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Problems of Sustainable Tourism Development and Main Approaches  
of Their Solution

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Specialty: Business Administration

Annotation

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## Introduction

**The urgency of research topic.** During the past two decades the concept of sustainable tourism development, as a desirable and politically right approach of tourism development became commonly recognized. The attempt to make tourism, as one of the largest fields in the world, much more sustainable has an important role for the global sustainable development.

According to Choi and Sirakaya, for successful implementation of sustainable tourism it is necessary to evolve the following - vision, policy, planning, management, monitoring, and public learning processes and total involvement of society in the process of its development (Choi & Sirakaya, 2005).

Ecological danger, cash outflow, seasonality – are the problems that made the modern world to review the classical plan of the development and take care of tomorrow – for welfare of future generations. This is exactly what we mean under sustainable development – the development that meets contemporary requirements in such a way that future generations keep up the opportunity to satisfy their needs.

Sustainable tourism development comprises three direction - ecological, social and economic aspects. Yet success lies in keeping balance between those three.

Due to the complexity of the issue, it is actually incredible to discuss and analyses all three aspects in the dissertation thesis, so our research topic aims at one of the urgent issues of sustainable development - analyses of stakeholders role and their involvement in the process of decision-making.

Nowadays in order to achieve sustainable development, special value is assigned to stakeholders engagement in all the stages of the development, from the policy formation to the project implementation. After the study of existing literatures on sustainable development (Healey 1998; Wahab & Pigram 1998; Bramwell & Sharman 1999; Beeton & Pearson, 2002; Bell & Morse, 2004; Dodds, 2007; Hardy, Logar, 2010), we can consider that tourism will reach higher level of sustainability, if all stakeholders are involved in its development.

Until today in Georgia no one had studied the issue of involvement of stakeholders in the decision-making process in tourism, accordingly by means of the given paper we will try to fill up existing deficiency and contribute to the field development in this regard.

The topic of the research paper is to study the problems of sustainable tourism development in Georgia and the main object of the research deals with stakeholders of the field of tourism of Adjara Autonomous Republic.

The aims of the research are analyses of the influence of stakeholders on the sustainable tourism development, perfection of methodological fundamentals and elaboration of necessary directions for practical realization of their involvement in the decision-making process. In the paper, we will discuss the views of existing local stakeholders and priorities regarding the tourism industry planning process in the region.

Due to the aims of the research, the following tasks will be set up:

1. To consider theoretical - methodological aspects of sustainable tourism development ;

2. To consider hindering factors of sustainable tourism development;
3. To determine the role and value of stakeholders involvement in the planning process of sustainable tourism development;
4. To determine which groups of the stakeholders are important in the tourism industry of Georgia;
5. To analyze existing condition of the experience of participation in the process of planning and decision-making.
6. To analyze possible advantages and disadvantages of stakeholders involvement in the planning process.
7. To study the opportunity of implementation the theory of stakeholders engagement in the strategic planning in the public sector.
8. Based on empirical research, to analyze the knowledge about the sustainable development of tourism industry by the different stakeholders groups, their attitude towards its development Adjara Autonomous Republic and their views concerning the desirable actions regarding the issues.
9. To determine means of perfection of stakeholders involvement in sustainable tourism development.

**Research Methodology.** Before the empirical research, for making the theoretical frame, we have studied the references on sustainable tourism development and stakeholders. We analyzed scientific and practical studies on local and international levels. In the paper, we have widely used existing popular scientific papers methodological and methodical monographs, articles on the given issues, as well official reports and statistical data of international organizations state structural units.

Since concept of sustainability comprises many economic, social and ecological aspects, that in its turn implies a wide range of stakeholders, it is almost incredible to involve all of them in the research process. Accordingly, for the given paper we have interviewed some of the groups of stakeholders during our research. Quantitative research was conducted by means of Qualtrics online server, and the received results analysis was implemented by SPSS program.

Scientific novelty of the research:

1. The role and importance of stakeholders' engagement in the process of sustainable tourism development planning was identified;
2. The possible advantages and disadvantages of involvement of stakeholders in the planning process was analysed.
3. On the basis of research results, the views of different groups of stakeholders was set out to ensure the further steps in the sustainable development of tourism and the mechanisms of involvement the stakeholders in the planning process was proposed.

Theoretical and practical importance of the research paper: the basic provisions of the paper, empirical research results, theoretical and practical recommendations will be interesting and considerable for state bodies. It will be also interesting for researchers, scientists, academic staff, students and everyone, who are concerned with the issues of tourism.

