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## Identity as a modern strategy for promoting Kosovo in the tourism market

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### Abstract:

*Tourism is one of the most complex activities of today's modern society. In developed countries, but also in some countries in transition it is an important export product and generator of employment. Tourism is considered one of the most profitable sectors for the economies of many countries and often is one of the activities that brings economic success. In addition to the economic benefits that the development of tourism brings, should be taken into account the negative environmental and social impacts caused during the exercise of tourism activities, which must be carefully managed.*

*Creating a modern identity for Kosovo would have a positive impact on promoting Kosovo in the tourism market. Hence the creation of a modern Tourism Strategy in Kosovo where the achievement of its goal is to promote Kosovo in the tourism market by using natural and cultural attractions, as crucial for the development of tourism and at the same time to prevent the use of resources with consequences irreversible negative. Various government agencies and relevant ministries emphasize that tourism is one of the priority areas where action should be taken, focusing on the tourist areas and natural resources of the country. Their vision for tourism is to make Kosovo and its tourist regions, choices for vacationing for many domestic and foreign tourists.*

**Keywords:** Tourism, Modern Strategy, Promotion. Objectives

## **INTRODUCTION**

Tourism is one of the industries that is experiencing significant economic growth and is a major source of revenue for the economies and governments of many countries. Being an industry that requires a high commitment of human resources, tourism also offers employment opportunities for millions of people around the world helping to revitalize local economies, raise living standards and reduce poverty. Modern tourism in response has made it necessary to create a modern strategy for the promotion of Kosovo in the global tourism market. Various government agencies and relevant ministries emphasize that tourism is one of the priority areas where action should be taken, focusing on the tourist areas and natural resources of the country. Their vision for tourism is to make Kosovo and its tourist regions, choices for vacationing for many domestic and foreign tourists. From the economic point of view most of the tourist destinations are dependent on tourist activities in order to survive and develop economically by providing income from these tourist activities. In addition to the positive factors mentioned above such as: revenues from tourism, employment, economic development and infrastructure, many destinations have experienced loss and degradation of environmental resources, social and ecological values. For this reason, the debates that take place today in the framework of tourism activities and between carriers and actors of tourism activities are related to the importance of developing sustainable tourism in tourist destinations. Researchers show that the participation and cooperation of interest groups is the key factor for the development of sustainable tourism (Yu, 2011). Without the support of stakeholders it is almost impossible to develop tourism sustainably (Andereck & Vogt, 2000; Andriotis, 2005; Gursoy, 2002). A sufficient number of researchers have studied the attitude of interest groups and the perception of the impacts of tourism in many different tourist destinations. Among the interest groups that have been studied and continue to gain academic attention are residents of tourist regions. Perception of the impacts of tourism on residents is a dominant topic in tourism studies. To date, a number of researchers have called for the involvement of all stakeholders in the development of sustainable tourism (Dodds, 2007; Getz & Timur 2005; Hall, 2007; Rya 2002). However, the diversity and heterogeneity of stakeholders in tourism make this process more complicated Waligo (2012).

## **DEFINITION OF THE PROBLEM**

*Why to create a modern strategy for promotion in the tourism market?*  
The creation of a modern strategy is necessary for the promotion of all forms of tourism in the tourism market. As a result of the lack of a modern tourism strategy, Kosovo faces various challenges and obstacles in promoting tourism in the tourism market. Therefore any possible action to increase the level of development of modern tourism and to promote quality tourism offers and services in the tourism market should take into account the participation of all actors and interest groups. This to explore current practices of promoting tourist destinations in Kosovo in the tourism market, strategic planning and participation of stakeholders in the process of promoting tourism, and creating a modern strategy in the field of tourism. These actions should increase the culture of conservation and management of the environment, encourage local communities, business communities and government agencies and organizations to participate in the development of a modern strategy in promoting tourism.

