

Bachelor's degree in International Business

Title: **ROLE OF SMALL TOURISTIC BUSINESS
IN DEVELOPING COUNTRIES**

Author: Yelizaveta Krauchanka

Tutor: Javier Manuel Romání Fernandez

Department: Economía Aplicada

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UNIVERSITAT DE
BARCELONA

Facultat d'Economia
i Empresa

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INTRODUCTION

The world is vast. The world is rich. The world is indescribable. Every person sees it with his own eyes and perceives it differently, adding to its boundless splendence every time new shades. Every tiny place of the earth is a mystery, with its history, culture, resources, beauty. Every person living there creates his own small world in a tight alliance with the nature around him. And it is worth of seeing.

These are the ideas that appear lately in the minds of millions of peoples around the world. This is one of the biggest motives for them to travel. And this is what makes travel statistic grow from year to year. We do not want a world with frontiers. We want to live, share and enjoy what this world has to offer. And we want to offer the world the best we have. With the world we are the one.

The whole world as a place to visit and every person is a soul to learn from – these were my two big motivations for writing this paper. I love travelling and when going to places I look for people, desiring to share with me their small worlds, that sometimes are as immense as this universe itself. I believe that you can not comprehend and fully feel the place you go to without knowing people, living, breathing and worrying for this place as a part of them. I visited a number of regions without finding this local “soul” explaining me, taking care of me and sharing with me. I don’t remember too much about these places, even though they were amazing. But I do remember every “secret place” of my all my “local” friends, every family lunch I was honorably invited to, every local history I heard. This is what really makes difference when travelling. Maybe it is just me looking for such types of experience. I will check it in my research.

I came to Barcelona from Belarus, Minsk. A post-Soviet country, not very known around the world except maybe for our never-changing president or for being a part of soviet regime in the past. When I started to meet people in Barcelona I over and over again was explaining about my country, our culture, where we are located and how do we survive in winter. Few Spanish friends of mine came to visit my country, inspired by my stories and descriptions. They met my friends and family, saw my country from inside, like if they were a part of it. And they loved it – we spent great days even though the weather was not

always in our favor. They were grateful for me inviting them and sharing, they all told that they are lucky to have met me and seen what they saw.

At that moment I realized, there are so many known places, famous touristic destinations around the globe. They are amazing and worth visiting, for sure. But there are much more of them just waiting for a sharp-sighted eye to be discovered and born. Many developing countries are all about it – as uncut precious stones they are waiting for the world to find them out. Slowly but sure it is happening.

The last data of World Tourism Organization shows a positive tendency of tourism growth in the developing countries, for some places even more quick than for the already famous destinations. This is encouraging. For my research I chose 21 country from two, distant from each other but similar in many aspects, regions. I will analyze tourism in South America and post-Soviet countries, check the current situation, common and differing problems both regions have and the solutions found by local people and small businesses in order to promote their projects.

A supposition that local small businesses and entrepreneurs can influence a lot in the development of their region I spoke with over 60 people from 20 countries of interest. The goal of my interviews was to find out the major problems existing in every country in particular and see if the whole region shares some common problems. Apart of investigating the articles and reports published on the topic I decided to talk to people both living in the region and those who changed their place of residence and moved somewhere, with those who traveled to the region. Such interviews gave me a general idea on the perception of local population of the touristic sector and helped me to find out some obstacles for its development that I myself was not able to find out.

I opted for talking to people also because I believe in human power when it acts locally. I am myself coming from a developing country – Belarus – and I know people who could prosper in their business thanks to innovation, creativity and out-of-the-box way of thinking. Those are normally people who travelled at least a bit, who develops and educates themselves all the time, who has a proactive attitude towards all the spheres of their life. Of course, they don't change a political situation of the whole country, sometimes even suffer from

acting differently from the others, but their activity always give nice fruits and is widely supported by their clients. Touristic sector is not an exception. I would even say it is one of the best sectors where the development of the country has to start. Because tourism is always about an exchange of experiences, it is about “showing the best” and also about creating or highlighting something being untapped for a long time. Wishing to find the examples of such good solutions, I wrote people all over South America and 11 post-soviet countries asking them the same questions. This report is a summary of what I discovered.



REASONS TO FOCUS ON SMALL BUSINESSES

As I have already mentioned, I decided to focus on the role of small businesses, pertaining to touristic sector of developing countries considering them (small businesses) one of the most important point of possible influence in a large scale. In addition, it is a less studied, less organized and less aided participant of tourism markets of all the developing countries. However, the role of these small economic participants is immense. Being such an important part of sector their needs, opinions and aspirations quite frequently are neglected by the public and huge private organizations.

Do not think now that I am making this research just from a lucrative idea to pay attention to an unfairly out casted group of people. Rather than this, I want to highlight that especially in developing countries; they receive less support than big international touristic businesses and public organizations making it impossible to efficiently compete on a modern touristic market that with an increasing frequency, searches for unique, “not-for-the-masses” experiences rather than for an old-style conservative travel types. Small economic participants, interested in exploitation of touristic potential of their regions are also a “permanent” type of organization due to their lack of mobility. They are tightly integrated into the regional society; therefore have sometimes even more influence than a big company that may unexpectedly enter this regional market. Besides, they are the last to leave if something goes wrong.

What is important from a cultural heritage point of view is that small businesses are holders of regional culture as well. They are just the people who maintain traditions and memories of cultural peculiarities of the places they live; this is what makes me believe that they are the ones who is able to introduce more value to remote touristic spots making them attractive.

All the developing countries have complex economic and political situations, to compare which in details would require a substantial research, which at the end, perhaps, would give as a result just theoretical, inapplicable, solutions or advices. On the contrary, one of the main goals of my research, even being scientific, is the applicability of the results. I am conscious that this point is arguable, why is it more viable to introduce changes into small, disorganized

groups of people than on governmental level... Well, because their fundamental interests are more homogeneous. A quick research on this matter drove me to this table of motivations for entrepreneurship in tourism, **Table 1**:

Table 9.2. Key motivational drivers of entrepreneurship in tourism.