**Dissertation Structure:**

**Introduction**

**Chapter I. Theoretical and Methodological Aspects of Sustainable Tourism Development**

- 1.1. The concepts of Sustainable Tourism development
- 2.1. Barriers to achieve sustainable tourism development

**Chapter II. “Theoretical and Practical Aspects of Stakeholder Involvement in the Process of Sustainable Tourism Development”**

- 2.1. The theoretical aspects of stakeholder behaviour
- 2.2. Scientific analysis of the existing state of sustainable tourism development and stakeholder involvement on the example of Adjara Autonomous Republic
- 2.3. Scientific analysis of stakeholder research results and stakeholder research methodology

**Chapter III. Stakeholders Engagement Improvement Phases in the Assurance of the Sustainable Development of Tourism**

- 1.1. Applying the stakeholder concepts in the development of sustainable tourism
- 1.2. Ways of improvement of stakeholder involvement in the sustainable tourism development

**Conclusions and Recommendations**

**References**

**Annex**

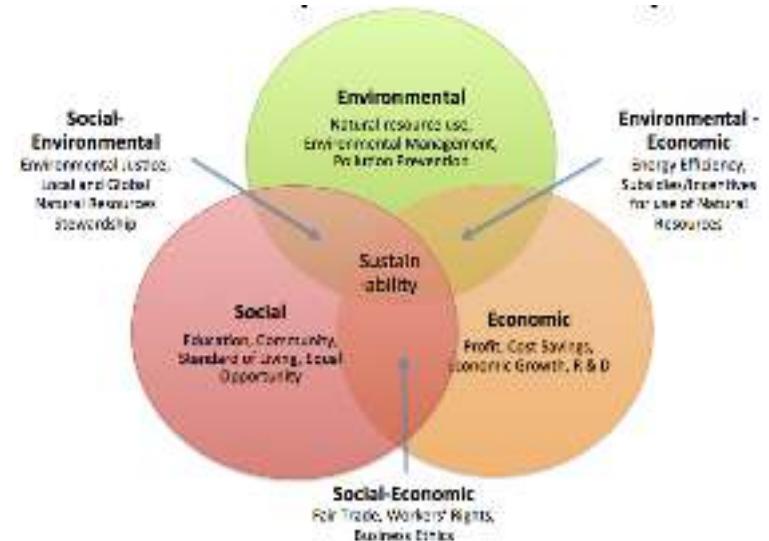
## Summary of the Thesis

In the **introduction** of the thesis, the goals and objectives of the research are established, the importance, the topic, the objectives of the research are verified, theoretical and methodological fundamentals and information sources of the research are given, theoretical and practical importance of the paper are stated.

The first chapter of the paper - "Theoretical and Methodological Aspects of Sustainable Tourism Development" - deals with the following issues: the concepts of sustainable development; the studies of the hindering factors of the sustainable tourism development; the description of Jafari platform. The platform represents scientific analysis to the stage of comprehension of the attitude changes due to the tourism industry over the years and awareness of the importance of sustainable development.

Principles of management developed for sustainable tourism development cover all types of tourism and destination, not only on small but on mass segments as well. The principles of sustainability include ecological, economic and socio-cultural aspects of tourism development; accordingly, it is necessary to balance all three directions in order to guarantee its long-term sustainability.

Figure 1.



**Source:** adapted - United Nations (1987), international union for conservation of nature (IUCN) (2005), Makkar (2013), and Makkar and Ankers (2014).

Sustainable tourism should guarantee:

- Optimal use of environmental resources, preservation of important ecological processes, protection of natural resources and biodiversity that are the main elements of tourism development.
- Respect for socio-cultural identity of the host community, preservation of their cultural heritage and traditional values and intercultural tolerance.
- By means of effective and long-term economic activity, assurance of fair distribution of social-economic wealth, steady employment, social advancement of the local population and poverty reduction. For the achievement of consensus, tourism development

requires all stakeholders' cognizant involvement and strong political leadership. Sustainable tourism achievement is a continuous process and requires constant monitoring of results, and in case of necessity introduction of preventive and / or corrective measures.

- High level of impressions and satisfaction of tourists, raising awareness on sustainability issues and on its methods.

For the effective development of tourism, it is essential to predict the expected changes and analyze their impact. Taking into consideration all these, touristic destinations have to find and develop sustainable tourism development models, because the failure to achieve this goal has most likely succession to the short-term perspective.

The model of the Jafari's "platform" creates a useful framework for understanding how the approach has transformed from mass tourism promotion to apprehension that along with the benefit, tourism can also harm the community. Consequently, it shows how the basis for sustainable tourism development were established. It considers tourism entirely and implies that each platform is created on the basis of its predecessor. Each new platform appearance does not mean that the predecessor platform disappeared or was less influential, moreover, Jafari emphasizes that the global tourism industry coexists in all four platforms - "Advocacy", "Cautionary", "Adaptancy" and "Knowledge-based" (Jafari, 2001).