## **PURPOSE OF THE PAPER AND OBJECTIVES**

Through this topic, stakeholders will develop a framework for understanding identity as a modern strategy, tourism promotion and the tourism market.

The main purpose is to analyze identity as a modern strategy in promoting Kosovo in the tourism market, how do modern strategies affect the promotion of tourism in the tourism market. Investigate and analyze whether there are differences in the perception of the impacts (economic, social and environmental) of tourism on the four interest groups.

### **The purpose of the study is expressed through these objectives:**

To review the literature on sustainable tourism as a basis which serves to raise research questions, hypotheses and identify the research model. To identify differences between the perceptions of stakeholders about the impacts of tourism in Kosovo. To identify discrepancies between attitudes between stakeholders about the development of sustainable tourism in Kosovo. To analyze and synthesize these perceptions and attitudes of stakeholders to build a model which can

guide the development of sustainable tourism in the future.

## **WORKING METHODOLOGY**

The methods used for this paper are based on the available scientific literature, legal and planning documents from the field of tourism and related fields, as well as concrete research and surveys of tourists in the Kosovo market.

- a) Working methods represent the combination:  
the abstract-theoretical part based on the study of scientific literature (with special emphasis on identity as a modern strategy in the promotion of tourism);
- b) critical analysis of existing strategic documents and institutional analysis of tourism development;
- c) the empirical part, through the analysis of modern strategies as a key factor.

As mentioned above in the survey were taken 160 operators of tourism businesses from which the age of founders of hotel businesses was from 21-30 are with a higher number 87 or 54.38% of managers who manage hotel businesses

## **LITERATURE REVIEW**

The great importance of tourism referring to the great income it brings to world economies, especially for developing countries, of which Kosovo is a part of, makes it necessary to create policies and strategies that support its development. On the other hand, in addition to economic importance, these activities in the field of tourism have negative effects from the environmental, social and cultural point of view. Identifying the different perceptions and attitudes of stakeholders towards the development of tourism in a community should be taken as a first step in tourism planning in order to ensure trust, cooperation, harmony and mutual benefits for all involved (Kuvan and Akan2012). However according to the author Reed, M. (1997) "It has been found that by engaging in participants and citizens, the plan and strategy for tourism development is presented as a much broader vision of community aspirations, than it would be".

## **RESEARCH QUESTIONS AND HYPOTHESES**

One of the aims of the paper was to research and analyze if they exist differences in the perception of the impacts (economic, social and environmental) of the four interest groups: This paper aims to answer some research questions where by means of which facilitates the process of searching and gathering the data needed for testing of hypotheses. Economic tourism operators, government agencies, local community, tourists and differences in the attitudes of these interest groups regarding the need to create modern strategies in promoting Kosovo in the tourism market.

### **Hypotheses**

**H1.** Stakeholder attitudes are different about how sustainable tourism should be developed in Kosovo.

**H2.** Stakeholders' perceptions about the impacts of tourism differ from each other.

### **Research Questions**

- 1) Are there differences in attitudes between stakeholders about how sustainable tourism should be developed in Kosovo?
- 2) Are there differences in perceptions between stakeholders about the impacts of tourism?

## **2. STRATEGIC PLANNING OF TOURISM IN KOSOVO**

In the context of tourism planning and development, tourism is defined as a multidimensional phenomenon that includes the interconnected components of tourism products, activities, and services provided by the public and private sectors (Gunn, 1994; Pearce, 1989, 1995). Another contribution that comes with the implementation of strategic planning in tourism in Kosovo is the focus on the development of the tourist destination by drawing attention to the characteristics of the destination and achieving the goals to be achieved in different sectors of the scope. Strategic tourism planning in Kosovo should create the conditions to attract both investors and tourists from around the world, the way of thinking and organizing should go in the direction of internal development efforts focusing on meeting the goals and objectives (Goeldner & Ritchie, 2006). Many UNWTO (World Tourism

Organization) studies have claimed that "lack of planning has been responsible for most of the negative outcomes of tourism development" (1983). Of course these strategies cost a lot and the budget which it refers to the promotion must be substantial in order for the promotion strategy chosen to be successful. Market segmentation and target audience studies are needed.