<i>Economic drivers</i>	
Create employment for themselves and family members	Harper (1984)
Avoid unemployment and respond to economic necessity	Cameron and Massey (1999)
Solution to adversity and poverty (pro-poor tourism)	Dahelse (1998); Dieke (2003)
<i>Social and aspirational drivers</i>	
Independence (be own boss) lifestyle goals	Shaw and Williams (1987)
Appeal of holiday destinations: migrant entrepreneurship	Williams et al. (1989); Snepenger et al. (1995)
Fulfilling obligations, e.g. sustainable lifestyles and the natural environment	Ateljavic and Doorne (2000)

Table 1 Source: *The Wiley Blackwell Companion to Tourism*, Alan A. Lew, C. Michael Hall, Allan M. Williams, 2014

As it can be noticed, the number of motivations distinguished is quite brief and easily understandable. Also more humane than motivations by which governments normally are guided. Moreover, nowadays, private global solutions for small businesses are the ones having success and making the world be a fairer place, but this is only my subjective perception. I believe that sharing economy solutions are the correct direction of our development, regardless of the fact that, as everything in this world, it has many defects and blind spots. From my point of view, the main idea that sharing economy brings to the society is “Your prosperity is in your hands”. It offers a way of sharing available resources for earning your living through undertaking actions by yourself. In contrast to a conventional model of “doing what a boss says”. The idea of personal initiative inside a company is not innovative at all, but sharing economy brought it to a new level – making it possible to become an individual entrepreneur through a much more flexible type of organization than the ones we have seen before. This return of responsibility to every participating individual is what changes paradigms in the mind of society. Modern society

has more innovative way of thinking because of existing competition and a stronger awareness of personal responsibility towards each individual future. The development path for this model of business is in integration of the idea that “your prosperity and the prosperity of the society surrounding you are not the opposite, but complementing things”, this would take sharing-minded businesses to a stage where it harmoniously co-exists with different economies, mentalities and the eco-system of the world.

However, let us go back to small businesses. It is not an occasion me analyzing sharing economy in this research, but a logical consequence. To change a situation from below, studying and influencing small participants, first I need to understand their motivations and problems and secondly their mental schemes of thinking are to be analyzed and modified. And this is exactly what sharing economy ideas successfully make. They offer a new “win-win” manner of thinking not directly propagandizing but rather creating organizations, the rules of which condition the participants to act in a different, unconventional until now, way. Of course, there always existed a path to entrepreneurship, but these organizations made it easy to enter and quit, lowering, if not eliminating, barriers to enter.

Further, in my research I will analyze deeper the importance and a potential of sharing economy for developing countries using data obtained from interviewing small economic participants from the chosen regions.

METHODOLOGY AND OBJECTIVES OF THE WORK

First and foremost objective of the present research was **to identify the common problems existing in the reality of small economic participants desiring to push ahead touristic market in developing countries**. Define them, their possible reasons; see if there are similarities that does not depend so much on economy or politics but more on human factor, on the way of thinking and perception of their role in its process. For this reason, I chose to use my personal social media account to find and contact with people, having any level of relation to the subject of my study. They were travelers, small entrepreneurs, travel agencies and just socially active people from the countries of focus. I wrote them a message asking for help in understanding the situation at the touristic market at their region. I was also explaining my motives for studying it – adding by this some personality to every message, this how I got a nice level of responses, most of those, who read my message tried to help me somehow. One of the most pleasant parts of performing the research was exactly talking to people from so many different places – they were sharing experiences and problems, doubts and motivations. Receiving the first answers to my questionnaire, I started to see some common features not only in problems enumerated but also in the way of solution proposed. I offer a detailed explanation of these discoveries in the Main part of my research.

As the present work is limited in studying only the role of small economic participants in exactly touristic market of their countries, I do not analyze at any point the political or economic situations of any of the offered countries. Nor you will find the information on cultural differences, history, religion etc. I focus more on common human perceptions, sampling random individuals with the features I am interested in. I try to answer the questions “How does they see the situation”, “what are the main problems they see” and “where and how common solutions can be found”. Understanding **what is the power of small businesses in developing tourism in developing regions** and where to look for the key of success.

The most complicated but also most inspiring part of the conversation was about the **solutions that already exist**. The most complicated because not more than 15% of people I spoke to could name any successful solution in their region. Most had the opinion of “first things are to happen on the high level, after improvements below are possible”. Outstripping the results of the research, I can say that this point of view IS one of the main stop-factors for the development.

The present work is based not only on the results of questionnaire and my personal perception, but also on many kinds of statistical features and scientific data being in free availability in the Internet. I searched for the official reports of international and national institution, official statistics and comments on it, previsions of touristic development of the regions of interest etc. A combination of all this information is accumulated and represented in five topics of the main part of this work, plus in two parts of the conclusions.

I distinguished five big topics for study, in conformity with the number of questions of my questionnaire. Here I represent you my questionnaire in English. I also have it in Russian and Spanish, thanks to this I could be able to communicate always on the language the person preferred. Here is a model I was sending to people:

Main goals of the present work are:

As the political situation in each chosen region is different but overall complex and complicated, it is impossible to formulate common principles of communication between small businesses and governmental power. Taking in consideration this fact, the focus of the present work will be:

- To discover and formulate common problems from the point of view of private economic participants and small businesses in the sphere of tourism in developing countries*
- TO understand what is in the power of particular entrepreneurs and small businesses to raise the regional touristic indexes (tendencies, atmosphere).*
- Find existing examples of working business solutions that may serve to build-up common development directions and recommendations*

Interview questioner:

0. First of all let me know some basic details about you: Your age, dedication, education and experience in tourism.

1. Actual situation on the touristic market in your country: Do you think the potential is well exploited? What is your perception of the current situation and latest changes?

2. Do you think private economic participants (small businesses, individual guides etc.) can do anything to improve the situation?

3. What are the most important stop-factors interfering touristic development of your region? Do you know any positive solutions working in your region?

4. Do you think developing tourism in your region can improve general level of people's life of this region? Do you think your local population is conscious about it?

5. How popular is sharing economy in your region (Blablacar, Airbnb, Coachsurfing etc)? Do you think these fresh ideas could improve anything?

First, before sending the questions I was trying to understand who I was talking to. To do this, I made a small research in social networks as Instagram and Facebook – some of the information about a person can be understood from his profile – hobbies and occupation from photos. Especially of those who use social networks to sell their products. In order to find special groups of people I searched by key words such as “*Tourism in Armenia*”, “*Ecotourism Brazil*”, “*Visit Belarus*”, etc. Even at this stage I found out some curiosities – some of the countries had a wide range of profiles using social networks to promote their services. In other countries I hardly found few people to talk to, not even agencies, but particulars and individual entrepreneurs. Especially it was hard in four countries – Tajikistan, Kyrgyzstan, Venezuela and Paraguay. At the beginning, when looking for information on these countries I thought maybe I was doing something wrong, tried different key words but it did not work. Later I found out the information table about different aspects of the stage of development of the countries in the world and understood what was the reason for this complication that I had. If you check **Table 8 (World economic Forum, 2018)** you will see that the index of ICT Readiness (the index of comparative technological development of the region), is quite substantially below the average of the whole region.

