

A Qualitative Comparative Study of Tourism Planning Process in North Cyprus and Slovenia

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ABSTRACT

Sustainability concept has become the most used paradigm in tourism and development. Now-a-days, tourism sector strategies are embedding sustainable planning as an objective as well as a process. This concept has also captured by numerous institutions and organizations in the context of EU's planning and development guidelines. Tourism is also a significant economic sector in both Slovenia and North Cyprus with tremendous implications socially, culturally and environmentally. Therefore, it is necessary that long-term plans are envisaged and active involvement of stakeholders are facilitated in a meaningful way. This study aims to investigate and analyse the trajectories of tourism planning and development in the context of sustainability framework in both economies through a comparative research framework. For this purpose, qualitative research method has been utilized based on semi-structured interviews with relevant informants. Data analysis is conducted based on the canons of qualitative and comparative research. Further to this, the study aims to explore the extent of sustainable principles that are practiced and adhered to in the processes of tourism planning and development in both economies. Therefore, behaviour of institutions is also revealed by this study. The findings revealed that there are shortcomings in both economies in terms of involving stakeholders in the process of planning and policy making at the local levels. Furthermore, the study revealed that the concept of sustainability, as an organic part of tourism planning process, not only it should focus on economic issues, but also it should address the social, cultural, environmental as well as quality of life aspects, especially at the local levels (Woo et al. 2015). The study has also revealed that an active and dynamic tourism mater plan

is prepared and implemented in the case of Slovenia; however, this significant undertaking is lacking in the case of North Cyprus.

Keywords: Tourism planning, sustainability, sustainable tourism, comparative study, cases of Slovenia and North Cyprus.

ÖZ

Sürdürülebilirlik kavramı, turizm ve geliřtirmede en çok kullanılan paradigma haline gelmiř; günümüzde, turizm sektörü stratejilerinin bir amacının olmasının yanı sıra bir süreç olarak da algılanmasının dönüm noktası olmuřtur. Bu kavram aynı zamanda AB'nin planlama ve geliřtirme rehberleri bağlamında sayısız kurum ve kuruluşlar tarafından da tercih edilmektedir. Turizm aynı zamanda Slovenya ve Kuzey Kıbrıs'ta sosyal, kültürel ve çevresel muazzam etkileri olan önemli bir ekonomik sektördür. Bu nedenle, uzun vadeli planlar öngörülmekte ve paydařların aktif katılımını gerekli kılmaktadır. Bu çalıřma, karşılařtırmalı bir arařtırma çerçevesinde, ekonomilerde sürdürülebilirlik bağlamında turizm planlama ve geliřtirmeyi analiz etmeyi amaçlamaktadır. Bu amaçla, çalıřmada, nitel arařtırma yöntemlerinden ilgili bilgilere dayalı yarı-yapılandırılmıř görüşme yöntemi kullanılmıřtır. Verilerin analizi nitel ve karşılařtırmalı arařtırma kurallarına uygun olarak yapılmıřtır. Bunun ötesinde, çalıřma, her iki ekonomilerde uygulanan turizm planlama ve geliřtirme süreçlerinde yapıřık sürdürülebilir ilkeler kapsamını ortaya koymayı amaçlamaktadır. Bu nedenle, kurumların davranıřı da bu çalıřma ile ortaya çıkmaktadır. Bulgular, yerel düzeydeki planlama ve politika üretme sürecinde paydařların da dahil olduđu ekonomilerde eksiklikler olduđunu ortaya koymaktadır. Ayrıca, çalıřma turizm planlama sürecinin organik bir parçası olarak sürdürülebilirlik kavramı, sadece ekonomik konular üzerinde odaklanması gerektiđini, özellikle de, yařam alanlarında sosyal, kültürel, çevresel yanı sıra kaliteyi ele almalıdır ortaya yerel düzeyde. Çalıřma aynı zamanda, hazırlanan aktif ve dinamik bir turizm master planının Slovenya örneğindeki uygulamalarını ortaya koymuřtur. Ancak, bu önemli bir giriřim Kuzey Kıbrıs örneğinde mevcut bulunmamaktadır.

Anahtar Kelimeler: Turizm planlaması, sürdürülebilirlik, sürdürülebilir turizm, karşılaştırmalı çalışma, Slovenya ve Kuzey Kıbrıs vakaları.

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Chapter 1

INTRODUCTION

1.1 Introduction

Tourism industry is one of the fastest growing economies in the world, with more than 1,135 billion international tourist arrivals in 2014 (UNWTO, 2014), therefore it can be asserted that nowadays tourists visit almost every village on the planet and contribute to the development of that region.

Many national strategies try to follow sustainable development approach to tourism planning based on principles of sustainability that addresses and implements those principles in respect to pillars of sustainability, which comprises of technological, economic, social, cultural and environmental, as well as community orientation (Richins, 2009). The concepts of sustainable development in general and sustainable tourism in particular have become one of the main agendas at local, national and international levels. The concept and its practicality have legitimized due to visible and measurable environmental and social problems associated with lack of application of sustainable planning. However, in recent years many economies have embarked upon such process, especially the EU, which has become one of the vanguards of sustainable development in the world (<http://ec.europa.eu/environment/eussd/>). The case of Slovenia, as a member of EU, presents a useful framework to analyse and compare with transitional economies such as TRNC. Literature review shows that there has never been a comparative study regarding this subject to compare

sustainability trajectories, especially in tourism, between North Cyprus and an EU member state. This study will try to overcome this gap by focusing on institutional and practical approaches of these economies. It should be taken into consideration that geographic, historical and cultural differences aside, it is imperative to establish a functioning tourism planning system towards long-term and strategic approach to tourism sector (Hall, 2008; Gunn and Var, 2002).

Both countries are considered to be small states with tourism as a significant industry. Slovenia is a member state of EU and TRNC has a reasonable chance to join in the future. By comparing these two economies, planning trajectories can be revealed and lessons can be learned. The assumption is that stakeholders' involvement and their influences might be different which has structural as well as institutional implications.

The study focuses on planning institutions, strategies, players, participants, laws and regulations, and EU context to explore the differences and similarities with respect to sustainable planning models.

Now-a-days, tourism planning institutions are called upon to involve meaningful shareholders' participation that can be measured. To what extent Slovenia and TRNC have been able to take measures/ steps in this direction will be investigated in this research.

1.2 Problem Statement

Nowadays, tourism has become the mainstay for economic and social development of many transitional economies. However, the lack of long term planning approaches, the absence of sustainable principles and the short term orientation of tourism development have resulted in the loss of biodiversity, environmental degradation and

social conflicts in various destinations around the world. This has brought to surface a new approach to tourism planning, based on institutional changes, that demands a new attitude towards planning. TRNC can benefit from new knowledge and prepare herself for a sustainable approach to tourism expansion. By focusing on an EU member states experience, an opportunity for adoption of such new attitude will be possible. As both economies are small in population and area, it is rational to compare and learn from such comparison.

1.3 Significance of the Study

The purpose of the thesis is to compare two destinations tourism planning processes in the context of EU's overall sustainable tourism development agenda. As one destination (Slovenia) is a member state and other one (TRNC) awaiting to join. By such comparison, the author will try to focus on positive effects and advantages that tourism has brought, and possible drawbacks in tourism system, and lessons to be learned towards improving the future outcome, as well as, overcoming challenges ahead. The two destinations are quite similar by their scopes notwithstanding differences; therefore, a comparative research approach will provide a valuable policy guideline for the future tourism strategies. This kind of comparative analysis will be conducted for the first time, which is highly beneficial for TRNC in line with EU's directions. Considering final results planners, scholars and other tourism workers can learn and adapt successful cases within both countries. Another novelty of this research is comparison between two economies with experience of war- Cyprus in the 70s and Slovenia in the 90s. For further understanding, it should be mentioned that Slovenia is one of the most developed countries of the Balkan Peninsula, since it was the first of the former Yugoslavian countries to join the European Union in 2004. On the other hand, the island of Cyprus remains divided, which is partially a member state.

1.4 Aim and Objective

This study is going to present the main differences and similarities of the process of tourism planning in the context of sustainability framework in both countries. Therefore, the aim of the study is to explore the commonalities and differences in both countries, in order to produce practical knowledge towards contribution to sustainable tourism planning. The result will have implications for possible adoption of sustainable tourism planning principles in TRNC in line with EU's sustainable development agenda. Further to this, the aim is to draw lessons from the case of Slovenia who joined EU right after the war and disintegration of former Yugoslavia, and hopefully benefit from those lessons in TRNC who is trying to eradicate the dark clouds of sanctions and unrecognition.

1.5 Methodology

For the purpose of this research a qualitative method based on interviews will be utilized. A semi-structured interview questionnaire is administered to informants who are directly or indirectly associated with tourism planning and development in both countries. Interviewees are targeted based on non-probability purposive sampling. Data analysis is based on qualitative data analysis in the context of stages in qualitative analysis including reading and listening to interviews, identifying words, phrases or issues that recur, selection and organization of themes, and writing up and drawing conclusions.

1.6 Organization of the study

Thesis consists of 6 chapters which go hand in hand with each other. The first phase includes introduction, problem statement and the significance to the area, aims and objectives and adapted research methodology. Chapter 2 explores theoretical background of the topic - sustainability and developing sustainable tourism, which is

quite an important topic when it comes to adapting master plans and strategies of the destination. After it, third chapter zooms current issues in tourism in Slovenia and North Cyprus. What is more, author tries to compare two destinations, which are quite similar by population and area but very different when it comes to tourism planning and development. Later on, the 4th and the 5th chapters present qualitative research and the results, which are the basis for the conclusions at the end of the thesis.

Chapter 2

LITERATURE REVIEW

2.1 Tourism: An Overview

In 2014 international tourist arrivals recorded a new milestone by reaching 1,135 million respectively. Continuous growth brings new opportunities within the world economy with developing businesses, creating new jobs, increasing national GDP, advancing the technology, progressing the community, building and improving infrastructure and offering millions of jobs.

Tourism is an activity that cannot rely only on itself, but it is a cohesion of many different areas, such as transport, agriculture, political science, history and archaeology, geography, sociology, etc. It is a heterogeneous discipline and requires a deep understanding between subsectors included in the tourism process, product or market. Therefore it should be studied as a broader subject which is highly dependent on internal and external factors.

Beginnings of modern tourism can be traced to 17th century with the journey in Europe, named “Grand Tour”, which was organized mostly for the educational purposes. The name still stands as a synonym and a landmark in the history of tourism, but at that time only noble British families could join the tour and the tour itself had a standard itinerary. Later on, in 18th and 19th century, the trip became popular among artists, writers and privileged students, who were interested in Italian, Greek and French

culture. In those times another segment of tourism had arisen and again it could only be afforded by the upper class. Fresh air and natural springs gained importance with health tourism where people were visiting spas and seaside towns, especially in European destinations such as Nice in France and Bath in England.

