

## VALORISATION AND MANAGEMENT OF THE TOURIST RESOURCES-A CONDITION FOR SUSTAINABLE TOURISM DEVELOPMENT

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**Abstract:** *Tourist valorization is one of the most important and complex questions in the theory and practice of tourism, which means qualitative and quantitative estimation of tourist resources' values. Valorization represents the most significant phase in the planning of tourism spatial development, for the purpose of objective evaluation of tourist resources' values. Speaking of tourism development in a particular area, a priority is given to the resources with highest value aiming to provoke the biggest tourist demand.*

*Existence and attractiveness of tourist destination resources is particularly important to the destination development. Nevertheless, the true tourist resources' valorization depends first and foremost on tourists, that is, on their subjective perception and estimation.*

*The issue of managing the tourist resources, that is, the tourist management, is getting even greater importance, the aim of which is the achievement of the integral component of using tourist resources profitably, their maintenance, that is, taking advantage of the resources without damaging them and their development. The result of this is the need for an examination of the significance of managing the tourist resources development.*

*The concept of a sustainable development of tourism involves few dimensions which show the connection of the economic, social and cultural development and limitations of life environment, without domination of any part of those elements. The continuous development of the tourism depends first and foremost on the ability of life environment to provide a stable and long-term basis of development.*

**Key words:** *sustainable tourism, valorization, management, tourist resources, tourist offer, tourist demand.*

### Introduction

The issues of tourist valorization of the resources are emerging as a consequence of the need for axiological approach to the interpretation of tourism development. Tourist valorization is very complex and important issue not only in the theory of movement, but also in economics, organization and many other sectors of the tourism development. The tourist evaluation in all areas of tourism activity and valorization depends on the objectives to be achieved. Because tourism

values can be affirmed and potential, valuation should be qualitatively and quantitatively, in order to give their best combined results.

The problem of managing tourism resources, and tourism management, is gaining an increasing importance in order to achieve integral component of profitable utilization of tourism resources, their preservation or use without exploitation and development. Therefore there is need for consideration of the importance of managing the development of tourism resources. It means devoting special attention to human resources in tourism, or their expertise, ability and motivation to engage in the planning and development of tourism, while knowing its importance to the overall economic development of the country. Also attention is paid to the organizational structure of tourism or its willingness to bear the responsibilities of the job, the importance of service as a significant destination activities offered to tourists and consider the need for establishing a tourist information centre.

Does a particular environment have the potential to develop tourism or not, or whether it has content that will enable meeting the desires and needs of tourists, largely indicates on the level of opportunity for tourism development in that area. First of all it is important to determine what kind of content or factors in the area has performed dismissal or meet tourist needs, ie the receptive field.

The concept of sustainable development implies a balanced economic, social and cultural development without endangering the environment in which future generations will enable them to develop the same or higher than the current level. In the endeavour to prevent ad hoc tourism development in order to successfully overcome the daily changes that occur in a turbulent environment, planning for sustainable tourism development occurs as the only way to do it successfully.

### **1. Conception of tourist valorization**

The tourist valorization as one of the most important and most complex issues in the theory and practice of tourism, implies a qualitative and quantitative assessment of the value of tourism resources and represents the most significant phase in the planning of the spatial development of tourism, all that in order to objectively assess the tourism values of resources . When discussing the development of tourism in a certain area, priority is given to those resources that have the greatest value and are expected to cause major tourist demand.

The tourist resources can be analyzed from two aspects. The first is when you talk about the attractiveness of the tourist resources, i.e. for some of the attractive attributes (recreational, aesthetic, distinguished and prominent) that can satisfy the tourist need. However, in order these

attractions to be used, it is necessary to engage them in the tourist offer. That, on the other hand requires investment funds to take over some activities, such as road or hotel construction, organizing services, creating propaganda activities, with the purpose to use or introduce the attractive effect of a resource or to create conditions that resource to be included in the tourists offer. So, the effort allows formation of the tourist offer which has a market value and can be valorized at the tourist market. In order the attractive features of tourism resources to obtain market value through a form of tourist offer, it is necessary to conduct a tourist valorization procedure. It should be noted that as tourist values are noted those motives that can be economically exploited, i.e. those that can be treated as a commercial tourist facilities.