Worst of all was Tajikistan, with its index of 2,3 against the regional average of 4,2. Honestly saying I could not find any person from Tajikistan to talk to and questionnaire, so the results I demonstrate in my research are not totally applicable to this country. Anyway, after a short research on the topic of Tajikistan low ICT Readiness I found out that, even having 10 Internet providers competing and 10 telephone operators in the region due to its geographic isolation (it is out of the Trans-Asia-Europe Fibre Optical Cable System, which is the route of the only transnational fibre-optic communication line in the region). However, the development of this facility is considered of a high priority by administration of Tajikistan. So, let us hope that soon we will be able easily communicate with Tajiks.

The questions were selected departing from the main goals of the present work and the idea for chapters for the main part of the research. This is how the following five parts appeared:

- **CURRENT PERCEPTION OF MARKET**

Here I talk about the latest changes on the touristic market of the regions of interest and compare the perception of the people questioned with the data that could be found at official and non-official sources. As the list of countries chosen for analysis is quite extended to be analyzed in details, I rather highlight the main tendencies for all of them, giving particularly interesting details of deviations from the norm.

- **INFLUENCE OF SMALL ECONOMIC PARTICIPANTS (QUESTION 2)**

In this part, my principal source of analysis arises from the responses assembled. It was a nice experience to read answers to this question. For the very same region, I was receiving so divergent responses that it seemed people were living at different planets. Basically, the first group was saying that nothing can be done by small entrepreneurs, they are conditioned to what is given. At most they can gather together and require changes from above. Another group from the same places was giving two or three examples of positive changes, produced thanks to individual small business efforts even without thinking too much. They were enthusiastic explaining how progress is going and its own plans and projects. And there was also a third group, who

was starting to answer with the “pessimistic/passive” position and during the conversation changed up towards a more enthusiastic point of view. It normally happened when I first could talk with the “optimists” and discover some examples that I later shared. Probably, these rare occasions were the most motivating for me personally to continue my study. Inspiring people, even if it lasts until our conversation ends up, is something that makes you feel good.

- MAIN STOP-FACTORS TO SOLVE (QUESTION 3)

This part is subdivided into many paragraphs, explaining each one a particular problem discovered in this or that country. I wanted to find similar problems between regions and the solutions found out by the countries, which overpassed a given problem in the past. So even if a person was not mentioning the problem I used to ask if it existed in the past and if yes, what was done to overcome it.

- SOCIETY PERCEPTION OF TOURISTIC INFLUENCE (QUESTION 4)

The culture of most of the people I spoke to is quite liberal for the foreigners, this could be perceived from the answers. I decided to include this question when I thought, “Ok, you are studying the role of small economic participants for tourism, but why do you think they are even conscious about the opportunities, opening up with the flow of foreigners? Probably, it’s just your own supposition!” And I checked it. Running few steps further I’m telling you – most of them are conscious about the opportunities tourism brings. Nevertheless, in all fairness I must say also that a target of people I spoke to was quite young, globalized and with an active life position. But also, this is exactly the type of people moving the development forward, right?

- INNOVATIVE & SHARING IDEAS IN TOURISM (QUESTION 5)

Here I have to confess, this part was included because I have a personal interest for the future use of the research results of this work – a project idea having something to see with sharing principles. However, I consider this part to be included reasonably also from the point of view of further development of touristic markets. Sharing ideas is something that, on my opinion, is now shifting our society into another stage of development, similar to what electricity, engine and wireless did in its time. This is something, that creates a world with even less barriers, friendlier and more balanced. Maybe it is once

again just my own perception, and I am sure many points against this affirmation can be found, but I will still believe that this is the direction for development of our society. This is something that revolutionized developed countries and still has to be integrated in most of the developing regions to give its fruit in the form of stable positive economic growth.



COUNTRIES CHOSEN / REASON

My choice of the countries for the research are not an occasion, while choosing I tracked some particular goals and was guided first by logic and, of course, by my personal preferences. The logic was the following:

- I wanted it to be a group of neighbor countries with a similar history, economy and mentality. As I am researching, what common difficulties developing countries have and the solutions to them, that were or still are to be found, this kind of similarity was a key factor of my choice. Both chosen groups of countries perfectly match to these criteria. Of course, there are more groups matching, but I cut them out due to the other, not less important criteria.

- I aimed to find the countries speaking the languages I know. Understanding the language of the region facilitates the research and assures a much better comprehension of the culture and of the way of thinking of people you are talking with. I speak three languages at high level; they are my native Russian, Spanish and English. This fact automatically narrowed my list of regions to the chosen ones. I doubted about if to take Central America or South America for my research as I could not take both – the research would become too dispersed. I neither was able to question and analyze substantially the responses of such a great amount of people. Moreover, it was much more logical to compare a huge region of post-Soviet countries with South America than with small and multifarious countries of Central America. See a proof of my decision resumed in the **Table 1** (*taken from UNTWO Tourism Organization; Tourism Highlights, 2018 Edition*):

- The decision to take a post-Soviet region was governed by a simple fact – my country of origin – Belarus, is inside this region and I have a first-person perception of its touristic matters. The idea of this research appeared two years ago when I received my good friend from Spain there in Belarus and showed her my life there. She spent three amazing weeks visiting places that tourists coming alone or through an agency would not be able to see or try. She loved my country and people because I showed what I knew. Without me, it would be nearly impossible for her to get this kind of experience because of variety of problems present into our touristic sector. I remember, that time I was

thinking, “I am sure there are dozens of countries having similar problems and of course, some solutions to them already exist”.

- Living in Barcelona and being able to meet during my stay a lot of different nationalities coming from South America I have noticed **the air of similarity** between our cultures, way of thinking and living. Surprisingly, we happened to be more similar being from different parts of the globe, than with local Spanish-Catalan society, located on the same continent. Of course, I am talking about my personal perception here, which may have nothing to do with the huge southern part of post-soviet region, but the idea itself came from this perception.