Cruise shipping became popular in the beginning of 20th century, again afforded mostly by the aristocrats. Probably the most famous cruise liner was Titanic, leaving from Southampton, UK to New York, US. What is more, development of railway and other means of transport, as well as the change in working time brought more free time for the middle class that used it for leisure activities such as travelling. International industry brought demand for tourist hotels, roads and other infrastructure allowing mass tourism to bloom, especially near the Mediterranean coast (Ivars I Baidal et al, 2013). Major tour operators, for instance Thomas Cook, were taking great amounts of visitors from abroad to popular touristic destinations such as Spain, Italy and also Cyprus, to enjoy their holidays with the concept of 3 S (sea, sand and sun). Unfortunately, in those days not many of them considered devastating consequences that massive tourism brought with it. Environment in those areas is still suffering from the decreased demand and trend followed the wishes of tourists for exploring new destinations. With the help of airline carriers, those wishes could come true, and many of popular destinations faced declination stage of “tourism area life cycle” defined by Butler (1980) and simply were not ready for the empty facilities and consequently, disappointing locals many of whom lost their jobs.

UNWTO (2015) classifies tourism industry by main purpose of travelling into two main groups. The first category is travelling for personal reasons and those activities include:

- holidays, leisure and recreation,
- visiting friends and relatives,
- education and training,
- health and medical care,
- religion/pilgrimage,
- shopping,
- transit and other.

The second category of travel is for business and professional purpose, in this segment so called MICE tourism (meetings, incentives, congresses, events) is in the foreground (UNWTO, 2015). The advantage of the latter is, it is not affected by the seasonality problem and contains higher expenditure among travellers.

Another classification of tourism by the United Nations is based on the origin and the destination of traveller and it can be assorted into three groups: domestic, inbound and outbound. When talking about international tourist arrivals, domestic tourism is not taken into consideration, but it accounts a great amount of travellers as well as receipts. It is defined as activity where tourists travel within their country of residence usually for shorter period of time and stay in more rural areas. Another form is inbound tourism where non-residents travel in the given country. This type is the best for the economy of the country because foreign currency flows and it creates import from tourism. The third sort, outbound tourism, where residents of the country visit another country, is becoming very popular with the development of (air) transport and progress in technology, especially with Internet reservations. The most visited destinations by

number of international tourists in 2014 were France, the USA, Spain, China and Italy with totally more than 300 million arrivals (UNWTO, 2015).

During the last century, tourism grew with the speed of light and soon after WWII international tourist arrivals reached the number of nearly 70 million. The trend continued with rapid growth despite many crises and disasters, which happened around the world, and in 2012 it hit the record of one billion international tourist arrivals. Forecasts for the future are bright as World Tourism Organisation estimates numbers will grow in the next fifteen years by 3.3% annually and expected to be around 1.8 billion in 2030 (Table 3). Not to forget to mention about 5 – 6 billion domestic tourists who surely are an important source of income for many companies within the country.

Tourism is one of the largest and fastest-growing economies in the world (UNWTO, 2014), creating 9 % of world GDP. For many destinations, it represents the most important sector, where thousands of people can find work. By the figures, it creates 1 in 11 jobs which are directly or indirectly connected to tourism and hospitality. As it is service-based industry, employees represent an influential asset of the organisation and generally, they are the locals coming from the destination so they are as well promoters of the place. Therefore, it cannot be neglected that tourism supports and gives opportunity for social, economic and cultural development of local communities even in the most remote villages. From the data published by UNWTO (2014), tourism accounted around 1.5 trillion \$ and by that it presents 6 % of whole world's exports - being the fourth most important after fuels, chemicals and automotive products.

Europe was the most visited continent in 2014, where half of international tourist arrivals happen - dominated by five countries, which are in the top ten list of the most

visited destinations in the world. France, Spain, Italy, United Kingdom and Germany are the leading destinations for inbound tourism, where more than 250 billion \$ were spent in 2014. Followed by the region of Asia and Pacific that recorded 5 % growth in arrivals, to illustrate by numbers, it means 14 million more tourists than previous year. The same percentage of growth was recorded in the Middle East, which sadly is still an unstable area considering the war zones in Syria, Iraq and Palestine. Africa attracted 56 million tourists in 2014 with the most popular destinations being Morocco, South Africa and Tunisia. The Americas took the lead when it comes to the growth with 8 % and remains on the top of the scale by tourism receipts. With nearly 180 billion \$ it stands in the forefront before the follower Spain, which comparing to US accounts “only” a third of international tourism receipts. Another emerging economy and the most populated country in the world, China, prevails as the biggest spender worldwide, followed by the USA and Germany (UNWTO, 2015).

Table 1: International Tourist Arrivals

YEAR	NUMBER OF TOURIST ARRIVALS (million)	GROWTH (%)
1970	165.8	9.1
1980	278.1	5.3
1990	439.5	4.7
2000	687.0	4.6
2010	935.0	6.6
2014	1.133.0	4.3
2030* (estimated)	1.800.0	3.3

Source: World Tourism Organisation, 2014

2.2 The Concept of Sustainability

Today's picture of the world is not the same as it was twenty years ago and surely it will not look alike after twenty years from now. Therefore, it is obligatory from each individual to try to conserve and preserve natural and cultural heritage. Nowadays topics regarding environment are being considered on behalf of non-governmental, private and public organisations as well as educational institutions. Even in tourism industry the most successful enterprises are following the trend of conserving the nature with the programs such are "Planet 21" implemented by Accor Hotels or "Reducing our Footprints" by Marriot Hotels. Objectives are listed as reduction of energy, water and emissions, building of green hotels, reuse of wasted water, etc.

UN defines sustainability as "call for a decent standard of living for everyone for today without compromising the needs of future generations" (UN, 2015). From this explanation it can be understood that today's actions will have consequences with our successors and they unquestionably deserve the same environment as our generation. Thus decisions being made by organizations like United Nations Environment Programme (UNEP), World Nature Organisation (WNO) or International Union for Conservation of Nature (IUCN) contribute the society by developing and suggesting the actions which should be taken for preserving natural system.

One of the recommendations was made by UN Department of Economic and Social Affairs in September, 2015 with suggestion of seventeen goals which were part of The Official Agenda for Sustainable Development. This document is an upgrade of Millennium Development Goals adopted in 2000 and while forming them, the responsible agreed upon traits: easy to communicate, aspirational, action-oriented,

suitable to all countries and respectful to national strategies and plans. Those goals are limited by number and hopefully they will fulfil the purpose and reach global success.

Sustainable Development Goals are:

- 1) End poverty in all its forms everywhere.
- 2) End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- 3) Ensure healthy lives and promote well-being for all at all ages.
- 4) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- 5) Achieve gender equality and empower all women and girls.
- 6) Ensure availability and sustainable management of water and sanitation for all.
- 7) Ensure access to affordable, reliable, sustainable and modern energy for all.
- 8) Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- 9) Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- 10) Reduce inequality within and among countries.
- 11) Make cities and human settlements inclusive, safe, resilient and sustainable.
- 12) Ensure sustainable consumption and production patterns.
- 13) Take urgent action to combat climate change and its impacts.
- 14) Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

- 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- 16) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
- 17) Strengthen the means of implementation and revitalize the global partnership for sustainable development. (UN Department of Economic and Social Affairs, 2015)

Steward and Kuska (2010) suggested that sustainability consists of five domains which “promote human systems in balance with natural environment”. Components are related to each other where in the middle is the community which represents the centre of whole system. As Illustrated in the Figure 1, sustainability should be a goal and society’s priority in the process of the development of their area. Those components refer to all aspects of the system and they are: environmental, economic, socio-cultural, governance and technological. For better understanding of the concept of sustainability, integrated approach with various innovations should be applied by the community. Stakeholders should strive for a common goal which would contribute to a better life-style and increase the level of prosperity. Only with the awareness of all the impacts tourism industry brings to the environment, local community can strive for sustainability as well as develop sustainable tourism.



Figure 1: Five domains of sustainability (Source: Steward and Kuska, 2010)

2.3 From mass to sustainable tourism

Soon after WWII society started to live a new chapter in the history and influenced by different working schedule, which considered also free work-days, on the habits of the working class. Consequently, demand in many tourist destinations started to increase and improvements in technology, especially in air transportation, brought accessibility and could be afforded by that class as holidays outside of their home country. Half century ago a “tourist boom” started with the trend of 3S holidays and many seaside areas became popular such as Spain, Italy, France and other Mediterranean countries. Mass tourism can be linked to package holidays that present all-inclusive and include accommodation, food and transport. Sea, sun and sand were that time presenting main motivation for travelling (Papatheodorou, 2003) and prioritised destinations offering this concept of holidays.

Mass tourism is treated as unpleasant segment of tourism which presents overcrowded and unsustainable form (Singh, 2012) and rather than that, it should be considered and seen from a different angle which could be described as a visible, large-scale and popular way of tourism at the destination. Similarly, Vainikka (2013) stated that mass

tourism and its term can be changed or viewed differently according to perspective, time, observer and extent, therefore each destination should be studied separately regarding factors that are directly or indirectly related to tourism activities. Poon (2003) talks about occurrence of mass tourism and the conditions of it. “When holiday is standardized and rigidly packaged, mass produced, mass marketed to and undifferentiated clientele and consumed by mass of tourists without consideration of local traditions, then this kind of vacation can be considered as mass tourism activity”. It had expanded to roughly all parts of the world and even nowadays massive development can be observed in countries such are Croatia, Greece, Turkey, Tunisia and Egypt (Sarda, Mora and Avila 2003). In the context of globalization and with presence of power relations, critical view of tourism based on empirical research flooded the literature. Figure 2 illustrates such critical views.

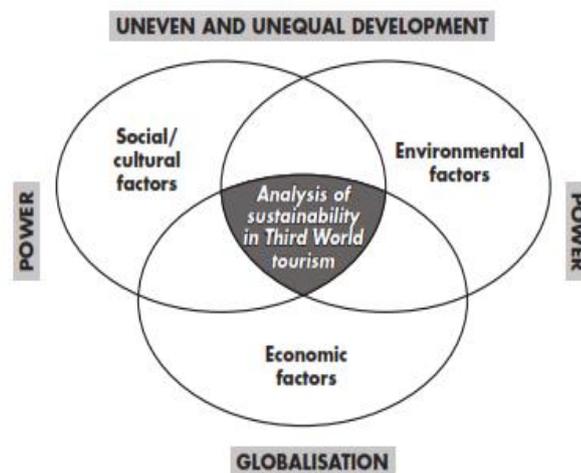


Figure 2: Tourism and sustainability in the context of globalization
(Source: Adopted from Mowforth and Munt, 2009)

Increased demand for the facilities which are serving the purpose of mass tourist activities, brought (negative) environmental and sociocultural problems worldwide (Kuvan, 2010). The biggest issue from the perspective of ecology present the use of

land and degradation of the environment, which can be seen in deforestation and pollution. Disappearance of local traditions, food, values and sometimes even language is another important subject of the impacts of mass tourism. Bringing their own culture to the destination, tourists are not even aware of the long-term effects an area should handle or go through. Losing its social and cultural capital is one of the main issues tourism plans should be considering.

By the time tourism was developing and so did the trends which had greatly shaped national policies and strategies of its development. Butlers' Destination Life Cycle Model from 1980 had indicated and noted threats that tourism can bring to the local community (see Figure 3).