Another reason why countries apply different and permanent promotion strategies is because of rivalry. In the literature it is noticed that there are three objectives that are usually included in the strategy for the development of sustainable tourism they are:

- a) preservation of the values of tourist resources;
- b) enhanced experiences of visitors who are in relationships interactive with tourist resources;

## **2.1 The Concept of Strategic Planning**

Strategic planning consists of planning processes that are undertaken in firms to develop strategies that can contribute to their work (Tapinos, 2005). The main aspects of strategic planning are: the use of planning tools and frequent control of plans. Strategic planning can contribute to the work by generating relevant information, creating a good understanding of the environment and reducing uncertainty (Hodgetts & Kuratko, 2001). Steiner (1979) has provided a prediction of the notion of strategic planning. According to Steiner, planning is a restless attitude and process where current decisions reflect consequences in the future.

The concept of strategic planning has been continuously developed since the war studies before the new era where military strategies were created in order to exploit the weaknesses of competitors through plans and goals to achieve a favorable situation for themselves and thus eventually win battle.

Strategic awareness means the ability to make an assessment of the total implications of a particular change (Gibb & Scott, 1985). This means not only being aware of the immediate consequences of any new development but also reflecting on the long-term consequences.

"Tourism planning as a concept sees the future and has to do with the expected consequences where it is the only way the advantages of tourism can be considered. Tourism planning must be strategic and integrative." Author Murphy (1985) also noted that.

## **2.2. The concept of the tourist system**

If the concept of one-dimensional considerations of concrete spatial problems is addressed, then many functions of tourism complexity remain outside the review system. Tourism, as it is known, is a basic requirement for contemporary man where in the lens of examination are taken the conditions of his fast life dynamics, from which are created more complex forms of life focused on work, circulation, rest and recreation. All the mentioned components can represent the community of a tourism system consisting of three main components:

1. Introduces the tourist issuing population of the area.
2. Represents the destination area of tourist traffic, respectively the recreational-receptive area.
3. The connection by means of transport between the emitting and receptive areas (Gashi, 1986).

A more intuitive description of a complex system can be given as: "a system for which it is difficult, if not impossible to reduce the number of parameters that characterize, without losing its essential global and functional effects" (Pavard&Dugdale , 2000).

## **2.3 Tourism Industry**

Despite the lack of institutional support and investment in the tourism sector, the number of international travelers visiting Kosovo has progressively increased from 24,616 in 2008 to 79,234 in 2015.<sup>1</sup> The most visited regions in Kosovo by international guests in 2015 are Prishtina (53,057), Peja (12,694) and Prizren (9,779) .<sup>2</sup> The data available for this sector are very limited. Tourism is assumed to contribute directly with more than 1% to Kosovo's GDP and employs more than 9,000 people (3.5% of total employment), while the world average tourism contribution to GDP is 3.3% .<sup>3</sup> Public investment (human and financial) in this sector are negligible. The Ministry responsible for tourism development is the Ministry of Trade and Industry, with a Tourism Division which employs three full-time public officials. The Agency for Investment and Enterprise Support in Kosovo (KIESA) is Tourism Development through efficient policies and legislation, the public institution responsible for promoting tourism. Both bodies commit very small financial amounts for the development of the sector (less than 100,000 euros per year). Unlike the central level, the commitment (product development, promotion and start of public-

private projects) of some municipalities such as Ferizaj Peja, Prizren and Gjakova for the development of tourism has been significantly higher.