Comparison of such a large and distant one from other regions will offer a **wide overview** of typical problems in tourism all over the globe. I also tried to focus on a search of personal regional solutions of different kinds of problems that can be shared on a private level to raise the communication between people looking for similar results.

Jointly, these reasons gave me the following list of countries, summing up to quite an extended but manageable number.

For my reader, to locate easier the countries I will be talking about, I prepared a **Map 1** below:

Some countries that are considered to be in the same region were excluded after my research on them because of some of its outstanding characteristics, which was making it impossible to reliably compare it with the rest of the countries. I.e. Suriname and French Guiana for being influenced by France and Netherlands instead of Spain. We should not forget either that independence came much later to these countries, making their flow of development to be much different from the selected regions of this research. I could have excluded Brazil following this principle but I considered it curious to compare Brazil with Russian Federation, moreover, the analysis of South America without making a research on vast country of Brazil would be unforgivably poor.



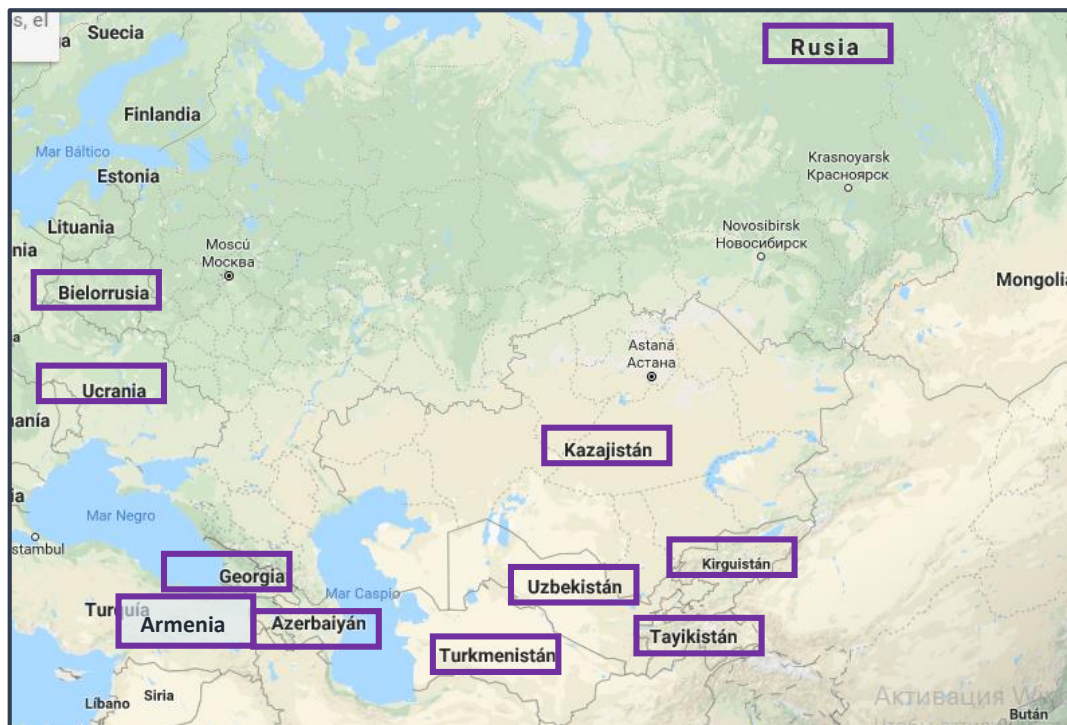
1. ARGENTINA
2. BOLIVIA
3. BRAZIL
4. VENEZUELA
5. ECUADOR
6. CHILE
7. COLUMBIA
8. PERU
9. PARAGUAY
10. URUGUAY

Post-Soviet Region:

1. RUSSIA
2. BELARUS
3. UKRAINE
4. GEORGIA
5. AZERBAIJAN
6. KAZAKHSTAN
7. KYRGYZSTAN
8. UZBEKISTAN
9. TURKMENISTAN
10. ARMENIA
11. TAJIKISTAN

Map 1.1: South America Group.

Source: Google maps



Map 1.2: Post-Soviet Group. *Source: Google maps*

I neither included Estonia, Poland, Latvia and Lithuania. Being these four less time under Soviet influence and now forming a part of European Union these countries have their own problems with tourism that are quite different from those of the rest of analyzed regions.