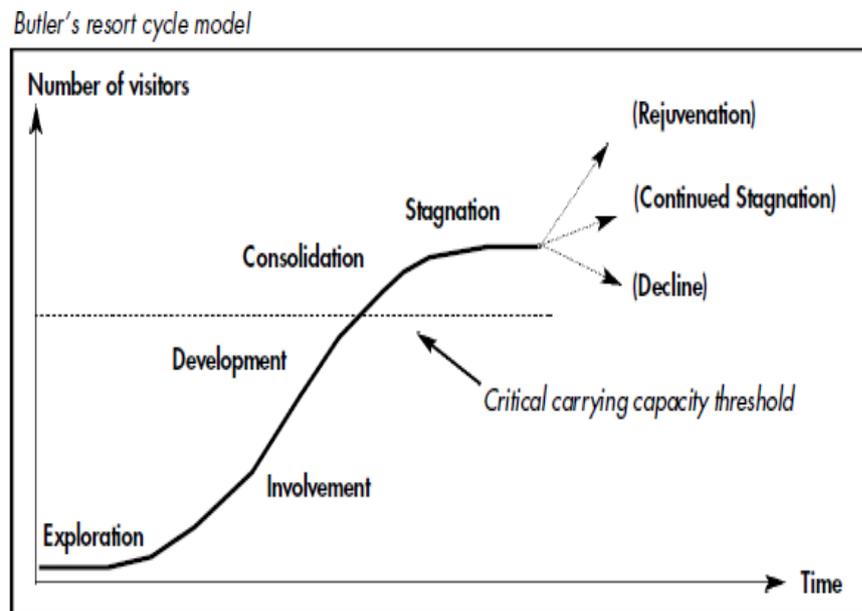


Figure 3: Tourism life cycle model (Source: Butler, 1980)

Therefore, planners started to focus not only on economic benefits, but also on residents' opinion about their destination and tried to minimize negative impacts on the industry (Hardy et al, 2002). Taken into consideration that tourism is harming the

environment with transport, accommodation and other facilities guests are using for their holidays, nowadays discussions about environment are in the foreground of many international and national policies. Reducing CO₂ emissions is not considered only in tourism industry, but also worldwide and usually is debated on various meetings, such as COP21 – United Nations Conference on climate change in Paris in the beginning of December, 2015. Ecology is becoming number one priority of world leaders as they see the devastating consequences on the planet. European Union has accepted standards of waste management and developed a long-term strategy named “2005 Thematic Strategy on Waste Prevention and Recycling” (European Commission, 2010).

It is each individual’s choice in what extent he or she will contribute to upholding the environment principles and using eco-friendlier product and services. Very often, when the word comes to tourism, environment with its natural resources is considered as the biggest treasure a destination can offer and recent trends in the lifestyle are shaping the guidelines of tourism development. Recently, locally produced food, living style, habits and traditions came to the centre of tourism demand’s interest and tourists’ behaviour changed dramatically. From mass tourism, which was the most popular in the 1970s and 1980s, today’s direction aims towards more alternative ways of tourism. Visitors are becoming aware of the importance of the impacts that local community should gain from and actually it is their right to do so. Especially in the developing and non-developed countries it happens that corrupted private sector is controlling governmental institutions and what is more, regulating the policies and laws adopted by executives. With more cooperative thinking from all stakeholder

groups, tourism development would prosper in the long term and the responsibility would be equally shared among all of them.

Tourism needs changes in the behaviour and lifestyle of the public if it wants to become more sustainable (Miller et al, 2010). Thus through different actions on local, regional and national level organisations should inform people about the opportunities, advantages and positive impacts the industry brings. After realizing the importance of it, community would contribute more knowledge and energy in the development of the area they live in. Hence it is right to say that education is the key of destination's development. With encouraging active participation in the events such are campaigns, round-tables, non-formal meetings, seminars as well as outdoor activities, people become more committed to destination and strive for its prosperity. Locals certainly do take more care about destination's progress as they are being included in the whole process of the growth and development and definitely this kind of approach would bring longstanding success to their space.

One of the earliest documents about sustainability, published in 1987, "Our Common Future" known as "Brundtland Report" (World Commission on Environment and Development, 1987) stated that sustainable development should "meet the needs of the present without compromising the ability of future generation to meet their own needs". Accordingly, to this agreement, sustainable tourism is defined by UNWTO as "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, environment and host communities" (UNEP and UNWTO, 2005). With properly used resources which are main advantage of each destination, conservation of natural heritage is one of the aspects sustainable tourism considers. Another one is socio-cultural capital of the local

community, which focuses on values, traditions, language, and habits. Those traits are in fact soul of the city and they can easily be distracted with masses of tourists. Third aspect targets economic benefits for all stakeholders operating within the destination. From the employment to paying taxes, community has to be aware of the positive impacts tourism imports to the region. As an example of good practise of sustainable tourism development can be mentioned Noosa in Australia where relevant community leaders saw an opportunity in sustainable tourism planning and embraced the value of cultural, economic, environmental and socio-cultural segments of the area. A strategy obtained by local community couldn't bring positive results if it hadn't provided vision, direction, objectives and programs. As Richins (2008) claims that tourism is not a simple-quick-fix set and forget solution and it needed a long-term plan. Nonetheless, minor changes during the strategic period could have been taken if the regular evaluations would show so. To learn from the example, successful sustainable tourism and reaching its four components, "commitment, priority and importance need to be made in continued review and implementation of the strategy" (Richins, 2008).

Another example can be summarized from Dodds (2007) where the case of Malta and Calvia (on the Island of Mallorca) experienced sustainable planning process but unfortunately came to some negative results. As one of the reasons author states the lack of political will. Very often future leaders give promises during their campaigns and forget about them or at least put them aside when they are elected. Similarly happened in mentioned destinations where research showed that "more talking than action" represents one of the biggest barriers in achieving sustainability in both destinations. Second reason why this approach didn't succeed was absence of communication and cooperation among different sectors. This shortage leads to

ineffective bureaucracy and consequently, arguments between stakeholders. Third case of a barrier was lack of national interest where the goals tried to attract more visitors with changed marketing strategy, but it wasn't balanced properly. As the biggest obstacle respondents mentioned the importance of economic benefits which prevailed socio-cultural and environmental concerns. This example shows that including all the stakeholders into the tourism planning process isn't sufficient without regular evaluations as well as commitment of relevant bodies at destination.

Sustainable tourism development should actively include all the stakeholders or at least their representatives, who can be categorized into six major groups: local community, tourists, government, industry, educational institutions and special interest groups. To name few, it will give an idea of tourism planning process on national, regional or local level. They are ministry of tourism and other ministries such as economy, transport and trade, environment, agriculture, etc., tourism organisations, government agencies, private sector organisations, NGOs working in the field of environment and culture, associations with different interests, universities and other institutions providing education. They are the ones who hold the reins in their hands and influence destination's development, for example management of social, cultural, environmental and economic impacts, human resources and research, and they are also regulating supply and demand (Waligo et al., 2013). To maintain successful growth and lifestyle of the community, all relevant persons are responsible of the evolution at destination. This process should be a continuum and undoubtedly requires regular evaluations for reaching a goal of satisfaction among tourists and other stakeholders. The idea of a common goal should be clearly stated and performed by inclusion,

information and promotion. Being aware of the sustainable development is another result which brings long-term success and expresses the mentality of a community.

Dolnicar (2008) argues that environmentally friendly tourists have higher education, income and are more likely to learn. They should be an example of preferred visitors and are aware of the consequences they cause/produce while visiting required destination. The trend of “preserving of natural environment is a prerequisite for a well-functioning economy and social justice” (Finkbeiner et al, 2010). Suggesting the shift from “traditional” towards “modern” approach of concerning the environment, adopted characteristics should lead the change of the development. For further understanding of a sustainability-friendly model, some of the main guidelines will try to illustrate desired framework. The main subject of developing sustainability shouldn't be the government itself, but society as a whole, which would hold a role of shared responsibility. In this case all the stakeholders would be included in the process and they could allocate tasks integrated, not separately anymore. So recommended solutions would be accepted as a system and not individually which would bring a long-term consensus. Proactivity is a modern approach towards sustainability which is an opposite of more reactive, direct path that had been practised in many countries. Surely it is not easy to switch from one to another, but with various techniques such are seminars, workshops, formal and non-formal meetings, assemblies, etc. people would learn, listen and accept different opinions and ideas about their desired actions within the community. “Think globally, act locally” (<http://www.telegraph.co.uk/news/obituaries/1373616/David-Brower.html>) is one of the proverbs which describes relationship of each individual towards the environmental protection. As suggested in the modern approach, life cycle of the

environment should be viewed as a complete cross-media instead of single compartment and emissions (Finkbeiner et al, 2010).

Nevertheless, the concept of sustainable tourism has evolved and expanded to incorporate valuable indicators. “Butler succinctly summarizes the adaptive paradigm by stating, “sustainable tourism is that which is developed and maintained in an area in such manner and at such a scale that it remains viable over an infinite period of time and does not degrade or alter the environment (human and physical) in which it exists” (as cited in Larson and Poudyal, 2012, p. 919). Such comprehensive approach to sustainable tourism is demonstrated in Figure 4.



Figure 4: Criteria for sustainability in tourism
(Source: Mowforth and Munt, 2009)

Chapter 3

THE CASE OF SLOVENIA AND TURKISH REPUBLIC OF NORTH CYPRUS

3.1 An Overview of North Cyprus

The island of Cyprus has been divided since 1974 into two countries, South and North Cyprus. Turkish part of Cyprus, officially called Turkish Republic of North Cyprus (TRNC) covers 37% of the island (Bradt, 2006) and is internationally not recognized as a country whereas the southern part, the Republic of Cyprus, is a member of the European Union since 2004 and much more developed from economic and tourist point of view. The war that separated two communities, had incremental consequences in the most of fertile economic areas; trade, export, flights, banks, etc. Besides that, many Cypriots still hold resentments to their brothers due to the civil war, which lasted 11 years. Many properties were taken or demolished, thousands of residents migrated to one or another side or even out of the country and hundreds were killed during that period. Therefore, some more generations could overcome the idea of hate, revenge and prejudices and hopefully soon Cyprus will again be one country not only by the land, but also in the minds of the local people.

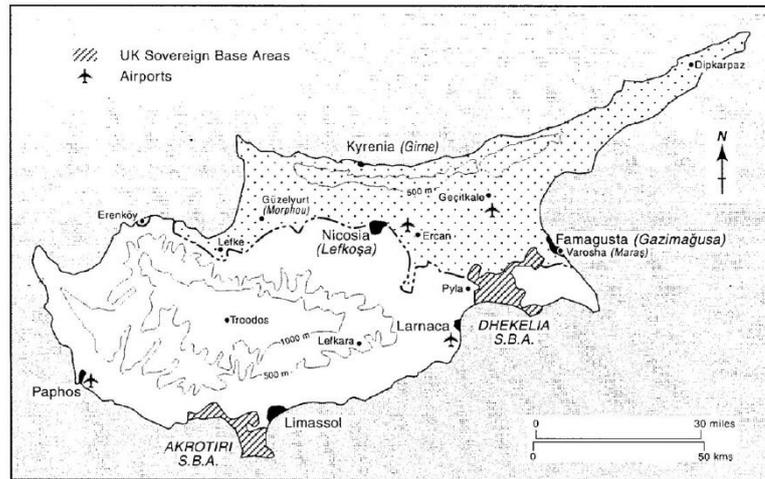


Figure 5: The map of Cyprus (Source: Alipour & Kilic, 2005)

In recent years, TRNC had been recording significant increase in the tourism sector as well as in construction area with the expansion of companies and their massive projects within the area. By the great help of Turkey, which is the only country that had recognized TRNC, the obvious changes in the development of the destination can be seen, especially in more touristic areas. The most attractive towns for holidaymakers are Kyrenia, Famagusta and Iskele - Bafra, where Nicosia remains political and economic capital of both countries. A special attention goes to Karpas peninsula, which fortunately remains an unspoiled part and where we can find the only national park in all North Cyprus.