The change of the approaches to tourism development starting from Japari's Advocacy model leads towards the welfare of the society, which is achievable via sustainable tourism model. Sustainable tourism development is the basis for establishing a harmonious relationship between stakeholder groups at a certain

extent and achieving the desired level of quality of life in the long term (Ahn, Lee, & Shafer, 2002).

Tourism has a special place in sustainable development. The dynamic growth of this sector first reason that contributes to the development of economies of many countries and regions. On the other hand, tourism is a business that creates a special relationship between customers, industry, environment and local community.

The public and the private sector can make tourism much more sustainable in different ways. The long-term scenario of the development of the sector depends on the creation of appropriate infrastructure, supply chain and support policy (Cooper et al., 2009; Dodds & Butler, 2009):

- 1) To stimulate the study of the principles and methods of management of natural resources;
- 2) To raise awareness of how the damage to the natural resources can reduce attractiveness of the touristic destination;
- 3) To enhance coordination between private investors and state institutions related to tourism and natural resources;
- 4) To improve infrastructure in such isolated touristic areas where private investments are less likely;
- 5) To support agriculture and organic production.

Analyzing existing literature in the field demonstrates, that the main challenges for sustainable tourism development are:

- Its practical implementation (Dodds, 2007; Hardy, Beeton, & Pearson, 2002; Logar, 2010);
- Practical issues of sharing capacity, agreement, coordination, co-operation and responsibility (Butler, 1990; Jamal & Getz, 1995);
- One of the main barriers - issues related to stakeholders (Bell & Morse, 2004; Dodds, 2007; Cooper et al., 2009; Butler, 2009).

Among them, the most obvious is the lack of stakeholder engagement, lack of government support, lack of leadership, lack of information and lack of coordination (Dodds, 2007). All this lead to the creation of problems among stakeholders such as bureaucracy and coordination difficulties, decrease of power, change of common interests, and failure of goals establishment, willingness to make significant changes and so on. (Cooper et al., 2009; Dodds & Butler, 2009).

In the **second chapter** of the thesis, “Theoretical and Practical Aspects of Stakeholder Involvement in the Process of Sustainable Tourism Development” the theoretical aspects of stakeholders are analyzed, the current situation in Autonomous Republic of Adjara is described based on sustainable development of tourism and the stakeholder engagement in its process.

Researchers (Byrd, McKercher, Bramwell & Lane, Jamal&Getz; Selin, Robson & Robson, Hunter) of existing references on sustainable development of tourism support stakeholders' involvement in the process of creation of action plans and in the decision making of strategies.

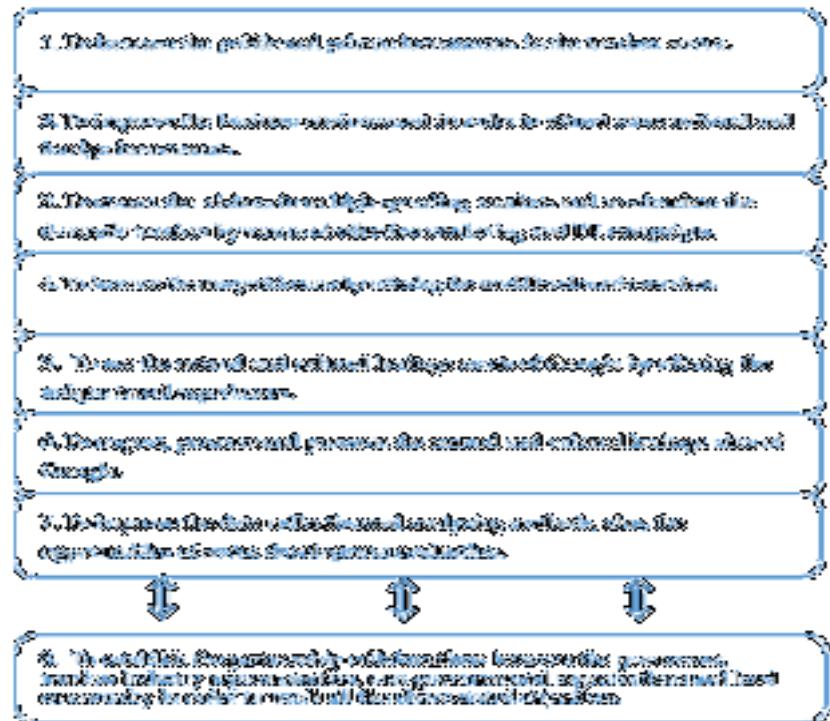
It is verified that the stakeholder management is a useful framework that can form sustainable tourism (McKercher 1993). If you look through sustainable tourism principles, the strong emphasis falls on the requirement for stakeholders' engagement; especially it focuses on coordination between different stakeholders and multi-disciplinary dimensions of their interaction.