International Tourist Arrivals and Tourism Receipts by Country of Destination

	Series	International Tourist Arrivals					International Tourism Receipts				
		(1000)			Change (%)		Share (%)	(US\$ million)			Share (%)
		2010	2016	2017*	16/15	17*/16	2017*	2010	2016	2017*	2017*
Central/Eastern Europe		98,632	127,050	133,747	3.8	5.3	19.9	48,312	52,563	59,862	11.5
Armenia	TF	687	1,260	1,495	5.7	18.7	0.2	646	968	1,120	0.2
Azerbaijan	TF	1,280	2,045	2,454	6.4	20.0	0.4	657	2,714	3,012	0.6
Belarus	TCE	677	1,929	2,000	n/a	3.7	0.3	440	711	790	0.2
Bulgaria	TF	6,047	8,252	8,883	16.2	7.6	1.3	3,407	3,634	4,045	0.8
Czech Republic	TF	8,629	12,808	-	10.2	-	-	7,172	6,309	6,932	1.3
Estonia	TF	2,511	3,131	3,245	5.7	3.6	0.5	1,073	1,489	1,628	0.3
Georgia	TF	1,067	2,721	3,479	19.2	27.9	0.5	659	2,166	2,751	0.5
Hungary	TF	9,510	15,256	15,785	6.6	3.5	2.4	5,628	5,664	6,170	1.2
Kazakhstan	TF	2,991	-	-	-	-	-	1,005	1,549	1,781	0.3
Kyrgyzstan	VF	855	2,930	-	-4.0	-	-	160	432	429	0.1
Latvia	TF	1,373	1,793	1,950	-11.4	8.7	0.3	642	867	885	0.2
Lithuania	TF	1,507	2,296	2,523	10.8	9.9	0.4	967	1,206	1,299	0.3
Poland	TF	12,470	17,463	18,400	4.4	5.4	2.7	9,576	10,977	12,772	2.5
Rep. Moldova	TCE	64	121	145	28.6	19.6	0.0	163	243	312	0.1
Romania	TCE	1,346	2,481	2,760	10.8	11.3	0.4	1,140	1,738	2,527	0.5
Russian Federation	VF	22,281	24,571	24,390	-8.5	-0.7	3.6	8,830	7,785	8,945	1.7
Slovakia	TF	5,415	-	-	-	-	-	2,233	2,748	2,923	0.6
Tajikistan	VF	160	-	-	-	-	-	2	4	8	0.0
Turkmenistan	TF	-	-	-	-	-	-	-	-	-	-
Ukraine	TF	21,203	13,333	14,230	7.3	6.7	2.1	3,788	1,078	1,261	0.2
Uzbekistan	TF	975	-	-	-	-	-	121	-	-	-
Central America		7,808	10,663	11,169	4.1	4.7	5.4	6,947	12,225	12,747	3.9
Belize	TF	242	386	427	13.0	10.8	0.2	249	391	426	0.1
Costa Rica	TF	2,100	2,925	2,960	10.0	1.2	1.4	2,246	3,716	3,876	1.2
El Salvador	TF	1,150	1,434	1,556	2.3	8.5	0.7	390	829	873	0.3
Guatemala	TF	1,119	1,585	1,660	8.3	4.7	0.8	1,378	1,550	1,566	0.5
Honduras	TF	863	908	936	3.1	3.1	0.4	626	693	715	0.2
Nicaragua	TF	1,011	1,504	1,787	8.5	18.8	0.9	314	642	841	0.3
Panama	TF	1,324	1,921	1,843	-8.9	-4.1	0.9	1,745	4,404	4,452	1.4
South America		23,583	33,902	36,730	6.3	8.3	17.6	20,505	26,871	29,278	9.0
Argentina	TF	5,325	6,638	6,705	15.7	1.0	3.2	4,942	4,686	5,060	1.6
Bolivia	TF	679	959	-	8.8	-	-	379	713	784	0.2
Brazil	TF	5,161	6,547	6,589	3.8	0.6	3.2	5,261	6,024	5,809	1.8
Chile	TF	2,801	5,641	6,450	26.0	14.3	3.1	1,552	2,665	3,634	1.1
Colombia	TF	2,385	3,317	4,027	11.4	21.4	1.9	2,797	4,522	4,821	1.5
Ecuador	VF	1,047	1,418	1,608	-8.2	13.4	0.8	781	1,444	1,657	0.5
French Guiana	TF	189	-	-	-	-	-	-	-	-	-
Guyana	TF	152	235	247	13.8	5.1	0.1	80	104	-	-
Paraguay	TF	465	1,308	1,537	7.7	17.5	0.7	217	519	603	0.2
Peru	TF	2,299	3,744	4,032	8.4	7.7	1.9	2,008	3,501	3,710	1.1
Suriname	TF	205	257	278	12.8	8.2	0.1	61	65	46	0.0
Uruguay	TF	2,349	3,037	3,674	9.5	21.0	1.8	1,509	2,071	2,540	0.8
Venezuela	TF	526	601	-	-23.8	-	-	831	473	-	-

Source: World Tourism Organization (UNWTO) ©

(Data as collected by UNWTO September 2018)

Table 1: Source: UNTWO Tourism Organization; Tourism Highlights, 2018 Edition

The named countries still appear in the **Table 1** offered further, but they do not change substantially the results of the figures. The information on tourism numbers of some countries in the table is missing, but I elaborated myself another table (**see Table 2**), based on Google Research country by country. Out of Table 2 we clearly see, that **17%** of the earth's area receives only **7,6%** of tourists.

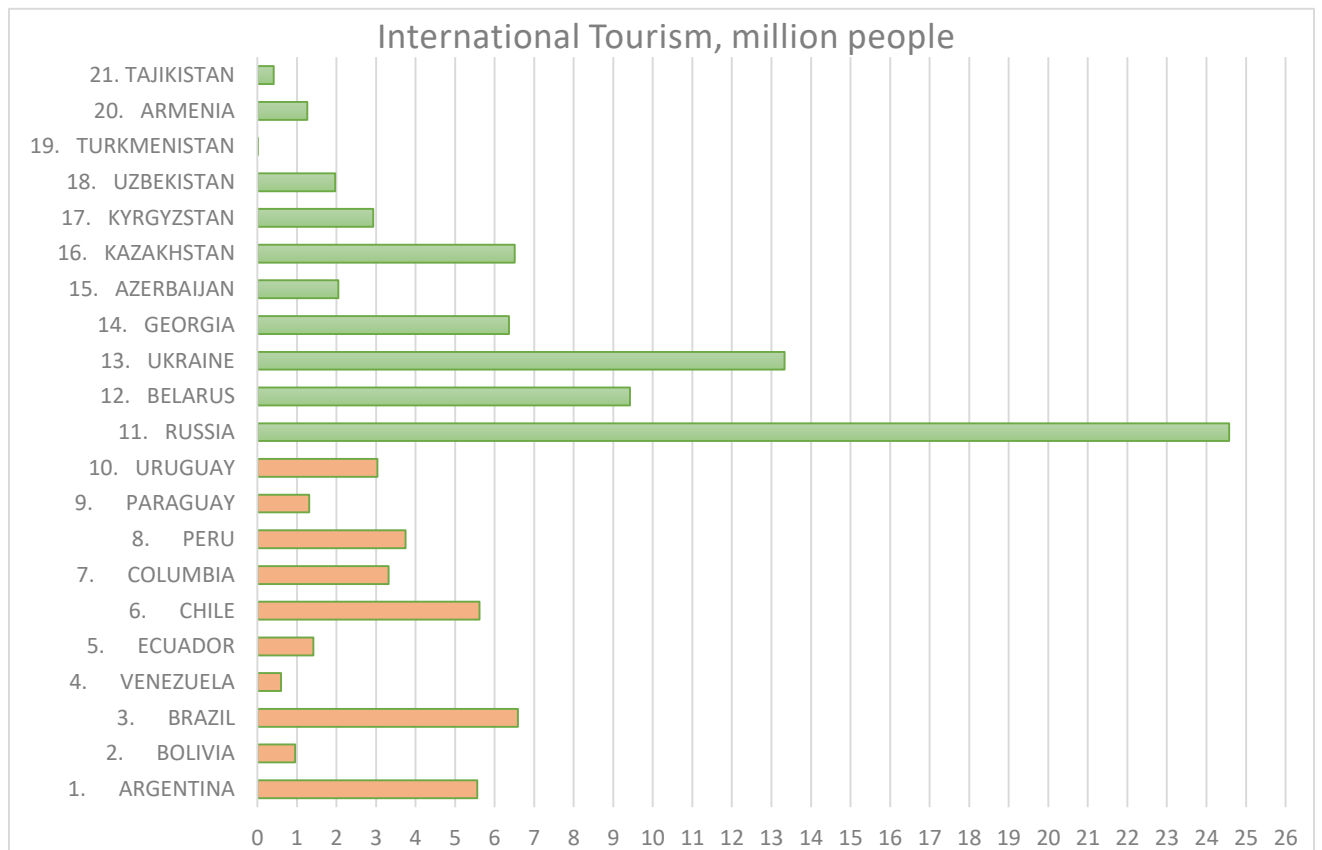
Even if we focus just in the number of inhabitants, not the land territory we see an approximate 2% potential for growth of touristic flows.