3.1.1 Geography

Cyprus has been inhabited since Neolithic times, dating back to around 6000 BC. As it lies in the midpoint of three continents, it has since that time been an important place for many civilizations which conquered the island. The third biggest island in the Mediterranean is 224km long and 96km wide (Bradt, 2006) with the landscape of 9,255km². The nearest neighbouring country is Turkey, which is only 65 km away, the second one is Syria, followed by Egypt and the nearest Greek island, Rhodes. As it

lies on the midpoint of three continents, it has since the early ages represented a strategic mark for many civilizations, such as British, Ottomans, Venetians, Lusignians, Byzantines, Romans, Persians, Greeks, and others.

Geography has characteristics of a typical Mediterranean island; long, hot summers and short, mild winters with annual average temperature 20.25 Celsius (Bradt, 2006). Tourists can enjoy themselves in Cyprus basically all year round, those more interested in flora and fauna should visit in spring and autumn months; sea, sand and sun eagerly vacationists are coming in June, July, August and September. Snow can be seen in the mountains, but in the towns is more exception than the rule. The best season for all botanists and ornithologists is springtime (March, April, beginning of May) when most of the plant species start to bloom and birds return from Africa. In these months are very popular walking tours where hikers can observe more than 30 species of orchids, wild tulips, narcissi, cyclamens and anemones. Cyprus boasts with 22 endemic species of plants and 7 of birds, which certainly are a magnet for all nature lovers from around the world.

An island, that is only smaller than Sicily and Sardinia in the Mediterranean Sea, covers 9.251km², and 3.355km² of it belongs to the Turkish Republic of North Cyprus, officially established in 1983. Diversity is another attribute of this small island, where mountains, plains and the coast meet. Kyrenia Mountains are the longest range in the northern side with extension of 160 km along the coastline and with the highest peak Selvili Tepe around 1000 m above sea level. Mesaoria Plain, which in translation means “between two mountains”, can be found on the other side of Bespamark Range – Kyrenia Mountains and it is the most fertile region of the country. Most of the agricultural products such as wheat, barley and citrus trees, are grown there. In the

same area the capital city, Nicosia (turkish Lefkosa) is situated, and it is the only capital in the world split into two parts. South Cyprus boasts with Trodos Mountains where the highest peak is Mount Olimpos at 1.958 m.

3.1.2 Economy

Since the partition of the island in 1974, North Cyprus is dealing with difficulties especially when it comes to international export, due to international unrecognition. The most important export country is Turkey, followed by the Middle East Countries and the EU countries. Even if agriculture does not present the highest sector in GDP, citrus present the most important export product from TRNC.

National activities are grouped into 10 categories, from which Trade and Tourism make around 20%, from which subsector Hotels and Restaurants present 8.9% of GDP. (Table 3). Inflation rate was 10.2% that is by definition a “sustained increase in the general level of prices for goods and services” (Investopedia, 2015). Not only inflation, but also currency, which was introduced in 2010 as Turkish lira, is losing the value in comparison with dollar or euro. Since 2013 minimum wage is 1,415.0 Turkish lira (1€ = 3.178 ₺; source: European Central Bank, October 2015).

In 2013 population of TRNC was 301.988 and almost one third of residents was employed (SPO, 2015), while unemployment rate was 8.4%. Still lower than the EU average, which was around 11%, and also less than the Republic of Cyprus, that recorded one of the highest unemployment rates within the EU that year, 15.9% (Eurostat, 2015). The top of the employment pyramid present construction sector and public services, both with 19% of whole employees.

Table 2: Sectoral Distribution of GDP 2013

	SECTOR	%
1.	Agriculture	5.3
2.	Industry	8.4
3.	Construction	4.9
4.	Trade – Tourism	20.1
	* Wholesale and Retail Trade	11.2
	* Hotels and Restaurants	8.9
5.	Transport - Communication	9.4
6.	Financial Institutions	7.6
7.	Ownership of Dwellings	4.7
8.	Business and Personal Services	11.7
9.	Public Services	17.7
10.	Import Duties	10.2
	GDP	100.0

Source: State Planning Organization, 2015

Another great source of income to TRNC represent universities with Turkish, Cypriots and International students. In the school year 2012/2013 there was more than 60,000 registered students in nine universities within the country (SPO, 2015). Established forty years ago, Eastern Mediterranean University is the biggest and the most internationally recognized university in North Cyprus.

3.1.3 Political Situation

For further understanding of tourism development in (North) Cyprus, the modern history of the island should be summarized, which will explain the situation nowadays.

Since the Ottoman rule, which ended in 1878, in Cyprus two communities had lived in peace and unity, Turkish and Greek. After that year, the British occupied the island and took control of administration. In 1925 Cyprus became British Crown Colony due to the previous agreement when Cyprus was annexed to Britain when Turkey joined Germany and Austro-Hungary in the First World War.

In 1950s president Makarios III was elected as political and religious leader of the country and a few years later, Greece tried to use his power to enforce plan “Enosis” which goal was the unification of the island of Cyprus with Greece. Obviously Turkish Cypriots, who inhabited the area already in the Ottoman era, resisted the idea and were even willing to stay ruled by the British. During that time, a terrorist group called “National Organisation of Cypriot Fighters (EOKA)” launched several bombing attacks. After the change on the throne by the governor Sir Hugh Foot, Turkish Cypriots started to require partition. In 1958 there had been many reluctant actions between both communities with the purpose of independence and two years later, in 1960, Republic of Cyprus had been established, finally Cypriots got their own country which was ruled by themselves. The first constitution was adopted that year and it was signed by the British, the Turkish and the Greek governments. The constitution stated that each country has the right to military intervention in the case of any threat to the constitution. The first president of the newly established country became Archbishop Makarios, who was Greek Cypriot and Vice-president Dr. Fazil Kucuk, who was Turkish Cypriot. Both of them had great respect among the citizens, therefore everybody thought peace and unity finally came to the island. However, in 1963 Greek Cypriots proposed changes to the constitution, which would limit the rights to Turkish Cypriots that had minority in the parliament, ministry places and also in the population.

Consequently, they walked out of the parliament and the 11 years civil war started by the reason of disagreement about their rights in decision making. Behind the proposed annexes to the constitution stayed the idea of Enosis, which Turkish Cypriots strongly opposed. In 1964 the UN Peace Keeping Forces were sent to the island to block the attacks, but unfortunately they were not successful. During the war, both Turkish and Greek Cypriots lost their homes, families, lands and lives. Many of them were forced to leave, some of them exchanged sides from south to north or vice versa, many of them became expats in the United Kingdom, Australia, Argentina and the USA. Finally, in 1974 Turkey sent nearly 40,000 soldiers to the north side to come to an end of the war, which was lasting for too long. In summer months troops occupied one third of the island and declared Federated State, which officially became independent in 1983. A new country, Turkish Republic of Northern Cyprus was recognized only by Turkey and until today it stays so.

Negotiations, sponsored by the UN did not bring peace until today. The island was the closest to become united in 2004, before Republic of Cyprus joined the European Union, but unfortunately result on the referendum rejected the solution proposed by the UN. The referendum held on 24th April 2004 was a success in turnout where both communities with more than 80% of participation showed willingness of solving the conflict, but “no” votes prevailed among Greek Cypriots. They didn’t agree with the idea of property rights suggested by “Annan Plan” as it would not permit Greek Cypriots to return to their lost homes in north. The idea to reduce Turkish Cypriot land from 36% down to 28.5% and common Cypriot citizenship was strongly supported by Turkish Cypriots. At the end, 1st May, 2004 Republic of Cyprus joined EU and became full member with all the help gaining from the Union.

Today the island of Cyprus stays divided as it was specified already in 1974. North side is in the last 10 years moving forward, by different indicators, such as GDP, exports, international arrivals, etc. The change happened also in May, 2015 when TRNC got a new president Mustafa Akinci, who strongly wishes and hopes for the solution with anewing negotiations on both sides.

3.1.4 Tourism Industry

As Altinay asserted in 2000, since the intervention of Turkey in 1974, North Cyprus's political instability disables and in some point blocks development of the destination. Likewise Mediterranean islands in the vicinity, Cyprus could attract many more visitors, especially those coming to northern side, who would be aware of the environment and historical places and would directly help the economy to recover. But until finding the solution, tourism industry and TRNC itself could only observe rapid development as for example in the Republic of Cyprus, Greek Islands, Turkish Riviera, etc.

By the report of United Nations World Travel Organization (UNWTO, 2015), world tourism industry has recorded a milestone with more than 1,135 million tourist arrivals in 2014. Similar trend can be observed also in North Cyprus, with the record in arrivals in 2013 where the number stopped at 1,232,753. The most important market remains Turkey with 75 % of the tourists coming to TRNC. As mentioned in the review of the economy earlier, Trade and Tourism is the most important sector for GDP with more than 20 % share. Therefore a great importance for tourism industry should be made from the governmental side when it comes to tourism planning and development in the destination.

Comparison based on the data from State Planning Organization in North Cyprus, the increase of tourism is shown in the most of the segments. To illustrate, tourism revenues reached over 600 million in 2013 that is a third more than in 2010. Hotels and Restaurants contributed to GDP 5.2 % in 2009 and in 2013 already 8.9 % what obviously shows the growth which hopefully will continue also in the future. Accordingly to the numbers, that tourism industry creates 1 in 11 jobs in the world (UNWTO, 2015), therefore with the growth of tourism sector in TRNC demand of skilled labour force has a serious impact on the satisfaction of the customers. In 2012 there were more than 12,000 employees working and contributing directly to the service industry which deals with the problem of fluctuation of work force.

When it comes to the benchmark of bed capacity, it should be noted that Cyprus had been before 1974 incredibly popular among international tourists, including many celebrities coming from different parts of the world. In old days and before the separation of the island, Cyprus was offering nearly 10,000 beds. The hub of tourism demand was based in Varosha, area near old city of Famagusta, which used to be Mecca for holidaymakers in the Middle East region. After the occupation of Turkish Army in that area, most of the hotels were abandoned and since then, Kyrenia holds the title as a “pearl of North Cyprus” as the most famous touristic place in TRNC. Nowadays more and more popular is deliberately becoming Bafra region in Karpas peninsula with a plan of building six hotels and establishing more than 3,000 bed capacity (Altinay & Hussain, 2005). Many environmentalists are doubting about its suitability and sustainability as it used to be a biotope for protected turtles, but sadly today’s power of money too often prevails the requirements of community living there.

An inevitable sector of tourism industry in North Cyprus is casino tourism. After closing down casinos in Turkey in 1997, TRNC became province for mostly Turkish gamblers who are coming to the island during the weekend to play, and they are not caring much about tourist attractions in the region. There is more than 20 casinos (Scott, 2003) and for that reason economy of North Cyprus heavily depends on casino tourism. Shown in Table 1, majority of tourist arrivals is created by Turkish market, who are mainly casino guests.