## **2.4 Institutional Framework**

In the case of tourism in Kosovo, administrative bodies have been demoted from the government department to a division within the Department of Industry, which is the lowest body of a ministry. It is therefore clear that Kosovo has a weak institutional framework related to tourism which contributes to low institutional attention and budget allocation. The only national tourism administrative body (AKT) is a division within the Ministry of Trade and Industry. Such a low status of an AKT runs counter to the Government program that lists tourism as an important sector of Kosovo's economic development for the private sector and the economy in general.<sup>7</sup> In other countries in the region, the level of tourism development is represented in the government hierarchy. For example, Croatia has a Ministry of Tourism, Albania, the Ministry of Economic Development, Tourism, Trade and Industry, while Serbia has the Ministry of Trade, Tourism and Telecommunications. Macedonia is the only country besides Kosovo that does not have a ministry for tourism, but unlike Kosovo AKT that deals with tourism in Macedonia is a department within the Ministry of Economy.

## **2.5 Tourist identity**

Identity tourism can refer to the act of acquiring a racial, ethnic, socio-economic, sexual, or gender identity for recreational purposes, or building cultural identities and reviewing one's ethnic and cultural heritage from what tourism offers to its customers.

Early contributions to identity tourism allowed scholars to explore the intersection of tourism and identity. Early scholars conducted investigations into the impact of tourism locations and how the culture portrayed influenced visitors. The concept creates the history of identity tourism. However, this traditional view of tourism has evolved to include the impact of the internet on identity tourism.

The Internet allows people from different backgrounds to share their culture and experiences with everyone. People who use this information and their perceptions changed or influenced the tourism



experience in identity. The impact of the internet on identity tourism can be seen as contemporary identity tourism.

It can be said that tours are sold on the tourism market. Hence, the impact on tourism from a promotional point of view should be understood as a set of ideas and symbols that the person experiences, consciously or unconsciously in connection with a certain term, which is propagated from the wound of the tourist enterprises and the bearers of propaganda of your tourist place, region, and country. Every tourist enterprise and tourist region has its own characters.

The identity of the tourist enterprises and thereafter and to a large extent form the identity of tourist, the events and the tourist palace, known as their identities determine:

- is the design the enterprise, determined by the propagande stands (name, trademark, hook color, standardized documents)-date its exterior, surroundings etc.:

- the communication of the company, expressed through the totality of the recognizable and specific promotional actions and visual prepositions that are repeated and that the potential tourists remember,

- Enterprise culture as a value system in identity is not equally perceived by potential buyers.

### **3. BASIC RESOURCES FOR THE DEVELOPMENT OF THE TOURISM STRATEGY IN KOSOVO**

Kosovo has a favorable geographical position and has significant resources subterranean, aboveground, human as well as suitable climate, flora and fauna. Its geographical position presents its natural advantage. Kosovo is a Balkan, Mediterranean and European country. It is a transitional region, through which pass the geostrategic routes from Western and Northern Europe towards the Middle East and further into Asia as well as from the Mediterranean with the eastern states of Europe. Kosovo presents specific tourist motives in the former Yugoslavia which it consists of from the lowlands of Kosovo and the Dukagjini plain and the motifs of Sharr, Prevala, Bjeshkëve of Nemuna (Albanian Alps) and Kopaunik mountains. In such parts are concentrated large number of anthropogenic motifs, cultural and historical motifs, old settlements and ethnographic-ethnological motifs with their specifics.