Before the verification of the forms of economic fertilization starts, an analysis of the tourist needs on one hand should be performed and estimation of the possible tourist visits on the other hand, as one of the very important issues for the tourist valorization. This means that the tourist valorization cannot be reduced neither be identified with the economic valorization, because the economic valorization does not only involve evaluation of the existing, but also creation of new values. Tourist valorization actually represents a process of evaluating the values of tourist motives, but also their economic activation which will be maximally subordinate to preservation of the integrity of the tourist values.

When speaking about, the elements that will be treated as criteria for tourist valorization, it should be noted that they are numerous and varied. Many of them fall within the scope of geographical researches, but potentially the most correct approach to this problem is one that is based on integrity and inter-disciplinarily. In the procedure of tourist valorization the gradation and systematization are necessary, whereupon the base of research of some elements, occurrences and facilities, conclusions can be made for other.

Different authors use different criteria for tourist valorization, so it is very difficult to establish unique criteria that can be applied to any situation and will always produce the same results. The problem is especially prominent among criteria for testing the recreational experiences and evaluation of the tourist motives by tourists, due to the great heterogeneity and specificity of the travel needs.

It could be said that the basic elements of tourist valorization are: (Jovičić, et.al., 2005)

- Attractiveness of motives (resources)
- The geographical position
- The distance of the mother regions (dispersion).

The valorization of the cultural tourism resources is much simpler than the valorization of the natural resources, because the characteristics of cultural resources can be precisely determined on a relatively simple way, primarily speaking of the time of occurrence, stylistic expression etc. On the other hand, natural tourist motives are more complex in terms of attractiveness, more immediate and more durable.

Taking into consideration the fact that in order to meet the cultural needs less time is required, and for meeting the recreational needs longer period is needed, then you know that natural motives cause longer withholding or stay of tourists apart from cultural motives, which on the other hand brings major economic effects.

However, every natural resource must not represent a tourist attraction or value at the same time, if there aren't any conditions that can be used economically. That is, those natural resources are not valorized and are not included in the tourist offer, are not known to the general public or to the potential tourists, and therefore do not constitute a tourist attraction. It actually means that they cannot economically be used (exploited).

The tourist attraction is an important measure of the value of any resource, but it is neither permanent nor enduring status of the resource. It is actually a relationship between tourism needs that stand in the basics of movement on the one hand and resources as an internal wealth that meets those needs on the other hand.

By determining the attractiveness of the resource it also determines the area in order to attract potential tourists. You can talk about the resources that have local and small picnic character and meaning and for resources that are of global status and importance.

In tourist valorization of equal importance two components occur, namely:

- **Functional** - when defining the type and range of motion,
- **Spatial** – when determining the characteristics, location and schedule resources.

In terms of the functional component it should be noted that it cannot objectively or realistically assess the value of tourism resources, if previously the turnover is not analyzed, both from qualitative as well as from quantitative aspects. On the other hand, it should be noted that tourist movements can be studied and analyzed in isolation from the resources.

When it comes to the spatial component, it is necessary by the resources to identify characteristics that can be connected to some of the attributes of the general tourist attraction. Such presented feature with

comparison of resources should be associated with the characteristics of similar resources in the area that is treated. Both components determine a specific treatment of economic- tourist facilities, because there isn't any tourist economy without a certain amount of turnover.