An important issue for development of tourism in TRNC is availability of the air transport. Since 1974, Nicosia International Airport has been closed for the traffic and used only for UN base. Without recognizing Turkish Republic of Northern Cyprus, all planes travelling to the island have to “touch down” in Turkey and then continue their flight as domestic flight. This remains a serious point as reaching the island by ferry is not as popular and simple as travelling by plane.

Table 3: Tourist Arrivals and Net Income in TRNC

	NUMBER OF TOURIST ARRIVALS			GROWTH	NET TOURISM INCOME
	<i>Turkey</i>	<i>Other</i>	<i>Total</i>	<i>Index</i>	<i>(million \$)</i>
2009	638,700	161,676	800,376	100	390,7
2010	741,925	160,465	902,390	112	405,8
2011	801,326	220,763	1,022,089	113	459,4
2012	904,505	261,681	1,166,186	114	571,9
2013	923,308	309,445	1,232,753	105	616,1

Source: State Planning Organization, 2015

3.2 An Overview of Slovenia

In the heart of Europe, squeezed between Alps and Adriatic Sea lies a small country with approximately 2 million inhabitants. Slovenia is one of the greenest countries in Europe where forest is covering more than 60 % of the landscape. One third of the country is protected as national or regional parks and besides that, there can be also found one of the natural wonders, protected under UNESCO, Škocjan Caves. Capital city Ljubljana is political and economic centre of the country where officially live around 300,000 people. From the largest Slovenian city there is roughly one hour drive by car to each border country. On the north there is Austria, on the northeast Hungary, the longest border is on east and south east with Croatia and on the west can be found Italy.



Figure 6: Map of Slovenia (Source: Slovenian Tourism Board, 2015)

Looking historically, Slovenian territory was under control of many countries, such as Roman Empire, Habsburg Monarchy and until the division into five different countries, part of Socialistic Federal Republic of Yugoslavia. Finally in 1991 it became

an independent country with multi-party democracy. In 2004 it joined NATO and European Union and only after three years accepted Euro as national currency. Year 2010 was significant for entering to Organisation for Economic Co-operation and Development (OECD).

The country has a well-developed road system, which connects Central and Eastern Europe with North Adriatic and a second one, which links Balkans and Central Europe. Another strategic way for transiting goods to Europe is the Port of Koper and that is the largest port in container transport in Northern Adriatic. In recent years cruise lines started to stop there so tourists can visit attractions in the surroundings or travel by organized buses to the most touristic places – Bled, Ljubljana, Postojna Cave and Lipica. Another mean of transport is railway, but unfortunately it isn't in a very good condition as it didn't get much investments to renovate the infrastructure as for example roads did. Very popular way of travelling nowadays is by air where tourists can find quite cheap flights with low-cost carriers such are Ryanair, Wizzair, Easyjet, etc. Slovenian major airport is Ljubljana Jože Pučnik Airport where most of regular and charter flights operate. There are two more airports in Maribor and Portorož, but not as popular as Ljubljana's. The biggest competitor and where many tourists travel to or from, are airports in the neighbouring countries, which are really close to the border of Slovenia. Particularly Italian airports in Trieste and Venice, Austrian ones in Graz, Vienna and Klagenfurt, Hungarian's capital Budapest and Croatian's, Zagreb, Pula and Rijeka.

3.2.1 Geography

Even if it's one of the smallest countries in Europe, Slovenia's natural and cultural diversity is truly amazing. In a small place which measures only 20,273 km² it's hard

to imagine that so many different types of regions can meet – the Mediterranean, the Alps, the Dinaric-Karst and Pannonian Plain. It surely is a phenomenon not only in Europe, but also in the world, and for that reason it attracts more and more tourists from all around. Slovenia is also one of the most watery country in Europe with dense river system where the longest river Sava and Drava were used in the past as transportation ways.

Triglav as the highest peak in Slovenian mountains with 2,864m has a symbolic meaning for the country and it can be found on the coat of arms at national flag. Even in summer months there can be sometimes found snow, but usually the season of snowing is between December and February. Slovenian climate is mixed, so near the coast towns there is Mediterranean climate with mild and short winters and hot summers, in the north by the mountains, there is Alpine climate with more cool weather also in the summer and in winter mostly covered by snow, and another type is Panonian climate, which brings to north east of the country dry months with relatively warm days, therefore that area is very suitable for agriculture. The hottest months are also the time for long school break, that is between end of June until beginning of September. In the meanwhile, spring and autumn are the most colourful periods when nature exposes its beauty to us. It's hard to say which is the best time to visit Slovenia, because the expectations and requirements of the tourists differ but surely geographic diversity is one of the attributes Slovenia should continue its promotion on.

Countryside is becoming again favoured among young families as they offer quality lifestyle and cheaper facilities to live. Even though many people are driving to bigger towns for work, such as Ljubljana, Maribor, Celje, Kranj, Koper and Novo mesto, the

authenticity in the villages and smaller towns are the key for deciding to stay surrounded by your family and childhood friends. What is more, there can still be found traditional food and rituals that give a special note to everyday life in the provincial places.

3.2.2 Economy

Situation in the economy nowadays is very much affected by the European Union which Slovenia joined 1st May 2004. From nine countries that became part of EU the same year, Slovenia was the first to accept Euro as a new currency in 2007. Since the independence until global economy crisis few years ago, Slovenian economy recorded average growth of 4% between 1995 until 2008 (Government of RS) and unemployment rate was during that years around 6% but it had increased up to 10% in 2013. Unfortunately today's reality is worse especially among youngsters and for that reason many educated, motivated and skilled graduates are leaving and employing out of Slovenia in European countries due to the fact of free labour movement.

Service sector is the most important in the economy, followed by manufacturing, construction and agriculture. The ten biggest companies in Slovenia are producing white technic, pharmaceuticals and chemicals, cars, machinery, wood and textile (Slovenian Tourist Board, 2015). A big potential is hidden in the rural areas and wood industry as country has more than half of the surface covered by forest. In past years recovery of the agriculture sector was subsidised by the help of EU and many of the farmers decided to invest and expand their business. Not only that, many of them started to offer their products to the tourists if they had agreed upon establishing "tourist farms". There it can be found a mixture of tradition and modernity as well as hospitable locals.

Universities represent an important segment within the service industry considering fact from 2014 when more than 80,000 Slovenian students had been enrolled into various programmes (Statistical Office of RS, 2015). There are three major universities within the country and Ljubljana University remains the biggest and the most recognized one. One of the important facts is free (public) school system which permits and encourages students with lower income to develop their knowledge and other skills and to become competitive enough in the workforce global market.

One of the benefits European Union offers to students is Erasmus Exchange Programme where students can get a unique experience while studying at different university in one of the European countries. In the school year 2012/2013 there were 1,821 Slovenian students exchanged to other universities for studying or placement abroad which represent the average percentage of all Erasmus students that year (European Commission, 2014).

3.2.3 Political Situation

Slovenia is relatively young country, gaining independence in 1991 when Socialistic Federal Republic of Yugoslavia fell apart and five new countries being established afterwards. An area has a very rich history where various nations settled down, for instance pile dwellers, Celts, Romans, Slavs and even Turks were invading some places. After First World War and disintegration of Austro-Hungarian Monarchy a new country had been settled, named as Kingdom of Serbs, Croats and Slovenes. A decade later, in 1929 the same country was renamed into the Kingdom of Yugoslavia which later on fought in the Second World War against Germany, Italy and Hungary. By the leadership of the iconic president of Yugoslavia, Josip Broz (Tito), Slovenia with five other republics was forming a country with high reputation and recognition

especially among other countries such as China and Russia. Nevertheless, after Tito's death, pressure and disagreements started between the nations that ended with division of the common republic. In that time, Slovenia was economically the most developed among all of the countries and confirmed independency with referendum where support was around 90%. There was the ten-day war which took ten victims and sadly continue to other countries of former Yugoslavia where it took much longer and many more suffering.

In 1992 Slovenia became part of the United Nations and grew economically, politically and socially into a fresh, enthusiastic state with bright future. After joining to EU in 2004 it wasn't only first from other nine member countries to accept Euro but also first to take the lead of presidency of the organisation (Slovenian Tourist Board, 2015).

3.2.4 Tourism Industry

The importance of tourism in Slovenia is backed with the fact that it creates 12.1 % of GDP and 8 % of total exports which is for example higher than world tourism figures. The pillar of country's tourism planning is the Development Strategy for Slovenian Tourism named "2012 - 2016 Partnership for Sustainable Development of Slovenian Tourism" and it is supported by theoretical findings and experiences from Slovenian Tourism Board as well as actors from private and non-governmental sector. Future development is written in the vision, created by the scholars who were responsible for the Development Strategy and it says:

"In 2016, tourism in Slovenia will be entirely based on sustainable development and will be, as a very successful industry of the national economy, a major contributor to our country's social welfare and reputation in the world." From the definition from (author of Strategic Management Book), a vision answers the question "What an

organisation wants to become in the future?” For the stable development of the destination, a vision should be supported by the mission which basically explains the plans, priorities and strategies. “Slovenian sustainable tourism creates an important part of economic and socio-cultural well-being, revenues and jobs and is an important contributor to Slovenia’s international reputation; it is based on intensive marketing of tourist products of internationally recognized brands and high added value.”

Slovenia’s most valuable attribute and base to develop tourism is unspoiled natural diversity. Therefore, in the Development Plan it is highlighted the main idea of promoting Slovenia as tourism destination as “Green. Active. Healthy. Slovenia”. Tourism Board is emphasizing tourist offer on key segments which are trying to reach set goals and meet the objectives as stated in 2012 – 2016 Slovenian Tourism Development Strategy. Those areas are:

- Health and well-being,
- Active holidays and a break,
- Countryside tourism, nature parks, ecotourism,
- Business tourism,
- Gastronomy,
- Towns and culture,
- Youth tourism,
- Entertainment tourism
- Cruises.

Operation of tourist organisations are structured within three levels and all of them follow the main guideline to promote and form integral tourist products. The concept

of the set objectives in the Development Strategy is “developing recognisable destinations with stories”. Accordingly, to this message all stakeholders should strive to the common aim as defined earlier with cooperation and sharing best practices at local, regional and national level. The Slovenian Tourist Board had done a great job with establishing regional and local tourist centres that serve as midpoints between tourists and stakeholders. Actually they have a function to promote, distribute, develop, operate and connect all tourist providers on regional or local level.

Tourism industry directly created 31,000 jobs in 2014 which represents nearly 4 % of total employment (WTTC, 2015). Forecast for the future years say employment to rise by 1.6 % up to 37,000 in 2025. The total contribution was 13 % of total employment in 2014, which include jobs indirectly linked to travel and tourism industry, expressed by numbers that is 103,500 jobs.

Table 4: Tourist Arrivals and Net income in Slovenia

YEAR	NUMBER OF TOURIST ARRIVALS			NET TOURISM INCOME	RECEIPTS FROM THE EXPORT OF TRAVEL
	<i>Domestic</i>	<i>Foreign</i>	<i>Total</i>	<i>(million \$)</i>	<i>(000 €)</i>
2009	1,160,897	1,823,931	2,984,828	2,735	1,803,863
2010	1,137,166	1,869,106	3,006,272	2,721	1,924,966
2011	1,181,314	2,036,652	3,217,966	2,953	1,974,807
2012	1,141,944	2,155,612	3,297,556	2,841	2,008,368
2013	1,125,921	2,258,570	3,384,491	2,976	2,039,452
2014	1,113,196	2,410,824	3,524,020		2,056,683

Source: Statistical Office of the RS, Bank of Slovenia and World Bank, 2015

Predicted in the Development Plan, tourist arrivals will grow by 4 % until 2016, where receipts from the export of travel by 6-8 % annually. As shown in Table 2, total tourist arrival constantly grew since 2009 and reached more than 3, 5 million visitors in 2014.