A joint approach is a better complement to the principles of sustainable development, and therefore it lays the foundations to the much more sustainable development of tourism (Bramwell & Lane 2000:4):

- Cooperation between diverse stakeholders, including non-economic interests, can contribute to the consideration that diverse natural, artificial and human resources require more to maintain sustainable principles.
- The involvement of stakeholders who are presented from diverse spheres and of varied interests, allows for the development of integrated / joint policies, which in its turn is capable to advance sustainability (Jamal & Getz 1995).
- In case many stakeholders will be involved in the process of policymaking, it can lead to a more equitable distribution of benefits and expenses. The essence lies in the fact that each participation can increase awareness of the consequences of tourism, and hence elevated consciousness will provide a more fair policy.

It is noteworthy that we still have little experience of developing stakeholders' policies in the state. To achieve the target indicators set in "Georgian Tourism Strategy 2025" there are eight strategic tasks to be challenged (Figure 2.). As we can see, cooperation with stakeholders is one of the tasks in the strategic planning of the national administration of the tourism, however, is not clarified what mechanisms will be involved in their engagement in the planning process. Nevertheless, the degree of performance of this task determines the quality of successful implementation of the remaining tasks.

Figure 2.



Source: Georgian Tourism Strategy 2025

In the last decade, tourism is acknowledged as the state priority and large amount of investments were made in the related fields. As a result, the entire country and Adjara region itself has made considerable progress concerning attraction of tourists, that can be evidenced by the constant tendency of increasing number of tourists from year to year.

Generally, development of a complex field strategy, like tourism, requires a lot of effort. In particular, it is necessary to conduct an in-depth survey of local tourism resources, as well as general demand-

supply analysis in the region; to identify competitive advantages and disadvantages in relation to other touristic centers in the region; to set long-term priorities and investment plans and make them integrate, afterwards reflect them in other field strategies and action plans; to conduct campaigns of raising awareness; to mobilize and involve other major players of the field.

The quantitative data needed for research purposes were collected through a structured questionnaire. Respondents' opinions were established on the principles of sustainable tourism, the current state of tourism in the Autonomous Republic of Adjara and the strategy of subsequent development of the industry.

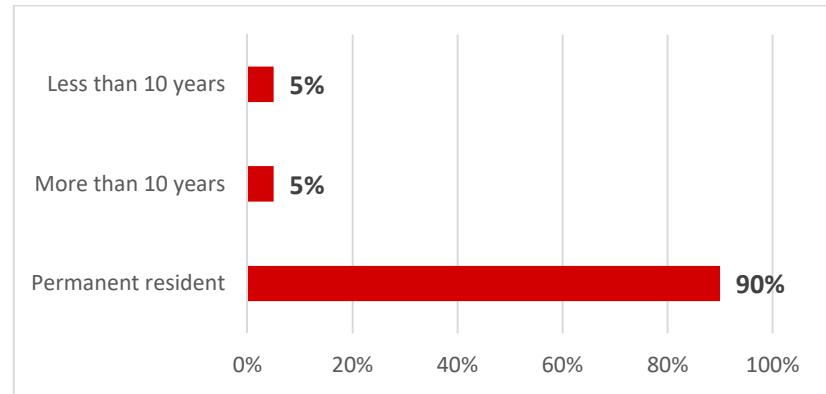
A number of questions in the questionnaire were adapted from Byrd, Reid, Hapitoglu, Choi and Sirakaya studies (Byrd et al., Reid et al., Hapitoglu et al., Choi and Sirakaya, 2005). The questionnaire consisted of 40 statements and the answers were evaluated using the 5 graded Likert scale, where 1 corresponds to the answer "totally disagree" and 5 corresponds to "completely agree".

After the questionnaire, we decided to use the Qualtrics online server and send it to the various interested stakeholders of the tourism industry. Part of the returned questionnaires was half filled, which would not be appropriate for analysis. Therefore, we had to sort out the completed questionnaires and finally we got 390 filled questionnaires, which is about 75% of respondents, 95% of confidence interval and 5% of the sampling error, which means that the survey results are representative for the stakeholders of the Autonomous Republic of Adjara. The data downloaded from the Qualtrics server were processed through the SPSS program.

[The profile of surveyed respondents](#). The majority of respondents participating in survey is female (63%), the largest group

of total participants (41%) falls into the 25-34 age interval. The absolute majority of respondents (90%) represent the permanent residents of Adjara.