When preparing **Table 2** I faced a problem of finding statistical information on Turkmenistan tourism – the number of just 8200 tourists in a year in a country of similar to Spain area nowadays is quite a strange result. Of course. I decided to investigate it and soon found an article written by a traveler, explaining the procedure of how he obtained Turkmenistan visa and a general perception of the country “openness”. The name of the article was: Turkmenistan visa – a “welcome” or a “go away”?. I believe this explains good enough a simplicity of visa obtaining. Another article enumerated precautions that a traveler should take while being in Turkmenistan – reading this you never want to go, I promise! No-entry area, bribery at all levels, robberies, terrorism, constant documentary revisions, prohibited no-guided tours and many other obstacles for travelling. A person from Turkmenistan I could talk to confirmed my perception: You better do not come here, the situation is complicated, and many things are to be changed before the country gets a more or less representable image for touristic activity development. Similar words I heard about Venezuela – it has a way more tourists coming there, but a perception I get from mass media and people's opinions are similar. Security – this is a basic for tourism development and it is an unreachable luxury for these two countries at the moment. Problems of this scale is not a point of my research and analysis for solution – this is a complete separate topic of a study.

<i>COUNTRY</i>	<i>POPULATION,</i> <i>millions</i>	<i>DENSITY,</i> <i>people</i> <i>/km²</i>	<i>GDP,</i> <i>billion</i>	<i>INTERN. TOURISM</i> <i>(arrivals, mln) last</i> <i>available data</i>	<i>Area</i> <i>(million</i> <i>km²)</i>
1. ARGENTINA	44,27	15	637,6	5,559	2,78
2. BOLIVIA	11,05	9.13	37,51	0,959	1,098
3. BRAZIL	209,3	24.66	2056	6,589	8,516
4. VENEZUELA	31,98	36	482,4	0,6	0,916
5. ECUADOR	16,62	67	103.1	1,418	0,284
6. CHILE	18,05	24.3	277,1	5,614	0,756
7. COLUMBIA	49,07	45	309,2	3,317	1,142
8. PERU	32,17	24,8	211,4	3,744	1,285
9. PARAGUAY	6,811	16,9	29,7	1,308	0,407
10. URUGUAY	3,457	19,2	56,2	3,037	0,176
11. RUSSIA	144,5	8,4	1577,5	24,571	17,098
12. BELARUS	9,508	46	54,4	9,423	0,208
13. UKRAINE	44,83	80	112,2	13,330	0,604
14. GEORGIA	10,43	65	15,2	6,361	0,070
15. AZERBAIJAN	9,862	106	40,8	2,044	0,087
16. KAZAKHSTAN	18,04	6,6	159,4	6,509	2,725
17. KYRGYZSTAN	6,202	27	7,7	2,930	0,200
18. UZBEKISTAN	32,39	74,9	48,7	1,969	0,447
19. TURKMENISTAN	5,758	10,5	42,4	0,0082	0,491
20. ARMENIA	2,93	101	11,5	1,260	0,030
21. TAJIKISTAN	8,61	48,6	7,1	0,414	0,143
Total	715,838		6277,1	100,964	25,86
% of total	9,51%		7,78%	7,61%	17,37%

Table 2. Self-elaboration, Google

If we compare the proportion of the inhabitants with number of tourists and generate a ratio from it (No of tourists / population of the country) we get an interesting result, represented in the **Table 3**. I added Spain as a most popular touristic destination in the world, to have an evidence of potential for growth to all other countries. Spanish coefficient approaches the result of three tourists per one inhabitant! And none on the countries of present research gets even a one figure. I am not trying to say that the touristic potential of every country is equal or every country has to follow the same way of development as Spain does, not at all. Such a comparison provides nothing more but an evidence of the potential and a picture permitting to compare.



Graph on table 2: *International tourist arrivals*

What is shocking in these results? For me is that the ratio of Brazil is close to Venezuela figure! I still think that it might be an error in information that a country has about international tourist arrivals, but anyhow it can not differ substantially with the truth, so it is surprising anyway. I even got a perception that Brazil has the biggest potential for fast future development on the touristic market – maybe the most unexploited region of all that I studied. When I was talking with Brazilians and was asking the way they percept tourism they all indicated that see its huge potential barely developed at the moment. They were saying that form the huge territory of the country only few touristic locations are used for tours and are popular between people. They assured that if to develop what they have for tourism this area of economics would have an important weight into the global numbers of the country.

Are we facing a problem of “nothing to see” of the regions? It their Karma? Or it can be explained and solved? Let`s see what are the reasons, Chapter 3 of the Main Part of the present research will take a closer look on the factors, limiting a harmonic development of these countries.

<i>Country</i>	<i>Population</i>	<i>International Tourism, mln</i>	<i>Tourism to population ratio</i>
1. ARGENTINA	44,27	5,559	0,13
2. BOLIVIA	11,05	0,959	0,09
3. BRAZIL	209,3	6,589	0,03
4. VENEZUELA	31,98	0,6	0,02
5. ECUADOR	16,62	1,418	0,09
6. CHILE	18,05	5,614	0,31
7. COLUMBIA	49,07	3,317	0,07
8. PERU	32,17	3,744	0,12
9. PARAGUAY	6,811	1,308	0,19
10. URUGUAY	3,457	3,037	0,88
11. RUSSIA	144,5	24,571	0,17
12. BELARUS	9,508	9,423	0,99
13. UKRAINE	44,83	13,33	0,30
14. GEORGIA	10,43	6,361	0,61
15. AZERBAIJAN	9,862	2,044	0,21
16. KAZAKHSTAN	18,04	6,509	0,36
17. KYRGYZSTAN	6,202	2,93	0,47
18. UZBEKISTAN	32,39	1,969	0,06
19. TURKMENISTAN	5,758	0,0082	0,001
20. ARMENIA	2,93	1,26	0,43
21. TAJIKISTAN	8,61	0,414	0,05
SPAIN	46,57	129,4	2,78