3.2.5 Process of Tourism Development in Slovenia

Slovenian tourism had faced drastic concussions during last 25 years from independency in 1991, joining European Union in 2004, world economy crisis in 2008 and 2009 until today, when world events are creating the destiny of each nation. Despite all mentioned facts, Slovenia's tourism is increasing and is recording enviable numbers in international tourist arrivals as well as receipts. A great work can be attributed to governmental organisations, private entities as well as associations which are representatives of civil sector. Despite some political instabilities during past years, Slovenian tourism was shaped by different policies and development plans, which definitely are the main reason why this industry is experiencing constant growth. Financed by the Government of Republic of Slovenia, so far there had been four tourism development plans adopted for tourism planning which authors were scholars from the field of tourism planning.

Soon after the independence, Slovenia got its first Ministry of Hospitality and Tourism and in 1993 a new chapter of tourism development with "Slovene Strategy of Tourism Development" opened. The biggest success of this document was establishment of the Slovenia Tourism Promotion Centre (STPC) in 1995 and the private graduate school Turistica (today Faculty of Tourism) in the same year. Few years later, Slovenia got first Law on Tourism Development which was delivered by the Ministry of Small Business and Tourism, afterwards renamed into Ministry of Hospitality and Tourism. Later on a decision about four-year period for strategic documents as well as

promotion plans came on behalf of Slovenian Tourism Board, had been adopted and since then there have been three more tourism plans accepted.

Second strategy of Slovenian tourism, issued by the Ministry of Economy was a “Strategy of Slovene Tourism 2002-2006” which defined three basic orientations of national tourism: Productive region, Geographic region and Program region. Main obstacles in the implementation of this document were insufficient governmental and political support, poor understanding and interest of tourist operators in joint partnership and strategic planning, unfocused strategic orientations, objectives and too broad measures, low applicability of certain measures, and lack of a mechanism for monitoring the implementation of the strategy (Development Plan and Policies of Slovene Tourism 2007-2011, 2006).

Published in November, 2006, third strategic document of Slovene tourism was prepared by the Ministry of Economy for the four-year period from 2007-2011. “Development Plan and Policies of Slovene Tourism” focused on two groups of objectives, qualitative (decentralisation, non-seasonality and promotion of changes) and quantitative (increase in tourism volume and tourist expenditure and improvement of recognisability). Different policies regarding tourist destination, human resource, marketing and promotion, sustainable and regional development, quality management, IT, business environment and investment development as well as research and development promotion in tourism were introduced within the strategic paper. (Development Plan and Policies of Slovene Tourism 2007-2011, 2006).

Last document for tourism planning was adopted for the period 2012-2016 named “Partnership for the Sustainable Development of Slovenian Tourism”. Main objective

is to increase the volume of tourist activity – revenues and profits from catering and tourist activities, number of tourists and number of overnight stays. Due to the fact that previous tourism development plan was quite successful, current strategy actually is an upgrade of the earlier, but still, the objectives will try to be achieved by competitiveness, quality of life and welfare, reputation and development of Slovenian tourism, and recognition and reputation of Slovenia in the world (Slovenian Tourism Development Strategy 2012-2016, 2012).

In the middle of 1990, when organisation for tourism was established, boom of tourists hit Slovenia, which certainly was an optimistic forecast for a country's economy. War in Yugoslavia brought negative impacts for whole region and certainly needed a push up for future development. In five years' time after the foundation of STCP, tourism in Slovenia almost reached the number of 2 million arrivals and in 2010 already exceeded numbers of the best performance in 1986. The greatest worthiness goes to Slovenian Tourism Board which also is responsible for the promotional activities under the slogan I FEEL SLOVENIA and with the cover story of being green, active and healthy. Today's numbers are reporting a record season especially in the favourable tourist areas such are Ljubljana, Bled, Postojna and Piran.

Slovenian tourism is organised and divided into three levels: local, regional and national. At the local level, the biggest merit for different activities goes to Tourist Information Centres, which actually coordinate cooperation between the sectors. They also represent the points where visitors get first information about the tourist attractions, events and other activities held in the town or city. Second, regional level formulates Regional destination boards, which similarly as at local level, promote, distribute, develop, operate and of course connect stakeholders within the region.

There is 12 regions and by the previous development plan, each of them should have a Regional Tourism Organisation, which would connect on a broader level all the stakeholders and promote region as a destination, not separately certain towns. Slovenian Tourism Board is a body that takes care about marketing and promotion of Slovenia at national as well as international level. With the presence at the world's biggest tourism fairs, such are ITB Berlin, WTM London or Expo 2015 Milan, it greatly contributes to the visibility of the country as a fresh tourism destination. Foreign representative offices of STB are in the countries, which present the most important incoming market: Italy, Austria, Germany, United Kingdom as well as in Japan.

3.3 Challenges and responses to sustainable tourism development in Slovenia and TRNC

The working title of Slovene tourism strategy that had been launched in 2011 is "Partnership for Sustainable Development" which emphasizes the direction towards sustainability in tourism within the country. Encouraging social, economic and environmental aspects is also a key issue in the Agenda for a sustainable and competitive European tourism (EU, 2007), which highlights the objectives to be achieved and they are stated as: "deliver economic prosperity, social equity and cohesion and environmental and cultural protection". Furthermore, this document specifies public policies that leads the way for the objectives to be fulfilled. They follow the trend of sustainability and are expressed as "sustainable management of destinations, integration of sustainability concerns by business and sustainability awareness by tourists" (EU, 2007).

Slovenian Tourism Development Strategy 2012-2016 clearly points out the goal of Slovene tourism in 2016 with its vision of being based on sustainable development and contributing to social welfare, national economy as well as international reputation of the country. For this reason, one of the measures suggested in the current strategy is to offer tourism products based on sustainability principle. Tourists using those products are the ones who spend holidays actively, take care about their health, enjoy local environment and appreciate natural beauties.

Many of the projects were successfully implemented, such as European Destination of Excellence (EDEN) which has entitled 6 destinations since 2008 and helps to promote models based on sustainability in the EU with ensuring economic growth based on social, cultural and environmental aspects. Another successful projects are Eco camp Korita, Eco Hotel in Bohinj, Eco Tourist Farms and Terme Snovik which was the first Slovenian tourism company certificated by EU flower that present reduced impact on environment.

The biggest challenge Slovenian tourism is facing is not sufficient environmental management which relies on the budget and financial obstacles companies are facing. From the research which was conducted among hotels in 2006 this was the main reason why others do not focus on more environmentally sustainable based operations. Another obstacle that prevents sustainable development is the actual understanding of the whole concept from the demand and supply side. As asserted by STB, restaurants providing eco or bio menus still don't truly recognize the concept whether it comes to guests or owners. For that reason, education before the implementation is much needed for better results in the practise.

Based on the information received from STB, detail about current development strategy which will end in 2016 are not available yet; therefore, even if some projects are running, actual result are not available and cannot be assessed.

Natura 2000 is the project of EU which coordinates land use and strictly protects the most vulnerable species and habitats. Within the member states it covers almost 20% of the land and 6% of marine territory and it makes it the biggest network of protected areas in the world (EC, 2016). Birds and habitats directive are ensuring long-term ecological and environmental conservation and provide a special status to those areas.

Geography of North Cyprus offers high diversity in flora and fauna. From mountain ranges to Mediterranean Sea there can be found various species and habitats which belong to the most important parts for the conservation. Island's sandy beaches are the territories for protected Green and Loggerhead turtles that can be observed between May and September during their nesting period. Another significant fact is that Cyprus is a corridor for numerous birds migrating each spring and autumn and for that reason attract many bird-watching interested visitors.

In North Cyprus there was an initiative to manage seven specially protected areas and to become part of Natura 2000 network. Protection, preservation and enhancement of the natural values as well as raising awareness for workers, residents and visitors is the vision that gathers special environmental protected areas. Visitors who are interested in these special sites should bring benefits to local community and help them appreciate the region they live in. The long term objective is to maintain conservation status as some of the species are already part of special law.

Management plans for the protected regions of Karpas, Tatlisu, Alagadi, Akdeniz and South Karpas were created based on the results acquired by the surveys which proposed zoning of these special areas. Action plans are gathered into operational objectives which describe managerial conditions and usage of the protected areas for the implementation of the management plans. What is more, numbers of tourist arrivals are growing year by year and the trend of “development stage” (Butler, 1980) can be observed in the two destinations.

Chapter 4

METHODOLOGY

4.1 Overview of Research Methodology

This study has adopted a qualitative research method which is justified as means for deep understanding of human behaviour, opinions, experiences and emotions, as well as, its suitability for the investigation (Salkind, 2009). This mode of research tends to be concerned with words rather than numbers. Nevertheless, it encompasses three features namely: an inductive view of the relationship between theory and research, whereby the former is generated out of the latter. Secondly, the emphasis is on the understandings of the social world through an examination of the interpretation of that world by its participants. Thirdly, qualitative research is not fixed through the elaboration of indicators which applies straightjacketing to the social world (as cited in Bryman, 2012). In contrast, quantitative research method is another way where numerical data can be collected through questionnaires and more objective picture comes out from the survey. With this approach attitudes, behaviour and beliefs are presented through numerical way (Gliner and Morgan, 2000).

At any rate, in the context of qualitative research a comparative study has been utilized which is also known as ‘comparative design’. Comparative study focuses on using more or less identical methods of two contrasting cases. Bryman (2004: 72) stated that ‘it embodies the logic of comparison in that it implies that we can understand social phenomena better when they are compared in relation to two or more meaningfully

contrasting cases of situations. The comparative design may be realized in the context of either quantitative or qualitative research’.

Sampling method is based the notion of purposive sampling which is in the context of non-probability domain (<http://www.sfu.ca/~palys/Purposive%20sampling.pdf>). This type of sampling is mainly concerned with the selection of samples (i.e., people, organizations, documents, departments, and so on) which are directly relevant to the research questions being asked. “Research questions are likely to provide guidelines [justification] as to what categories of people (or whatever the unit of analysis is) need to be the focus of attention and therefore sampled” (Bryman, 2012: 416).

The common (and simplest) method for selecting participants for focus groups is called "purposive" or "convenience" sampling. This means that you select those members of the community who you think will provide you with the best information. It need not be a random selection; indeed, a random sample may be foolish (<http://archive.unu.edu/unupress/food2/UIN03E/UIN03E04.HTM>).