### **3.1 Characteristics of the physical environment of Kosovo**

Kosovo is located in Southeast Europe, characterized by central position on the Peninsula Balkan. Bordered by: Albania (112 km length of the border), Macedonia (161 km), Serbia (352 km) and Montenegro (77 km) (UNDP, 2002). It lies in latitude north from 41 ° 50'58 " to 43 ° 15'42 " and east longitude from 20 ° 01'02 " to 21 ° 48'02 " (MMPH-DPH, 2002). The surface of Kosovo is at 10 908 km in which live about 1 820 631 inhabitants. Kosovo is surrounded by high mountains, several ridges mountain passes over 2000 m above sea level (highest peak Gjeravica 2.656m) (Çavolli, 1997), which have different geological compositions while there are two in between the largest plains that of Dukagjini and Kosovo. Agricultural land is 53% and forests 39.1%, about half of agricultural land (52.3%) is arable, while a third (31%) are pastures (UNDP.2002)). The industry is in the transition phase. Such an economic profile has conditioned the dominance of the rural population over the urban one. In demographic terms Kosovo is a compact space where the Albanian nationality constitutes about 90% while other nationalities about 10% (Serbs, Montenegrins, Turks, Muslims, Roma, etc.). By age Kosovo's population is young, dominated by under 19 years of age, with 42.5%. Capital city is Prishtina and other major cities are: Prizren, Mitrovica, Peja, Gjakova, Gjilan and Ferizaj (MESP, 2004).

### **3.2. Climate and Temperatures**

In Kosovo the climate changes during the four seasons of the year. Winter is snowy and with low temperatures. Spring and autumn are cool and rainy and summer it is hot and dry with an average temperature of +20 0C. The beauty of nature - Kosovo is rich in vegetation and rich animal life. Kosovo is famous for its beauty natural such as: waterfalls, canyons, gorges, caves, beautiful places for sports, picnics, hunting, fishing, swimming and ski terrains. The special climate allows conditions for skiing up to in May.

### **Relationships between research questions and hypotheses**

The following section presents research hypotheses and questions based on the theoretical basis of the work starting from the purpose of the study.

### **Research Question 1:**

Are there differences in attitudes between stakeholders about how Sustainable tourism should be developed in Kosovo?

**H1.** Stakeholder attitudes are different about how Sustainable tourism should be developed in Kosovo.

To prove this hypothesis, twelve variables or indicators which give us to understand that sustainable tourism means a state of tourism based on the principles of sustainable development, taking into account "fully address current and future economic, social and environmental impacts" and address the needs of stakeholders (Waligo et al.)

- Tourism must be developed and managed to meet the needs of the present and the future;
- Tourism development must respect the nature and character of local communities;
- Ecosystems in Kosovo must be preserved as required;
- Family businesses should be encouraged and supported;
- Effective marketing collaboration networks related to marketing need to be operationalized;
- Revenues generated from tourist destinations should be used efficiently to further develop tourism;

### **Research Question 2:**

Are there differences in perceptions between stakeholders about the impacts of tourism?

**H2.** Stakeholders' perceptions about the impacts of tourism differ from one another.

To validate this hypothesis, the variables or indicators of which relate to the impacts of tourism relying on the authors (D.-W. Ko, W.P. Stewart, 2002), (economic, social, environmental) both negative and positive. Relying on the author (Byrd, 2009) this study aims to analyze the differences in the perception of tourism impacts between four stakeholders: operators tourism economics, governmental and non-governmental agencies, local community and tourists, where through these impacts of tourism the verification of the hypothesis has been done.

The gender structure of employees in hotel businesses is an important element although in Kosovo the largest number of employees

are male while the number of female employees is to a lesser extent, despite the fact that day by day in recent years there is an increase in awareness that also women need to be involved in this process. The graph above shows the data for the gender of employees in hotel businesses. From the surveyed businesses it turns out that 57 or 35.63% are female employees, while 103 or 64.38% are male employees

**Tables: 1 Satisfaction with staff work**

| Satisfied of the staff | Not at all satisfied | Not satisfied | Somewhat satisfied | Satisfied | Very satisfied |
|------------------------|----------------------|---------------|--------------------|-----------|----------------|
| Waitresses             | 0.00%                | 5.00%         | 12.50%             | 33.75%    | 48.75%         |
| Bartends               | 1.88%                | 2.50%         | 20.63%             | 30.63%    | 44.38%         |
| Chef                   | 1.88%                | 10.63%        | 11.88%             | 23.13%    | 52.50%         |
| Receptionists          | 0.00%                | 0.00%         | 18.13%             | 21.25%    | 60.63%         |
| Supprt staff           | 0.00%                | 0.00%         | 10.63%             | 38.75%    | 50.63%         |

The table above presents the data which show the largest influx of visitors during the four seasons of the year. From the analysis of the responses of 160 businesses hotels which were surveyed 30 or 18.75% of them have visitors during the season of spring. During the summer season it is seen that the influx of visitors has increased to 79 or 49.38%. During the autumn season there is a decrease in the flow of visitors 12 or 7.50%, while during the winter season again there is an increase in the flow of visitors 39 or 24.38%.