Table 3. *Self-elaborated, Google research based*

Making a research on tourism information of the countries proposed I found plenty of figures, merit to use and compare, this is how I ended up composing another table with the data found in World Travel And Tourism Organization (WTTO) on Travel and Tourism Impact at every country for 2018 year. I took the information of the importance of tourism as a percentage of total country GDP and the data on its rise/fall in a one year lap 2017-2018 – **Table 4, Graph 4.1, 4.2, 4.3 and 4.4**

Even a quick observation of the table and Graph indicates us the importance of touristic sector for most of the countries, and evidences even more importance the graph representing its growth. We see a more significant growth is such post-soviet countries as Ukraine, Kyrgyzstan and Armenia – up to 8,5% in one year! Evidently, the policies of their government taken a serious course on tourism development of the regions!

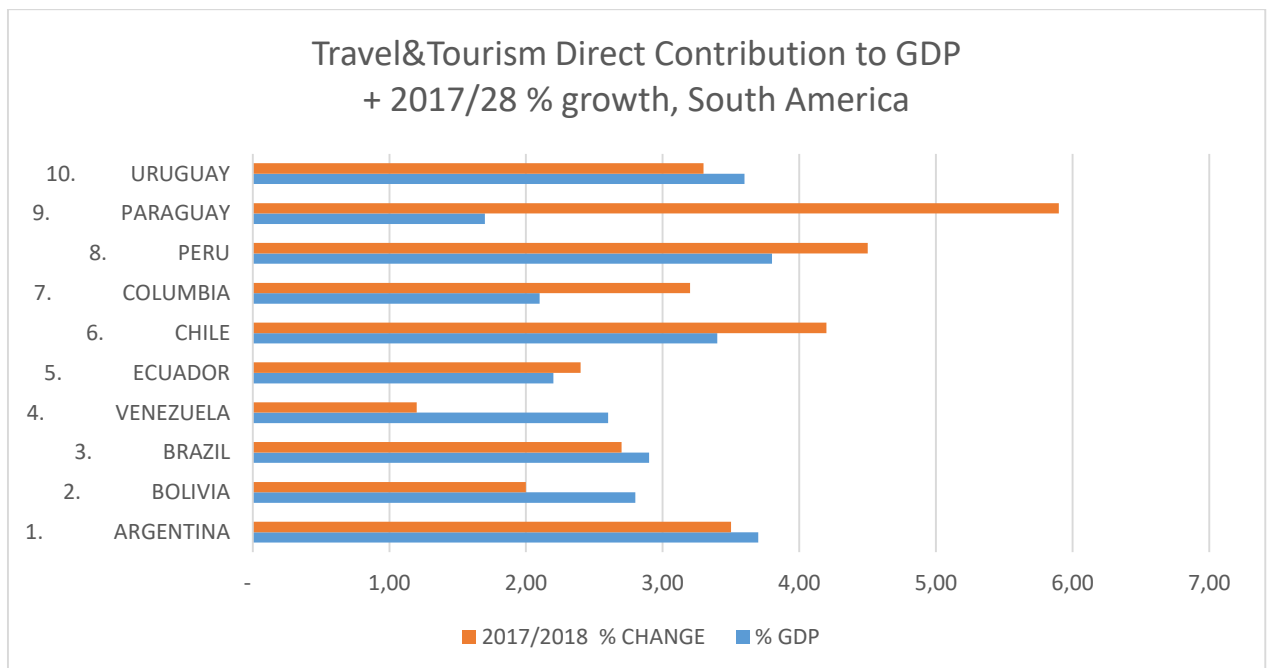
Country	% GDP	2017/2018 % CHANGE	% OF TOTAL CAPITAL INVESTMENT	2017/2018 % CHANGE
South America:				
1. ARGENTINA	3,70	3,50	7,50	10,20
2. BOLIVIA	2,80	2,00	2,80	4,30
3. BRAZIL	2,90	2,70	6,10	2,60
4. VENEZUELA	2,60	1,20	5,90	- 6,37
5. ECUADOR	2,20	2,40	4,90	3,60
6. CHILE	3,40	4,20	10,50	4,50
7. COLUMBIA	2,10	3,20	3,30	5,30
8. PERU	3,80	4,50	4,80	6,30
9. PARAGUAY	1,70	5,90	1,60	5,80
10. URUGUAY	3,60	3,30	7,70	1,50
Average	2,88	3,29	5,51	3,77
Post-Soviet Countries:				
1. RUSSIA	1,20	4,60	2,00	3,80
2. BELARUS	2,00	1,80	2,00	7,40
3. UKRAINE	1,50	8,00	1,90	7,30
4. GEORGIA	9,30	5,50	3,60	9,70
5. AZERBAIJAN	4,20	6,30	2,90	5,00
6. KAZAKHSTAN	1,90	2,40	5,60	3,10
7. KYRGYZSTAN	1,40	7,40	3,70	3,40
8. UZBEKISTAN	0,90	4,50	2,10	0,90
9. TURKMENISTAN	No data	No data	No data	No data
10. ARMENIA	4,40	8,50	4,60	6,20
11. TAJIKISTAN	3,20	0,50	4,00	8,90
Average	3,00	4,95	3,24	5,57

Table 4: Source Self elaboration, based on WTO T&T 2018 report, each country separately except Turkmenistan – no report available