Referring about classic product, i.e. improving the distribution and sale, then you know that it can be done with certain activities which include reducing the cost and improving the quality of the product. On the other hand, when discussing the distribution and quality of the tourism product as an integral product of a tourist destination, it is that the tourism management is based primarily on demand for specific tourism resources, then you need to have in mind the importance of the fact tourist construction, the price level of services, forms of propaganda and everything else that affects the resources and may encourage tourism effects.

Besides the above mentioned elements as a basis in the process of the tourist valorization great impact and significance have the level of attractiveness of the motives, the level of developed traffic network and accommodation, the level of facility of the tourist destinations and so on. In other words, we can say that the tourist valorization actually refers to motives in all areas of the tourism activity. As of the initiative area where the needs of the potential tourists arise to engage in the tourist flows, through the communicative sphere, receptive and especially important valorization to attractive-motivational factors in the attractive - motivational area.

According the World Tourism Organization (World Tourism Organization - WTO) there are two kinds of tourist valorization factors, internal and external.

**Internal factors** indicate specific characteristics and values of each tourism resource separately. These factors on one hand are related to the level of resources used in tourism (urbanization, infrastructure, equipment and travel services) on the other hand, they refer to permanent i.e. characteristic properties of tourism resources, among which those attractive attributes of resources which is based on their tourism value.

**The external factors** are consisted of those elements that allow the use of tourist resources of a given area and are related to the availability of resources, expressed through adequate infrastructure that provides access to given resources, the proximity of the network centers or sources of demand, which in large influence the intensity of tourist movements to resources, the specific tourism resources, which is determined by comparing with other resources of the same type and the

importance of those resources, which is determined based on the scope of the tourist demand oriented to the given resources.

The criteria for tourist valorization that WTO has defined belong to the group of *objective criteria* and are evaluated by travel experts. However, experts are facing a particular problem in determining the permanent features of resources because it is difficult to generalize them because for each type specific criteria should be used. It should be taken into consideration that in the space evaluation, various factors are affecting the tourists that is of subjective importance. Tourists differently perceive tourism values and therefore their opinions should be accepted and treated as corrective findings, which, expert teams will properly implement in the procedure of the tourist valorization.

It is evident that the WTO treats the procedure of valorization in a broad context, because, despite the tourist resources, great attention is paid to the assessment of the level of tourism construction and space facility.

## **2. Strategic management of tourist resources**

Tourist resources do not exhaust during the creation or the establishment of the tourism product, but preserve, develop and enhance its value. Therefore they involve complex, dynamic and interactive determination of tourism management.

Because tourism product is a set of different benefits, goods and services that serve to satisfy the tourist needs of the buyer during ones trip and stay in a destination, (Kobašić, 1981) characteristic is that it becomes ready for market only with the participation of two or more companies that participate in the creation or manufacture products or provision of services. Thus the strategic management of tourist resources involves making decisions concerning the proper allocation of resources in a particular destination.

Therefore it is required a completely proper selection of appropriate management personnel who will be capable to efficiently and effectively manage the resources in tourist destination.

Management is a complex activity that involves planning, logical and scientifically based way to manage tourist resources. On the other hand, efficiency and profitability should be the leading idea in the work of all the companies that participate in the establishment of the product of a tourist destination. Therefore special attention is paid to the complexity of available resources and their qualitative and quantitative characteristics. These features are related to the deficiency, structure, attitude, ability to use environmental features etc.. Also what is

important is a blend of natural, anthropogenic, primary, Chambers (facilities, infrastructure, capital) resources.

Defining the fundamental targets of management of tourist resources actually refers to setting the general goals including the creation of a unique tourist product which will be a "trademark" of the destination, then take all actions that are in direction of achieving the goals, which includes allocation of tourist offer on the basis of available resources and their integration into the unique national tourism strategy.

The basis for the management of tourist resources actually refers to managing costs. The manager must know the rule which costs, which products, on which market and the right time to act. Its task is to create a vision, tactics and basic strategy for managing costs.