Diagram 1. Percentage distribution of respondents by the length of residency in the research region

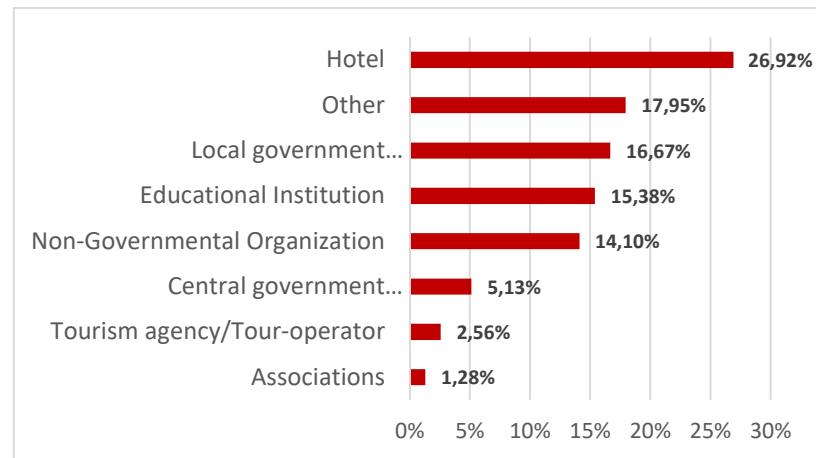


The respondents were divided into the different stakeholders implied the research objectives: Local government representatives, Central government representatives, Non-governmental organizations, Associations, Hotels, Travel agencies/Tour-operators, Educational establishments and „Others“ (blank are for text answer).

The results show that, the different stakeholder groups are represented unequally in the existing sample, even though it was ensured feasibly equal participation from different groups. As a consequence of applying to personal contacts while sending the questionnaires, considerably higher percentage measure of respondents was received from hotel representatives (27%), relatively equally were represented other private business, educational establishments, NGO and local government representatives. The least participation was noted from the representatives of associations

(1.28%), that could be explained by the small number of general population.

Diagram 2. Percentage distribution of respondents by the groups of different stakeholders



The research shows a comparison of means of five-point Likert-scale type statements of the different stakeholder groups. With the first part of the statements we intended to find out to what extent were known and agreed the general principles of sustainable tourism development by the stakeholders from tourism industry.

The results showed, that respondents are more likely aware and agreed with the principles related to the protection of natural environment, that generates the ecological sustainability. Whereas, the principles of economic sustainability is relatively less acknowledged. Should be noted, that the following statements – „Majority of employed in the tourism industry should be from the local community“ and „Tourism industry goods and services should be mainly purchased from the local community“ happened to be less important compared to the rest of statements for the respondents.

The significantly low indicator was received from the group of „hotel representatives“ – mean score – 2.79. But it should be noted that, according to the core principles of sustainable development is to ensure the greatest benefits for local community, that along with others include the statements used in the mentioned questions: to employ the local residents and goods and services to be supplied from the local communities. Generally, analyzing the data, we can conclude that stakeholder groups represented in the research are moreless aware and agreed with the sustainable tourism principles, but their knowledge varies widely between the social, economic and environmental sustainability.

The second half of statements aimed to learn how do stakeholders evaluate the ongoing situation of tourism development in the Autonomous Republic of Adjara, and what are their thoughts concerning the planning of future development path. It is worth to remark, that the mean for the whole sample was 4.83 for the following statement: „Tourism is important for Adjara A.R. and for people living here“. This approves and verifies the definite support to tourism industry development from all the participating stakeholder groups. However, at the same time, research reveals that they are not satisfied with the existing state of tourism development. The corresponding statement – „Tourism is well-developed in Adjara A.R.“ showed the mean of only 3.5, that is close to the neutral evaluation point 3 of Lykert scale.

The similar evaluation was shown for the logical extension of the previous statement – „I personally like the way tourism is planned in Adjara A.R.“ with the sample mean equal to 3.5. Although, here should be emphasized that compared to other groups, the least point (mean=2.9) was given by the representatives of non-governmental

organisations group. If we follow and discuss the evaluations from same group, NGO representatives think that tourism development does not meet the sustainable tourism development principles. Moreover, they think that tourism development is unorganized and chaotic in the region („Tourism development in Adjara A.R. is relevant to the principles of sustainable tourism development“ – mean=2.75, „Tourism development is unorganized in Adjara A.R.“ – mean=4.3), that demonstrated the most critical evaluations compared to other groups.

The following statements will be interesting to discuss: „Adjara Autonomous Republic has a strategic plan for tourism development“. Except the local and central government representatives, all the other groups stated the neutral position (mean=3.1), indicating that they do not have information about it. In fact, the Tourism Department of Adjara Autonomous Republic had a strategic plan of organisation 2015-2018, and also, for the first time was prepared a new strategic plan of tourism industry development 2025, although it was not yet publicly presented and discussed. We can assume two important conclusions based on this statement: 1. Except the local and central government representatives, the rest of stakeholders are not informed about the tourism department activities and about the new strategic development plan; and based on this 2. If the majority of stakeholders are not aware about the existence of strategic development plan, could be assumed that they have never participated in any stage of designing it.

