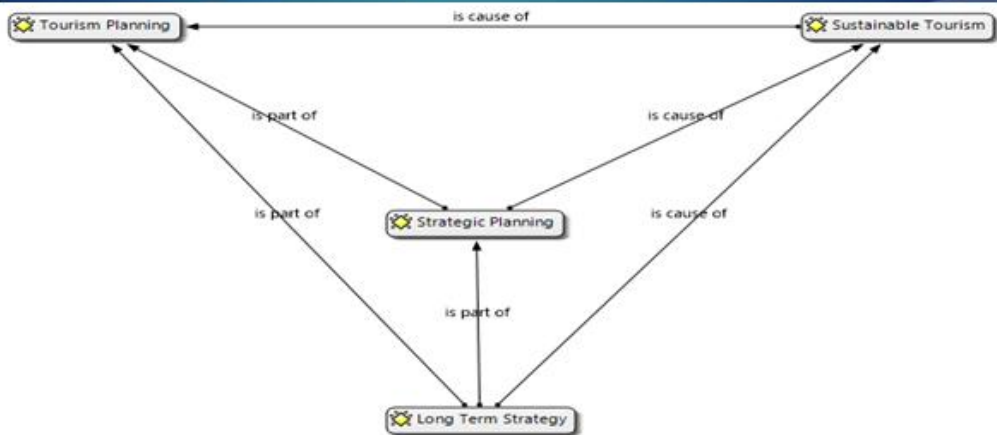
	Adaptive Tourism System	Associated with Tourism Planning	Community Participation	DNA of Azerbaijan Tourism	Knowledge of Planning	Long Term Strategy	National Tourism Organization/Institution	Public Participation	Strategic Planning	Sustainable Tourism	SWAT Analysis	Tourism Planning	Tourism Policy	Type of Tourism	Updating Plans
N Valid	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Mean	.30	.95	.80	.25	.20	.45	.95	1.00	.15	.85	.85	1.00	.70	.80	.55
Std. Deviation	.470	.224	.410	.444	.410	.510	.224	0.000	.366	.366	.366	0.000	.470	.410	.510
Skewness	.945	-4.472	-1.624	1.251	1.624	.218	-4.472		2.123	-2.123	-2.123		-9.45	-1.624	-.218
Std. Er of Skewness	.512	.512	.512	.512	.512	.512	.512	.512	.512	.512	.512	.512	.512	.512	.512
Kurtosis	-1.242	20.000	.699	-.497	.699	-2.183	20.000		2.776	2.776	2.776		-1.242	.699	-2.183
Std. Er of Kurtosis	.992	.992	.992	.992	.992	.992	.992	.992	.992	.992	.992	.992	.992	.992	.992
Sum	6	19	16	5	4	9	19	20	3	17	17	20	14	16	11

	N	Sum	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Adaptive Tourism System	20	6	.30	.470	.945	-1.242
Associated with Tourism Planning	20	19	.95	.224	-4.472	20.000
Community Participation	20	16	.80	.410	-1.624	.699
DNA of Azerbaijan Tourism	20	5	.25	.444	1.251	-.497
Knolegdw of Planning	20	4	.20	.410	1.624	.699
Long Term Strategy	20	9	.45	.510	.218	-2.183
Natioanl Tourism Organization/Instution	20	19	.95	.224	-4.472	20.000
Public Participation	20	20	1.00	0.000		
Strategic Planning	20	3	.15	.366	2.123	2.776
Sustainable Tourism	20	17	.85	.366	-2.123	2.776
SWAT Analysis	20	17	.85	.366	-2.123	2.776
Tourism Planning	20	20	1.00	0.000		
Tourism Policy	20	14	.70	.470	-9.45	-1.242
Type of Tourism	20	16	.80	.410	-1.624	.699
Updating Plans	20	11	.55	.510	-.218	-2.183

Updating Plans



Strategic Planning



National Tourism Organization/Institution