Overall, 22 Semi-structured, in-depth interview questions were administered to 17 respondents (interviewees) who were representatives of different groups, including private sector representatives (5), self-employed tourist guides (3), governmental officers (3), academicians (2), presidents of hotel associations (2), entrepreneur (1) and non-profit organisations (1). The process was conducted during the months of November and December 2015 in both TRNC and Slovenia. Each interview lasted about one-and-half hours. It was made sure that the location of interviews to be convenience to each respondent. Such approach provides more relaxed environment and allows interviewees to feel more comfortable about sharing their knowledge,

beliefs and ideas. In the case of TRNC, interviews conducted in English language with the exception of one state officer; for this case, a translator's assistance was acquired. For the case of Slovenians, researcher is a native Slovenian and all the interview materials were conducted in Slovenian language which at the end back-translated to English. All the interviews were tape recorded which then transcribed. Note taking was also complemented the recording data.

4.2 Data analysis and findings

The main aim of the research was to acquire extensive perception and potential practices regarding sustainable tourism planning approaches in two contrasting, and to some extent similar cases. To reach the aim of the research in this comparative study, the following objectives clearly stated and guided the process of data collection and analysis.

1. To get the general idea about tourism planning process.
2. To identify the main strengths, opportunities, weaknesses and threats in comparing cases.
3. To explore the perception of interviews in terms of their satisfaction with the processes of tourism planning in their respective institutions at local, regional, and national levels.
4. To determine the inclusion of local community and other stakeholders in the process of planning at the destination.
5. To explore how the concept of sustainability has been understood and integrated into the planning process, as well as, its implementation towards the objectives of sustainability.

Data analysis proceeded according to the frameworks of qualitative data analysis. One of the major approach to data analysis is ‘coding’. However, coding has become a generic terminology as several other steps are essential to achieve a credible data analysis in terms of validity and reliability. The next stage after collecting the data was categorizing into specific sections and divide them by the theme of each questions. Kruger (1994) suggests the “framework analysis” when conducting qualitative research method to be ranged from the raw data to its interpretation and afterwards the coding process can be utilized. Through this procedure a researcher defines the meaning of collected information with comparing and categorizing as well as organizing them into many “groups” which generate into the results. Data analysis should be made soon after all interviews are over because of the fresh ideas a researcher got during the meetings. Moreover, it is important to break down gathered information into suitable and categorized groups for the purpose of the study considering the fact the respondents did provide ample amount of materials. Table 5 illustrates the raw data that is organized and thematised. As it is shown, they are arranged into themes and sections with respect to discarding any data that is overlapping.

Overall, data analysis process has been conducted in a fluid manner; therefore, moving back and forth between steps/stages are likely. First, the recorded materials were listened to several times. This is necessary to have a clear understanding of the data. This also will help to avoid bias. Then focusing the analysis by identifying key questions that analysis supposed to answer. Focusing is also depends on the purpose of the study or evaluation. Next stage is categorization of the data which is also known as ‘coding’ or ‘indexing’ the data. In this stage identification of themes or patterns as

well as their organization into coherent categories take place. For instance, in response to question 1 (What does come to your mind whenever the issue is about ‘tourism planning’?), the category or data indexing that emerged was: strategy (STR); long term (LT); local communities/stakeholders (LC/STH); vision (VIN)...etc. There are also subcategories if researcher feels it is needed. For example, in the first question, subcategories were promotion and financial resources. Table 5 illustrates this process.

The process of data analysis followed by Identification of patterns and connections within and between categories. Finally, Interpretation – Bringing it all together with the categorized themes and connections towards explaining the findings.

Table 5: Data Analysis Matrix

INTERVIEW QUESTIONS/THEMES	TRNC	SLOVENIA	NARRATIVE
Tourism planning/perception.	<ul style="list-style-type: none"> • Low • Medium • High X 	<ul style="list-style-type: none"> • Low • Medium • High X 	General understanding of the topic.
Master plan	<ul style="list-style-type: none"> • Low X • Medium • High 	<ul style="list-style-type: none"> • Low • Medium • High X 	Clear perception of master plan.
Stakeholder involvement	<ul style="list-style-type: none"> • Low X • Medium • High 	<ul style="list-style-type: none"> • Low • Medium X • High 	Centralized vs decentralized.
Institutional auditing/coherence.	<ul style="list-style-type: none"> • Low X • Medium • High 	<ul style="list-style-type: none"> • Low • Medium X • High 	Institutional coherence and self-regulation.
Institutions, path creative.	<ul style="list-style-type: none"> • Low X • Medium • High 	<ul style="list-style-type: none"> • Low • Medium • High X 	Following EU's standards. Cooperation with other EU members.
Public involvement in tourism planning and policy formulation.	<ul style="list-style-type: none"> • Low X • Medium • High 	<ul style="list-style-type: none"> • Low • Medium X • High 	Involvement remains at bureaucratic level.
Sustainable competitiveness/tourism branding.	<ul style="list-style-type: none"> • Low X • Medium • High 	<ul style="list-style-type: none"> • Low • Medium • High X 	Brand of Slovenia: green tourism.
Knowledge of tourism issues.	<ul style="list-style-type: none"> • Low • Medium • High X 	<ul style="list-style-type: none"> • Low • Medium • High X 	An educated view of tourism.
Stage of tourism development.	<ul style="list-style-type: none"> • Low X • Medium • High 	<ul style="list-style-type: none"> • Low • Medium • High X 	Clear notion of tourism development stage in Slovenia; confusion in TRNC.
Strength and opportunities.	<ul style="list-style-type: none"> • Low • Medium • High X 	<ul style="list-style-type: none"> • Low • Medium • High X 	Both destinations are enjoying situational influences. Close to the market.
Weaknesses and threats	<ul style="list-style-type: none"> • Low • Medium • High X 	<ul style="list-style-type: none"> • Low • Medium • High X 	Both destinations are suffering from certain weaknesses.
National tourism organization/tourism institution.	<ul style="list-style-type: none"> • Low X • Medium • High 	<ul style="list-style-type: none"> • Low • Medium • High X 	A degree of disarray in the case of TRNC.
Local community and tourism	<ul style="list-style-type: none"> • Low X • Medium • High 	<ul style="list-style-type: none"> • Low • Medium X • High 	Dissatisfaction among local community in terms of their influence.
Sustainability and its dissemination.	<ul style="list-style-type: none"> • Low X • Medium • High 	<ul style="list-style-type: none"> • Low • Medium • High X 	The concept has been disseminated properly in Slovenia.
Vision for the future.	<ul style="list-style-type: none"> • Low X • Medium • High 	<ul style="list-style-type: none"> • Low • Medium • High X 	Clear strategic agenda in Slovenia; uncertainty in TRNC.
EU's impact	<ul style="list-style-type: none"> • Low X • Medium • High 	<ul style="list-style-type: none"> • Low • Medium • High X 	Slovenia is a member state; TRNC is not.
Inter and intra organizational/institutional Relationships.	<ul style="list-style-type: none"> • Low X • Medium • High 	<ul style="list-style-type: none"> • Low • Medium X • High 	The cohesion among organizations/institutions.

Source: Author, 2016

*Legend: X indicates the scale

4.3 Findings

Answers from the interviewees gave an interesting picture about the situation regarding tourism within both countries. After all, North Cyprus and Slovenia's tourism is contributing around 10% to national GDP which is very close to the world's average (SPO and Bank of Slovenia, 2015). Therefore, opinions of the stakeholders, who are actively involved in the process of this industry are highly valuable and respected. Most of the questions were answered without further explanations or defining expressions such as sustainable development, master plan or tourism planning and they have all agreed upon the local community's involvement in the process of creating development plans.

Respondent's perception of defining tourism planning most commonly refers to setting the goals, development plan, sustainable development, strategies, community involvement, objectives and vision. One of the respondents who is working in private sector stated that tourism planning can be described as a "strategy for development". Another working in non-profit organisation mentioned that the problem of tourism planning are measurable goals.

Sustainability as commonly discussed topic within tourism industry nowadays gave an interesting outcome in the research. From the definition it encompasses economic, environmental and socio-cultural aspects of the destination, therefore all stakeholders would have to understand the concept of sustainable tourism development as it touches them as well. Unfortunately, many of them mostly think only about economic and environmental issues and forget about social and cultural views. One of the most powerful statement was told by the professor from the university in Slovenia as: "It is

important to understand sustainability as way of life, not something what is good to hear. Sustainable tourism is not anymore a question but it needs to be incorporated into strategic planning and be treated as a way of life.” A different person working as a self-employee commented that sustainable tourism development is a “healthy direction” not only in Slovenia, but also worldwide.

In the comparison, sustainability in North Cyprus is not yet a common idea among the respondents because most of them gave different answer regarding this topic. As an example an officer in the private sector thought only about economic benefits tourism brings, therefore he needed some extra explanation about other components of sustainability. The reason was most probably the company he works in is mass-tourism oriented and isn't included in any process of planning. Someone else mentioned that sustainability is what North Cyprus should strive for. “Such cultural and natural diversity cannot be easily found in the world as we have it here. Stakeholders should use it wisely and not only think about economic benefits. We have to keep in mind that if we will lose our culture and not take care about environment, tourists will easily switch to other destination and left us only empty buildings.”

Question about responsibility in tourism planning joined the view from all the respondents where they assert that government should take control of the process but all the stakeholders should be included in it. Furthermore, most of the interviewees from Slovenia agreed that the establishment of Ministry of Tourism is much needed move in the future as tourism accounts a great amount to the GDP and becoming one of the most important sectors of the economy. Obviously Slovenian Tourism Board is doing very well with the limited financial resources and somehow is the most responsible for the promotion in the foreign markets.

Similarities in comparison of two destinations were expressed with the question about strengths and opportunities of the destination. Slovenians and Cypriots thought about diversity, unspoilt nature, small size of the country, geographic position, possibilities of developing tourism in all seasons, vicinity of the biggest tourist attractions, generosity and hospitality of locals as the main advantages both countries can offer. On the other hand, weaknesses and threats differ because of the region they belong to. The biggest threat for North Cyprus seems to be tensions in the Middle East as well as non-recognition of the country. In Slovenia non-cooperation within the local regions remains the main weakness and limits further (tourism) development.

An interesting result came up from the question about involvement with local, regional and national institutions. Most of Slovenian respondents are very satisfied with the work of Slovenian Tourism Board which represents national entity. What is more, one of the respondents gave a nice compliment and said: "Work of STB can be a good example to others because of their engagement and skilled employees doing a great job for the recognition. With limited resources they present innovative ideas in a creative way so success is inevitable." When it comes to regional and local cooperation interviewees were not too satisfied with the work of those institutions, mostly for the reason of workers being non-motivated as well as non-educated. Another person stated: "If our local tourist information centre would take more initiative for different actions and small projects within our municipality, many local people would start to think about some business in tourism as our resources are not enough used. But for the reason usually those workers are set politically and working in public sector, so their position is safe, they don't feel and have the same intentions as us in private sector who sometimes achieve unthinkable."

Similar trend is observed also in North Cyprus where respondents were quite critical about the work of local as well as national institutions. They pointed out the problem of measurement the effectiveness as well as motivation of the employees. “Most of the staff isn’t there (on the working place) due to their skills, knowledge or willingness, but because of their acquaintances who set them there. So there is no reason why they would want to improve or even upgrade their work. When the initiative will come from them, new projects will start to bloom in the destination as well.” Regarding national entities opinion is alike to the ones on local level with finding the problem of country being not-recognized and to be better presented in the foreign markets.