The increase in the number of visitors affects economic development. The graph above shows the data which show that if we have an increase in the number more visitors in the coming years, will this affect development economic development of our country. From the analysis of the responses of hotel business executives we see that they have generally responded 100% positively.

### **Food preferences**

Food has an importance which is necessarily introduced in the traditional culture where it should be enriched and intertwined with the modern culture where I know how to give our country a kind of tourist value or even economic value with our products. From the analysis of the answers of the tourist service providers in the graph above we see that visitor preferences were higher for traditional food at 129 or 80.63% e while 31 or 19.38% preferred to eat more modern food.

**Table 2: Visitors satisfied**

| Visitors satisfied                    | Not at all satisfied | Not satisfied | Somewhat satisfied | Satisfied | Very Satisfied |
|---------------------------------------|----------------------|---------------|--------------------|-----------|----------------|
| Socializing people(their hospitality) | 0.00%                | 0.00%         | 4,38%              | 48.75%    | 46.88%         |
| Tradional cuisine/drinks              | 0.00%                | 0.00%         | 6.25%              | 31.88%    | 61.88          |
| Low cost compared to quality          | 0.00%                | 0.00%         | 2.50%              | 46.25%    | 51.25          |
| Quality of accommodation services     | 0.00%                | 0.00%         | 0.00%              | 51.88%    | 48.13%         |
| Good position of the hotel facility   | 0.00%                | 7.50%         | 6.88%              | 40.00%    | 45.63%         |
| Natural beauty aruond the facility    | 0.00%                | 3,75%         | 5.63%              | 41.88%    | 48.75%         |

The table above requires the option of tourists service providers how satisfied visitors are with the reception, service and accommodation in hotel facilities in Kosovo.

**Table 3: Barriers to business operation**

| Barriers of bussines to operation           | Not at all obstacles | Little | Few    | Neutral | Many obstacles |
|---|----------------------|--------|--------|---------|----------------|
| Lack of skilled workers                     | 23.13%               | 8.75%  | 36.88% | 20.00%  | 11.25%         |
| Surplus workers                             | 10.63%               | 13.13% | 26.25% | 10.63%  | 39.38%         |
| Menagerial skills                           | 7.50%                | 15.00% | 25.63% | 11.88%  | 40.00%         |
| Highelectricity consumption and lac thereof | 1.25%                | 6.25%  | 14.38% | 2.50%   | 75.63%         |

Obstacles in the operation of hotel businesses are important elements because if these are going to happen for a long time then these businesses will be facing more problems. The graph and table above show the identification data of the obstacles that these businesses face. From the surveyed businesses it turns out that 23.13% have no barriers at all with skilled workers, while 36.88% answered to some extent, 20% of them had neutral responses while 11.25% had many barriers in the absence of qualified staff. In terms of the large number of workers u identified at 39.38%. While 40% were identified as the biggest barrier

to skills managerial and 75.63% were managerial responses identified as barriers to large electricity consumption and lack of it.

Summary of findings from economic operators / service provider tourist 160 surveys of tourism business operators were taken in the survey, out of which the age of the founders of hotel businesses was from 21-30, with a larger number 87 or 54.38% of the managers who manage hotel businesses. This means that it is quite old good to manage. The gender structure of the founders of these businesses was mainly male where it dominated with 129 or 80.63%. The level of management education was from the surveyed businesses it turns out that 23 or 14.38% of employees have primary qualification, while 89 or 55.63% are employees who have secondary qualification and 48 or 30% of employees have higher qualification. The type of visitors with the largest number 72 or 45% were mainly visitors from the cities of Kosovo, while 68 or 42.50% were mainly visitors from the countries of the region and 20 or 12.50% of them were mainly visitors from the abroad 79 or 49.38% of their total number. Visitor preferences were higher for traditional food at 129 or 80.63% of them.