The results show that different groups of stakeholders have different considerations towards different attitudes, some of which are expressed in critical positions. In our opinion, the difference

between their considerations gives the ground that it is essential to gather them in the planning process that will ensure sharing each other's knowledge, views and opinions, thus pursuing common interests and "common welfare".

**In the third chapter of the** thesis, "Stakeholders Engagement Improvement Phases in the Assurance of the Sustainable Development of Tourism" the concept of stakeholders' involvement practical realization opportunities are studied and the perfection ways of stakeholders' engagement into sustainable development of tourism in Georgia are set.

The set of six proposals, which is proposed by Jamal and Getz (Jamal & Getz, 1995) is a kind of instruction for managers and planners and researchers, who are studying tourism planning and collaboration in the field of touristic facilities management. They are related to the basic conditions, which are conducive for the development of tourism planning collaboration on the community level:

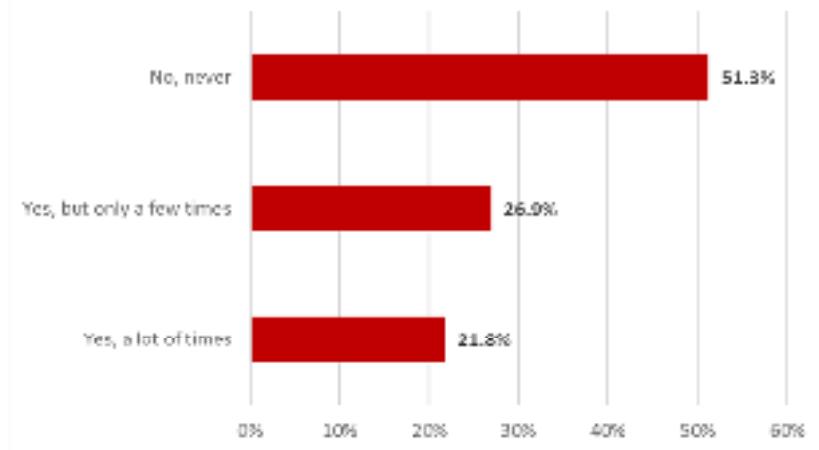
As the planning requires some time, local level planning by public bodies can be very difficult because of changes due to the elections. This will facilitate flexibility and dynamic planning process for involvement of the ordinary people and other major stakeholders that in its turn will provide changes in administration and adjustment to other forces, which will influence the tourism system. There is an important question: in what part is the stakeholders' collaboration the most effective in the total process of tourist facilities planning? For example: should stakeholders be involved only in vision review process, or should they also engage with the formation of goals and the policy of tourism? Or, should responsibility remain to the local authorities when it comes to the

formation and implementation of the goals and policy, after the vision has been already formed on the local level based on collaboration with stakeholders? Or, should the intermediary organization be formed for the purpose of current monitoring and regulations of planning on the travel destinations? Local tourist organizations, such as associations and visitor centers, generally have many stakeholders, which are oriented to marketing and advertising of the touristic objects. For the purposes of planning the requirements of the field, probably it will be necessary to establish the new structure, if the collaborative assignment of the existing structure is impossible. Considering peripheral touristic facilities, Keller states that for the assurance of local control and sustainable development, is based on the peripheral tourism operation and the organization „that“ requires support of all the sectors of the peripheral tourism industry. Community-based collaboration that will originate from the specific purpose of the development of the formal vision, for example, could turn into a vision document for further analysis for the relevant government authorities.

Nowadays, sustainable tourism development is considered, as a suitable concept for the development of touristic destinations and for successfully achieving the main goal requires outlined stakeholders' involvement into the planning process.

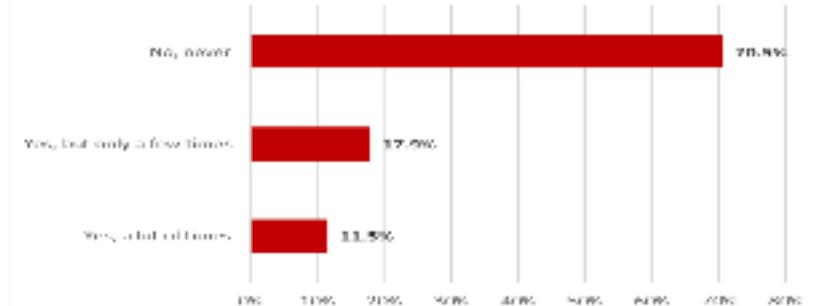
Prior consultations with the stakeholders in the strategic planning process, is the universal practice, which is aimed at improving the transparency of the provisions and giving opportunities to the users to engage with the interesting issues of the critical importance during decision-making.