When it comes to the management of tourist resources, then it refers primarily to establish the basic costs of tourism resources and the possibility of their correction. It also requires proper analysis of the environmental costs, which occur as under the influence of others, and under the influence of tourism enterprises. Economic costs however, usually occur for healthcare tourists; unpredictable expenses etc., and arise as a result of inadequate use of resources.

Human Resource Management in the tourism industry takes up first place, if we have in consideration the fact that work in companies specializing in tourism and hospitality can never get completely mechanized, when it is known that the leading force are actually the human resources. These resources create profitability as primary criteria for successful management. Therefore the management should always emphasize the integration of people and the ability to guide the company. These are accomplished successes of present as well as future management of tourist resources. Modern tourism management requires a complete staff and the modern management of human resources in the tourism and hospitality. It gives a special importance to the knowledge of the staff as basis for successful management and therefore has a strategic approach to the establishment of adequate staff. However, the human potential that is properly trained, will give their best only if one is assigned at the work post properly, and of course appropriately rewarded. (Rakicevikj, 2004) For effective and efficient management of human resources is essential to plan. The plan of human resources should be based on the strategic business plan of the company. The planning of human resources in another turn, determines how the importance and contribution of one hand, and the responsibility of human potential on the other side contribute all in all to achieve the goals.

By changing tourist conditions and methods of valorization of tourism resources, the basic premises of tourism management are

changed. In fact, it's emphasized the need for highly specialized and quality education, or knowledge for managing tourist resources, where the creativity of the human resources is increasingly appreciated, especially the top management. Although tourism personnel should work as a team, however their work is with a large degree of individuality, or each employee performs the duties as one thinks will best respond to the desires and needs of consumers or tourists. There comes the expression of their creativity and ability to successfully implement the act. The possibility of expressing and managing tourist resources based on economic rules, where everyone will be satisfied is another important issue.

By creating the new institutional environment in the tourism industry, management becomes what it is. In fact, it unites the planning of tourism resources, helps bringing decisions on the use of the resources, creates the best organization to manage them, running from input to output parameters using tourist resources, provides coordinated action at all levels and controls the execution of the targets and objectives.

Strategic planning in tourist resources, should start from the following elements: (Milenković, 1999)

- The disposable tourism resources would affect the efficiency and profitability management
- Resource harmonization of the components of the tourism industry (catering, transport, tourism, infrastructure, communal, political, etc.).
- Basic indicators for the condition and sources of the resources, and also the condition and resources of enterprises in the field of tourism and hospitality
- Profit Balance and the basic criteria of its distribution
- Potential equalization of the balance of the natural and economic resources with special accent on financial resources
- The structure of the resources in balance with the special treatment of external sources
- Strategic indicators or resources from their own sources
- Balance the inactive resources and assets.

Managing labor resources starts from effectiveness of the use of the working time, the effect of the valuation of labor resources and their results, the economic orientation of the new work organization, productivity and so on.

The motivated and capable leadership is vital for managing of the tourist resources. It moves from point of standby of the receptive capacity, labor, financial and natural resources to produce a comprehensive, flexible and wide dynamic tourism product.

The strategic management of tourist resources has to fit the tourist product in all specific requirements of international tourism environment as well as the adequate usage, the development and the conservation of resources. This can be achieved by uniting the resource effectiveness and the efficiency in a proper order.

Unprofessional strategic resource management occurs as a consequence of the inappropriate human resources, and inadequate managerial and the executive staff in the tourism industry. What so ever, the unfavorable educational structure of the employee's demands implementing certain measures to perform transformation of the tourism education.

### **3. Organization of the tourist resources**

When it comes to the organization of tourist resources, it should be emphasized that the organization as an activity can be treated by two aspects, on national level, within Republic of Macedonia and as a global organization, because tourism involves movement of people within their own country, but also outside of the home country.