From the analysis of the answers of the founders we see that they are generally very satisfied with their staff which includes various categories such as: Waiters, Bartenders. These tourism have pointed out the economic perspective of the development of sustainable tourism which is also related to the ecological perspective of this tourism.

To the question: "Are you preparing a strategic plan for the development of Kosovo tourism? The part of the respondents at the municipal level answered with 30 or (85.71%), at the state level we did not have an answer, while 5 or (14.29%) answered No, but we are in the process. This supports the fact that the agencies municipalities have made strategic plans, while government agencies do not yet have made a strategic plan for the development of Kosovo tourism, but are in the process.

Summary of findings from governmental, non-governmental and local agencies Stakeholders ranging from governmental, non-governmental and local agencies emphasize that the development of sustainable tourism is considered an important condition in the overall management of tourism development in Kosovo. When stakeholders or governmental, non-governmental and local agencies agree that tourism is already an important industry with a positive impact, which offers opportunities for Kosovo's economic development, while the fact that

stakeholders do not have good coordination in Most tourism actors have shown a high degree of response that mountain tourism will be a key topic of discussion, although Cultural Tourism, Rural Tourism, Religious Tourism have been bypassed completely.

## **CONCLUSIONS AND RECOMMENDATIONS**

This research has identified a large number of important issues of planning and management, which should be specifically addressed to the development of sustainable tourism and the development of strategy in destinations tourism in Kosovo.

These issues are discussed in the following points:

1. One of the most important inclusions from research findings is the need to a common vision of actors for the development of tourism in Kosovo is identified.

2. Understanding the different values of stakeholders and the values which are common to them. Stakeholders across tourist destinations is with great importance to achieve sustainable results in tourism development. Authorities various government, which currently have influence over these processes should include the values identified in each planning process undertaken in this direction.

3. Areas of special tourist importance of Kosovo such as the national park "Sharr" and "Cursed Mountains" are natural resources, which in a way directly exploited or influenced by the community, tourists for activities which also affect the different types of changes that are taking place in region.

### **Recommendations**

This research aims to study current practices for creating a strategy for sustainable tourism in Kosovo.

It determines the degree to which plans and strategies for sustainable tourism development in Kosovo are implemented as well as the degree of cooperation of stakeholders such as tourism operators, tourists, governmental, non-governmental and local agencies as well as residents in this process and what are their attitudes on sustainable tourism and the perception of the impacts of tourism on these stakeholders in Kosovo.

### **Recommendations to hotel businesses**

- Although in our country the participation of women in the management or running of hotel businesses is small, this participation of women should increase as much as in the years in following in the management process.
- Competition in the market, lack of experience are important factors to come to the owners decisions to establish and run a business in the hotel sector. It is known that past experience and years of operation in this sector have a positive impact on the management of the hotel business. Business founders need to hire managers who have more experience in managing the hotel business.
- The number of employees is of great importance, because hotel businesses need to hire staff who have work experience in the field of tourism and hospitality.

The gender structure of employees in hotel businesses is an important element, although in Kosovo the largest number of employees are male, while the number of female employees is to a lesser extent.

### **Recommendations to tourists**

- Tourists are good to visit Kosovo, because it can be easily reached.
- The climate is good, the quality of accommodation is adequate.
- The offer of local cuisine is quite good and quality with traditional food.
- Residents are very hospitable.
- Tourists who have just visited our country should recommend Kosovo tourist destinations to their friends.
- Tourists should be informed and have responsible behavior in tourist destinations.

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