Diagram 3. Percentage distribution of respondents by participation in different kinds of tourism related meetings.



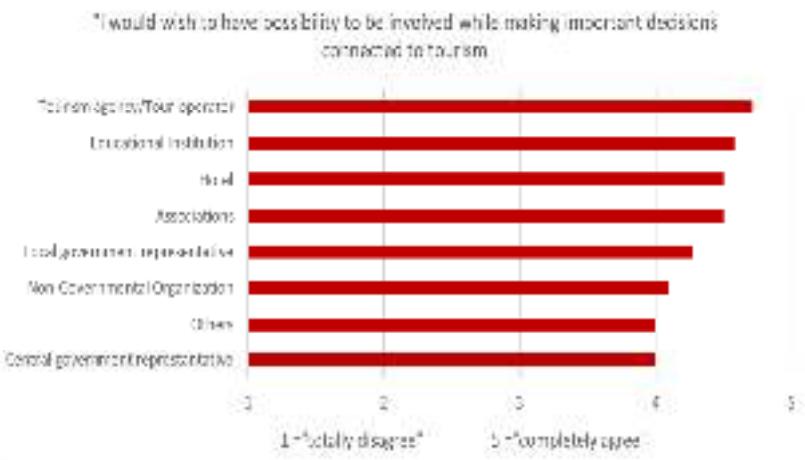
According to the Diagram 3, approximately 51% of surveyed respondents have never participated in any kind of meeting where the tourism development plans of region was being discussed. Furthermore, 71% of respondents state that they have never been asked opinion in any kind about the industry development by the policy makers (Diagram 4).

Diagram 4. Percentage distribution of respondents by possibility to reach their voice to the policymakers.



Based on the research objectives respondents were asked to state their opinion – if they would like to participate in the planning process (Diagram 5). As we supposed, majority had the positive feedback, with a total mean 4.4, that means that in case of government's political will, it is easily manageable to gather different stakeholders and their feedbacks, and therefore share theirs knowledge, views and experience between the different stakeholders of tourism industry.

Diagram 5. Percentage distribution of respondents by the different stakeholder groups and their opinion about participation in the planning process.



And finally, in spite of the fact, that according to the research, the survey respondents have certain knowledge about the sustainable tourism development principles, more comprehensive knowledge would be desirable, therefore raising much more awareness respectively to the given issues is essential . Accordingly, we believe, that it is important to:

- Prepare and implement public relations strategy, which will introduce stakeholders the information about the planned or current events in Adjara;

- Prepare a plan for increasing stakeholders' engagement in the various stages of planning. The study showed that the overwhelming majority of the respondents are willing to be involved in the process of tourism development of Adjara Autonomous Republic to some extend;

- Introduce and hold "polling" tradition, in which the local population will have the opportunity to state their opinions on certain issues.

If we consider the stakeholders theory, we will be able to formulate accompanying positive aspects of their involvement in policy planning:

- Cooperation creates specific base of knowledges, visions and a of opportunities of stakeholders interested in destinations;
- Cooperative relations may be politically much more feasible, if the stakeholders contribute greater input in the decision-making process , which in turn influence their functioning;
- Cooperation improves policies and related actions management, promotes tourism economic, social and environmental impact;
- Cooperation possibly prevents a long-term resolving conflicts;
- Also, it is clear, that involvement of number of stakeholders in tourism development planning process promotes sustainable development on the basis of efficiency, impartiality and conformity growth;

- The cooperation may also contribute to the joint development of effective and consequent strategy, thus kick off its jointly planned implementation.

Despite the fact, that in different circumstances we can receive a completely different model for successful realization of sustainable development of tourism, outline of the main stakeholders and addressing their interests to the common goals become imminent on the path to the success.

**The approbation of the work.** The main conclusions, sentences and recommendations are given in the Author's (N.Devadze) articles and in the materials of scientific-practical conferences:

1. George Abuselidze, Nino Devadze - Stakeholders and their role in sustainable tourism development, International Scientific Conference "SEU and Science", No 7, SEU, Tbilisi, Georgia 2018, pg. 166-173.
2. George Abuselidze, Nino Devadze - The impact of stakeholders on the sustainable tourism development, 4<sup>th</sup> International Scientific-practical Conferences "Modern technologies, socio-economic development problems and ways of solving them", Book of proceedings, Batumi, Georgia 2018, pg.55.
3. Nino Devadze - The role of sustainable tourism development in economic growth and poverty reduction, VI International Scientific-practical Conference "Tourism: Economics and Business", Conference proceedings, ISBN 978-9941-26-025-4. Batumi 2017, pg.52-55.
4. Nino Devadze - Jafari's "Platform" Model of Tourism Development and Contemporary Perspectives of Sustainable Development,

“ECONOMICS ” - Monthly International reviewed and refereed scientific journal, N5, 2017, ISSN 0206-2828, Tbilisi 2017, pg.112-124.