The biggest differences between tourism in comparative countries can be seen when discussed about master plans as well as EU membership. Unfortunately, North Cyprus doesn’t have any of them, so it’s impossible to compare with Slovenia. Overall opinion about tourism plan in Slovenia is approved and supported by the respondents, but they are doubtful about its implementation. “Preparation of the master plan requires much time and data, but its effectiveness is shown in local projects. Actions should be assessed regularly and best cases of the success presented to other regions. For example, Ljubljana’s tourism development could be exposed as a great lesson other areas should imitate as it is recording close to 20% growth in tourist arrivals in the past year.” One of the interviewees commented on the masterplan that it gives too much importance to the leading tourist destinations and forgetting about other areas which could become more promoted.

Slovenia’s tourism did grow in the past years and from the opinion of the respondents this is also thank to membership in the EU. With opening the borders country became more accessible and attractive to foreign markets. On the other hand, financial

resources especially for the infrastructure in tourism were not used enough, but overall idea about tourism development after joining EU is positively accepted among people.

Chapter 5

DISCUSSION AND CONCLUSION

Tourism is a phenomenon that has gained importance in the last decades with the growth in international tourist arrivals as well as receipts. It ranks fourth as the most important category in export earnings after fuels, chemicals, and food. The size of the tourism economy accounted for 1,409 billion US\$ in 2013 worldwide (UNWTO, 2015). The travel and tourism industry is one of the world's largest industries with a global economic contribution (direct, indirect and induced) of almost 7.6 trillion U.S. dollars in 2014 (<http://www.statista.com/topics/962/global-tourism/>). The direct economic, including accommodation, transportation, entertainment and attractions, was approximately 2.36 trillion U.S. dollars that year. Trends in tourism industry are changing basically on daily bases, reasons can be found in the threats and opportunities of each destination. Unfortunately, some of the popular tourist destinations are lately losing their primate position since terrorist attacks affected their reputation as well as security and spread of precariousness among travellers.

One of the latest trends worldwide, including tourism industry is "Green economy" which is by the definition of UNEP (2011: 57) the one that results in "improved human well-being and social equity while significantly reducing environmental risks and ecological scarcities". In the practise it refers to use of renewable energy, green building and energy efficient technology, energy efficient infrastructure and transportation as well as recycling (Chappel, 2008). Improving the environment,

human well-being and social equity are some of the benefits “green behaviour” brings to the area.

Purchasing locally produced goods, respecting community’s work, travelling for a reason and using alternative transport are just some of the elements which are representing the movement today’s society is striving for. Destinations should follow that if they want to sustain competitive in the world market. A good example for it is Slovenia with developing “green tourism” and what is stated in its slogan for promotion as being “Green. Active. Healthy.”

Effective sustainable tourism approach suggested by Saarinen (2006) should maximize benefits and minimize impact, thereby increasing the likelihood of long-term persistence. The future of travel industry is developing sustainable and responsible orientation while giving emphasis on socio-cultural traits at the destination. On this way it will recognise what it makes it special and different from other world known places.

5.1 Implications and Suggestions

Results of the research highlighted some important issues regarding tourism planning in the compared countries. The findings can be used by planners, scholars, managers, presidents of the associations, governors and others working in this sector. Moreover, it is important to start cooperating with all stakeholders who are directly or indirectly involved in tourism offer so the destination starts breathing as one. The biggest achievement nowadays is to unite all the players even if they are competing among each other, because with synergy and similar views a destination can grow and achieve objectives on short and long term.

One of the main recognitions in this survey was the matter of tourism master plan in North Cyprus. It is quite hard to understand that a destination with more than one million tourist arrivals since 2011 still didn't determine the vision and goals for its future development. In addition, Ministry of Tourism is the most responsible body within the country which is responsible for tourism development by the opinion of the respondents. In contrary, Slovenia is taking the right decision when developing green tourism and Tourism Board holds positive opinion among interviewees when it comes to planning and promotional activities. One more suggestion which can be applied and its common in both destinations is community involvement in the process of planning and its implementation. Slovenian respondents emphasized that actual plans may be well set, but their realization is not successful enough in the other areas except capital, Ljubljana. This could be attributed to the fact which is again typical for both countries is that employees are not educated and motivated enough for their performance at the working place. Therefore, persons responsible for employing those people should think for the sake of the benefits of tourism and not only their own interests.

5.2 Limitations and Future Studies Directions

The research was conducted in two countries, which are by development of tourism as well as mentality of locals contrasting. One of the reasons could be the membership in the EU which has a great impact on the applications and implementation of diverse projects regarding also tourism sector. Therefore, for future studies people working for the organizations such is UNDP in North Cyprus should be included in the research. During the sampling procedure it was observed that in Slovenia there is many more non-governmental associations actively working in the field of youth, environment, ecology or other special interest groups than in Cyprus, therefore only one of them was included in the survey. Furthermore, it would be interesting to compare the results if a

quantitative method would be applied and more numerical data could show the picture of respondents' views.

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APPENDICES

Appendix A: Master Thesis Interview Questions

1. What is your position, and your responsibilities in this department?
2. What does come to your mind whenever the issue is about ‘tourism planning’?
Would you please be specific and mention 3 main themes about ‘tourism planning’?
3. Are you familiar with national master plan in Slovenia? Would appreciate if you provide me with some information regarding the Slovenian Master Plan?
4. Are you involved and familiar with local, regional or national institutions dealing with tourism in Slovenia?
5. Are you involved with Tourism information centres, Regional tourism and development centres, and Slovenian Tourist Board?
6. What do you think about their work? Do you have any criticism of the way they approach the issues?
7. Do you have any advice/direction for the improvements of their work?
8. Have you been involved in tourism planning as a representative of an institution? Would you please tell me at what capacity you have been involved?
9. I would like to hear your opinion regarding tourism planning, or a kind of planning that you suggest?
10. What is your overall opinion about tourism in Slovenia?
11. What are the main strengths and opportunities of Slovenian tourism?
12. What are the main weaknesses and threats of Slovenian tourism?
13. Do you think Slovenia took a right decision by developing green tourism?
14. Is Slovenian master plan (2012–2016) an effective plan for your work?
Otherwise, how would you suggest some new ideas toward its effectiveness?
15. Which institution has the most responsibility for tourism planning in Slovenia?

16. Are you satisfied with the degree of local community's involvement in tourism planning process and decision making in Slovenia?
17. Now-a-days 'sustainable tourism' is highly discussed issue; what is your opinion regarding this concept?
18. How often do you attend different events relevant to tourism? For instance, Tourism Fair in Ljubljana, Days of Slovenian Tourism, Slovenian Incoming Workshop, Conventa, etc.
19. Assuming the present tourism planning in Slovenian is not what you suggest; may you describe your own suggestion?
20. How reliable and cooperative are local, regional, and national tourism agencies? Do you have special expectations from them?
21. How do you predict the state of Slovenian tourism in the future?
22. How has the EU, which you are a member, influences tourism development and planning in Slovenia? Do you see their impact positively or otherwise?

Appendix B: Data Analysis Process

QUESTIONS	North Cyprus	Slovenia
Themes describing tourism planning	Strategy, development, Ministry of Tourism, master plan, destinations, community involvement, stakeholders' opinion, vision, financial resources, infrastructure.	Sustainable tourism, strategic development, local communities, vision, trends in tourism, involvement, implementation of strategies, objectives and long-term goals, promotion.
Familiarity with master plan	No* (there is no tourism master plan)	Yes.
Involvement in local, regional and national institutions	Most of them yes, especially local.	Most of them yes, especially local.
Criticism about work of institutions	Not motivated and educated employees, lack of innovation (ex. materials and brochures), too many employees at the Ministry of Tourism, not reliable and not responsive enough, too many times the result of influence of politics to the decision of choosing the candidate at the workplace.	Centralization of the most touristic destinations (Ljubljana, Bled, Piran), lack of cooperation with smaller and not recognized destinations, more synergies between LTC and RTC, more promotional campaigns on internet, more motivated and enthusiastic employees in not touristic areas, more activities which would encourage locals to contribute and think about tourism in their area.
Advises/directions for the improvement of	Learning from example (South Cyprus), cooperation with local community, an	More cooperation and less bureaucracy issues, improved knowledge of EU funds, learn

the work of institutions	obligatory participation on workshops, learn more languages (English, German),	from examples of successful touristic destinations (Austria, Italy), more promotional activities on internet
Involvement in tourism planning	Not personally, but association I am member of, has yearly meetings where ideas and directions can be expressed.	Mostly not. Academician mentioned that his colleagues from the Faculty were part of the team which was involved as a research team.
Opinion regarding tourism planning	Tourism planning is about including all the stakeholders into the process. Firstly, there should be made a master plan and developed vision what our country wants to become in the future.	Slovenian tourism plans showed up being good ones with the lack of implementation in some destinations. Therefore, next master plan should focus on small steps which would lead to better results.
Overall opinion about tourism	Tourism is still in its “infant” stage where the right decisions about tourism development should be adopted. But unfortunately there is not right will at this stage and hopefully we will not witness the same example as it happened in South Cyprus (Larnaca, Limassol) where the coast was built with high hotels. There are many places North Cyprus can offer, not just hotels and casinos.	There are many opportunities and a lot work should be done, but with the decision of developing green tourism and following sustainability trends Slovenia is becoming each year more popular destination among international tourists. With following objectives written in master plan and successful implementation, tourists will discover also non-touristic places which may be even more astonishing than those visited by crowds.

Main strengths and opportunities	Small size island, natural and cultural diversity, unspoiled beaches (especially Karpas peninsula), location, subsidies for international tourists.	Diversity, unspoiled nature, location, vicinity of bigger neighbouring cities (Milano, Venice, Zagreb, Vienna), natural and cultural heritage, hospitable locals, small size, very clean and green environment.
Main weaknesses and threats	Not internationally recognized country, no direct flights, focus on Turkish market, war in the Middle East, divided island and opinion about war zones, accessibility, pollution.	Lack of (hotel) infrastructure, centralization, airline connections, involvement of politics in tourism planning, bad cooperation between private and public sector.
The most responsible institution for tourism planning	Ministry of Tourism.	Ministry of Economic Development and Technology (tourism is part of it).
Satisfaction of the degree of local community in tourism planning	Not satisfied. Local community should be more initiative and involved in this process. With the encouragement of planners, stakeholders should have the main opinion about tourism development in their town.	Not satisfied. Actually local community is the base of tourism development – not only tourist workers, but also schools, police, health centre, shop owners, bars,... they are the one with whom tourists have contact. So they should take bigger responsibility in the process of planning.
Opinion regarding sustainable tourism	Sustainable tourism is something what is missing here in N. Cyprus. Most of the companies think only about	Being sustainable becomes nowadays the right path a destination can take when developing tourism. But not

	<p>economic benefits, and forgetting about socio-cultural as well as environmental values of this beautiful island. Therefore, if we want to develop sustainable tourism, mentality of locals should change first.</p>	<p>only that, sustainability should become way of life; respecting local resources and actually using them in everyday life is how a nation can maintain its identity. This is a concept each individual as well as destination should accept.</p>
<p>Prediction about future of tourism</p>	<p>Bright future with accepting right decisions with the emphasis on increasing tourist receipts instead of tourist arrivals. Get rid of mass tourism and focus on more alternative way of travelling.</p>	<p>Slovenian tourism made a giant step but a lot should still be done. With continuous development of green tourism, a country can compete in the world market as being unique for its diverse heritage.</p>

Source: Author, 2016