Overall, the development of tourism in the country mostly depends on the national tourism organization. The objectives of this organization are most frequently of economic nature. They increase revenue from invisible exports of a country by attracting more tourists. That influences on the increased numbers of employees, increasing income and by the tax collection they promote the general economic growth. Tourism affects the protection of the national heritage and tradition as much as they are preserved the more they are attractive for tourists.

Countries that have the most attractive programs for travel and tourism, possess the following characteristics: (Milenković, 1999)

- have active support of the executive and the legislature government
- the legislature government allows specific arrangements for travel and tourism
- the programme for research and development is performed in order to indicate the effectiveness of marketing and the impact of tourism on the state
- highlights the economic aspects of tourism development
- there is an active cooperation between the private and public sector
- the state plans for tourism are part of the budget planning .

The tasks of the national tourism organization should be directed to determining all available resources that will be included (engaged) for the development of tourism, as well as their quality, scope, structure and spatial redistribution. It also should to perceive the need of creating a

national marketing strategy for development, promotion of tourism destination and distribution of the tourism product of the destination. Defining programs for development of tourism in a destination and stimulation of new programs for development based on continuous monitoring of the permanent change as on the offer as well as on the demand is especially important. The need to create a single integrated tourism product of the destination, which will be flexible in terms of the changing needs of tourists, on one hand and to the possibility of placing new potential markets on the other hand is also a very important thing. When we talk about international tourism, then it is important to perform synchronization of legislation with international clauses of behaviour and the trade of tourism consumers and connection of all tourist business units into a single system in order to quickly involve the state in the international tourism division of work. It is important to determine the extent of available funds and resources and movement of their further development and proper redistribution. On the other hand, it is also important to participate on international tourist presentations and worldwide tourist associations and cooperation with the World Tourism Organization and active involvement of the country in all its activities.

#### **4. Definition, meaning and theoretical determination of sustainable development**

The concept of sustainable development of tourism means balanced economic, social and cultural development without endangering the environment (ecologically), allowing the development at the same level or higher level. This concept of sustainable development gained its full affirmation at the UN Conference on Environment and Development in Rio de Janeiro in 1992 where it is clearly emphasized that the environmental protection is an integral part of the overall human development.

The sustainable development is a process that allows the development to be achieved without degradation or depletion of those resources on which it is based. That, generally speaking, can be accomplished with the resources so that they can self-renovate to the extent they are used, or by greater representation and use of resources where the period of regeneration is short. With such an approach, resources can be used in future to the same extent as the present generation. (UNEP, 1994)

From this definition results that the concept of sustainable development is based on four basic principles, namely:

- ***The principle of ecological sustainability*** - which provides the development to be compatible with the maintenance of the vital ecological processes, biological diversity and biological resources
- ***The principle of social sustainability*** - provides the development to be compatible with the traditional values of the community, thereby contributing to the strengthening of their identity ,
- ***Principle of cultural sustainability*** - provides the development to be compatible with the cultural values of the community, that also has an impact on the strengthening of their identity,
- ***The principle of economic sustainability*** - provides the development to be economically cost-effective and with the resources to be managed in a way so they can be used by future generations.

The concept of the sustainable development of tourism involves several dimensions which show the relationship of the economic, social and cultural development and its alignment with the needs and constraints of the environment. The sustainable development can work successfully when four of its constituent elements, economic, social, cultural and environmental components have approximately equal importance and magnitude and interdependence and conditionality, with no dominance of any of these elements. The sustainable development of tourism mainly depends on the ability the environment to provide stable basis for long-term development.

### **5. Sustainable tourism**

The sustainable tourism actually involves applying the concept of sustainable development in the tourism sector - which means that the tourism development should meet the needs of present tourists and thereby taking care to preserve the resources for the future generations, or to meet their needs in the future. According to the *scenario of symbiosis* of Budovski (Budowski, 1976), it is tourism that is wisely using and conserving the resources so that they can be used for a long time in the future. The sustainable tourism involves minimizing negative and maximizing positive effects. Although the sustainable tourism can be considered as a form of sustainable development (i.e. development understood as a process) and as a tool for the achievement of this development (i.e. the development to be objective in itself)-yet there is no direct link between these two terms as it would be expected. (Weaver, 2006)

The first appearance of the term sustainable tourism is the beginning of the 90s of the last century by academics in the field of

tourism and organizations as well as by those who were aware of the huge potential of this sector that generates costs and benefits.