5. Nino Devadze - The current problems in the development of tourism satellite accounts and tourism statistics and their role in the development of industry in Georgia, Економічний аналіз N13, ISSN 2219-4649, Тернопіль; 2013 Pg. 36-38

### **Conclusions and suggestions:**

According to our study of the theoretical and practical materials given in the thesis, we consider that a certain attention should be paid to practical and the theoretical nature of the following statements:

1. The principles of sustainability include development of ecological, economic and social aspects of tourism, so it is necessary to maintain the balance among all three of them, in order to guarantee its long-term sustainability.
2. Jafari's platform model creates a useful framework for understanding how the approach has transformed from mass tourism promotion to apprehension that along with the benefit, tourism can also harm the community. Consequently, it shows how the idea for sustainable tourism development was established.
3. The traditional approach to the tourism development not always lead us to the substantial results, cash outflows often is caused because of foreign owner, foreign hired staff and imported goods. The starting point of the sustainable tourism model is - the fair distribution of economic benefits between the residents of the country.
4. The government should implement sustainability, as the adaptancy of fundamental policy and application of sustainable development principles towards all stages of development and tourism planning.
5. Tourism planning and development should not be done isolated. Tourism along with other activities should be a part of sustainable development of society and touristic destination. Its influence to other sectors should be considered, in terms of competitive use of resources and

mutual support. Holistic approach takes into account all forms of relations and impact of tourism industry and discusses the influence of public policy on tourism and vice versa.

6. Through the indicators, recommended by the world tourism organization, specific levels the government can determine and afterwards accomplishment of the higher-level sustainability. It should be noted, that these indicators are not only for environmental purposes. Some indicators even show satisfaction of visitor and the locals from the economic point of view. Those indicators are used to focus on eco-sustainability and political support of touristic destinations and community.
7. It is necessary to promote investments towards sustainable tourism. When the state practices investments in the protected natural areas, cultural heritage sites, water and waste management areas, thus encouraging incentives to private investors to allocate more investments in the direction of green economy, which is inevitable necessity for the sustainable development.
8. Nowadays, special importance must be given to the stakeholders' involvement all the stages of sustainable development, starting from the establishment of the policy to the project implementation stage. According to the common opinion, joint work can bring the significant benefits, while there is a clear consensus that different stakeholders involvement in the overall global solutions of multi-aspect is of vital importance.

9. Based on the theory stakeholders - any stakeholders should take part in determination of the future of the firms, in which they are interested. Moreover, management should continuously try to give opportunities to all stakeholders to be involved in the processes, and that the more powerful parties are not allowed to dominate over others, however, the theory does not imply that all the stakeholders are to be involved in all processes and in all decision-making.
10. "Common welfare approach" implementation can expand boundaries of stakeholders' theory, the results of which obliges the decision-makers regarding "correct behavior" for not only standing on their interest but also for everyone's well-being.
11. As we can see in the "Georgian Tourism Strategy 2025", cooperation with stakeholders is one of the tasks in the strategic planning of the national administration of the tourism, however, is not clarified what mechanisms will be involved in their engagement in the planning process. Nevertheless, the degree of performance of this task determines the quality of successful implementation of the remaining tasks.
12. Research has shown, that in Adjara, the stakeholders are more familiar with the natural environment protection-related principles that assures ecological sustainability in the region, however, relatively little is known of the economic sustainability principles. Though it should be noted, that according to the sustainable development principles, maximum benefit for local community is one of the main

prerequisites for development, along with the rest of the local population employment and supply of goods and services.

13. The analysis of the research results showed that the stakeholders do not have the information on of state institutions activities of tourism destinations of the autonomous republic. In particular, the respondents did not have information about the tourism development strategic plan, which means that beside local and central government bodies, the rest of the stakeholders have no inform about the tourism department activities and the development strategy of the sector.
14. To increase public awareness, we should prepare the effective strategy of public relations, which will provide information to stakeholders regarding the current or prospective events implementation in the autonomous republic.
15. It is necessary to elaborate the plan for increasing stakeholders' engagement in the different stages of planning. The study showed that the overwhelming majority of the respondents are willing to be involved in tourism development process of Adjara Autonomous Republic.
16. We think, it is important to introduce and hold polling tradition, in which the local population will have the opportunity to state their opinions on certain issues.

Our suggestions regarding stakeholders engagement approach implies consideration of each stakeholders' interests involved in the planning process. It is especially noteworthy to consider suggestions of representative working in the natural environment direction from associations, non-governmental organizations and educational institutions, who, as a rule, will never tolerate choosing such a

development that bears threats to the natural environment or the destinations in general.

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