One of the problems associated with sustainable tourism is whether this term actually encourages the permanent maintenance of the unsustainable status quo. The term *sustainability* itself proposes maintaining of the current situation, but the term *development* implies a gradual movement forward from a lower to a higher level of advancement, so the sustainable development of tourism, if it cannot ensure progress, then it needs to ensure the maintenance of the status quo.

If the natural and socio-cultural environment of the destination is not too stressful, as it can occur by a wild or rural area, then it is not problematic and the access is guaranteed to the sustainability of the status quo. But if these areas are degraded, such as failed city centres or polluted beaches, then reinforced approach to sustainable tourism is necessary to correct the unsustainable status quo.

In order to achieve sustainable development of tourism, it is necessary a certain intergenerational unity, which proposes the activities of the present generation not to reduce the options of future generations. It actually means that the current generation today can use the resources, but taking into account that tomorrow these resources will be needed to some other generations, so they need to protect and not to destroy the resources.

## **6. Monitoring the sustainable tourism**

Implementation of sustainable development and sustainable tourism provokes many challenges that make it impossible to say whether a particular destination or product is definitely *sustainable*. That is why tourism managers should ask themselves why rare resources must undergo a strategy for sustainability. Bramwell and Lane highlight that it is preferred active monitoring of sustainability, not inactivity because it greatly increases the likelihood of unsustainable results as the life cycle of the destination. (Bramwell, Lane, 1993).

It is very important to make an analysis and historical perspective. The formal monitoring of the sustainable tourism emerged in the early 90s of the last century, with certain problems and complications in relation to the assessment of the current level of relevant knowledge in relation to the sustainability. So, it is necessary to discover the problems and attempts to identify appropriate solutions and strategies for their solution, rather than to passively monitor the situation. It should also be highlighted the need to increase interest whereupon it is estimated the increased demand for the products of the alternative and conventional tourism that support the principle of sustainability.

The fact that the indicator is actually an indication of the condition and it is not always a definitive assessment, should be more appreciated. Until trends of movement are identified towards unsustainable situation, appropriate management decisions should be made even though the values of certain critical threshold of certain indicators are still speculative. Finally, the opinion about the possibility of the minimalist model of sustainable tourism is highlighted in order to simplify the parameters of its application and to become an attractive destination and companies that otherwise would have been discouraged by the implementation of the wide-ranging model.

### **Conclusion**

The future valorization of tourist resources in the market, their exploitation and preservation for future generations depends on more non-market rules, the period of preparation and adaptation of tourism resources for the creation of new tourism product, and the formation of completely new preferences for future participants in the tourism market. On the other hand, there is some uncertainty as to exclude the impact of factors affecting the formation of market relations and market prices of the tourist environment by recognizing only the action of the market valuation of tourism resources and services.

Taking into consideration the fact that the concept of sustainable tourism development actually refers to balanced economic, social and cultural development, and no environmental impact, and then it is clear that tourism management should facilitate the development of tourism which will be accomplished without degradation or depletion of basic resources. Activities at the resort management would actually refer to the proper management of resources so they can be maintained and self renewed to the extent of their usage, and then to consider the development of resources. When making the plans it is important to take in count their applicability in practice. During the application it is necessary to oversee the development of tourism in order to be able to determine achievement of goals and recommendations. With surveillance (monitoring) can be seen all the problems that will arise during the implementation of the plan, and also appropriate measures can be taken to resolve the problem before it becomes more serious.

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