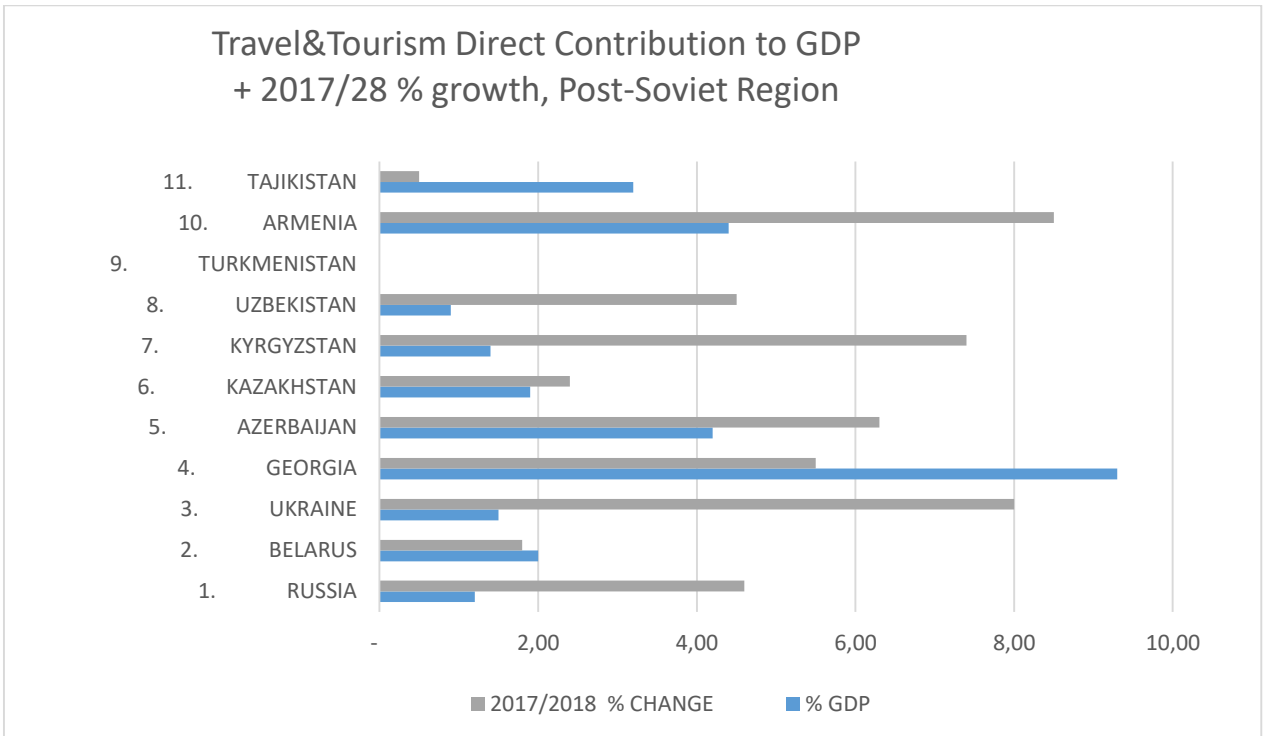
Another observation that can be found is about homogeneity of % GDP in South America region – the deviation we see is of 2,1 points with the average figure of 2,88 for the whole region. While in post-Soviet group a vast deviation from 0,9 for Uzbekistan up to 9,3 for Georgia –and it is if not to take in any consideration Turkmenistan, for which this data was simply unavailable. Deviation of 8,4 points against 2,1 points in South America. This is a bell, indicating that there would be major differences in the results of analysis of all these countries. In few words – even having a higher average of %GDP in a region in post-Soviet countries than in South America we cannot say that in

general tourism plays a more important role in post-Soviet world than in far Latin south. Some of the countries as Russia, Belarus, Ukraine, Kyrgyzstan, Uzbekistan have a lower rate of touristic representation in a countries GDP than an average South America country would have. Of course, this is a current situation, not indicating at all a possible potential of growing countries` GDP thanks to tourism development (which is still in a new-comer stage in most of their regions).

Similar perception we get from the second column, indicating the percent of growth in one year – more homogeneous South America, with maximum figure of 5.9 in Paraguay, and more variable post-Soviet region, having an 8.5 for Armenia and only 0.5 for Tajikistan. Being these figures principally dependent on the policy of the government I will not analyze one by one the reasons of this or that change, leaving this information only for creating a general perception of the current state of things.

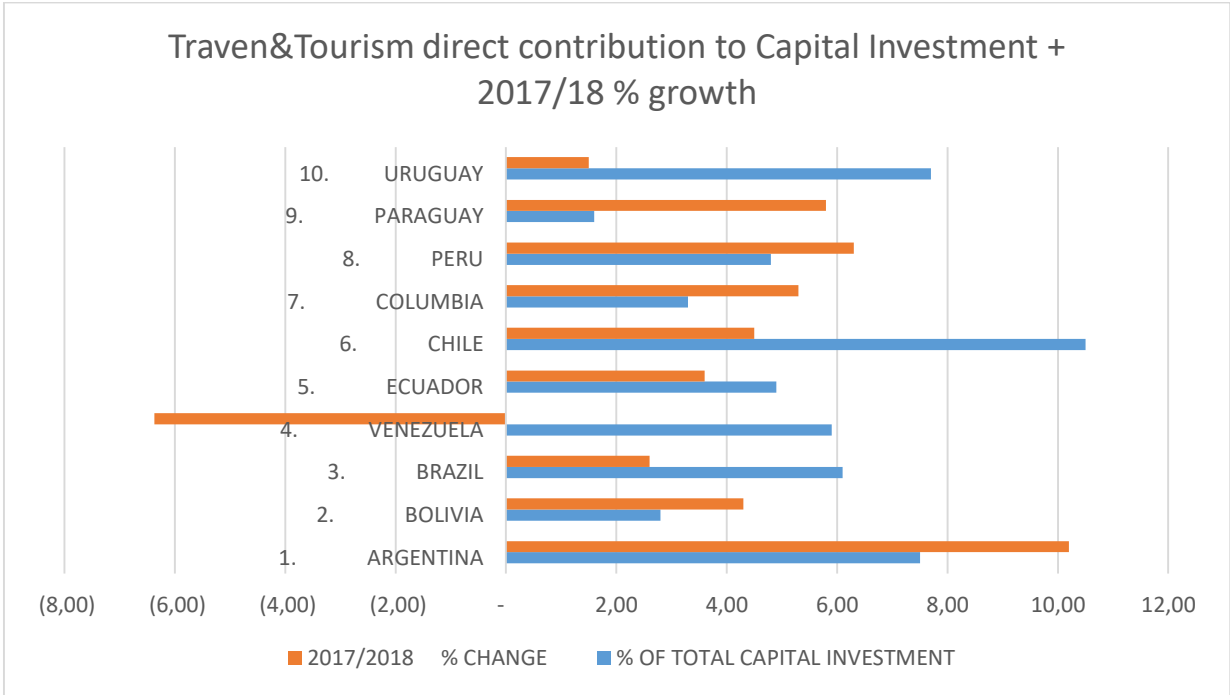


Graph 4.1

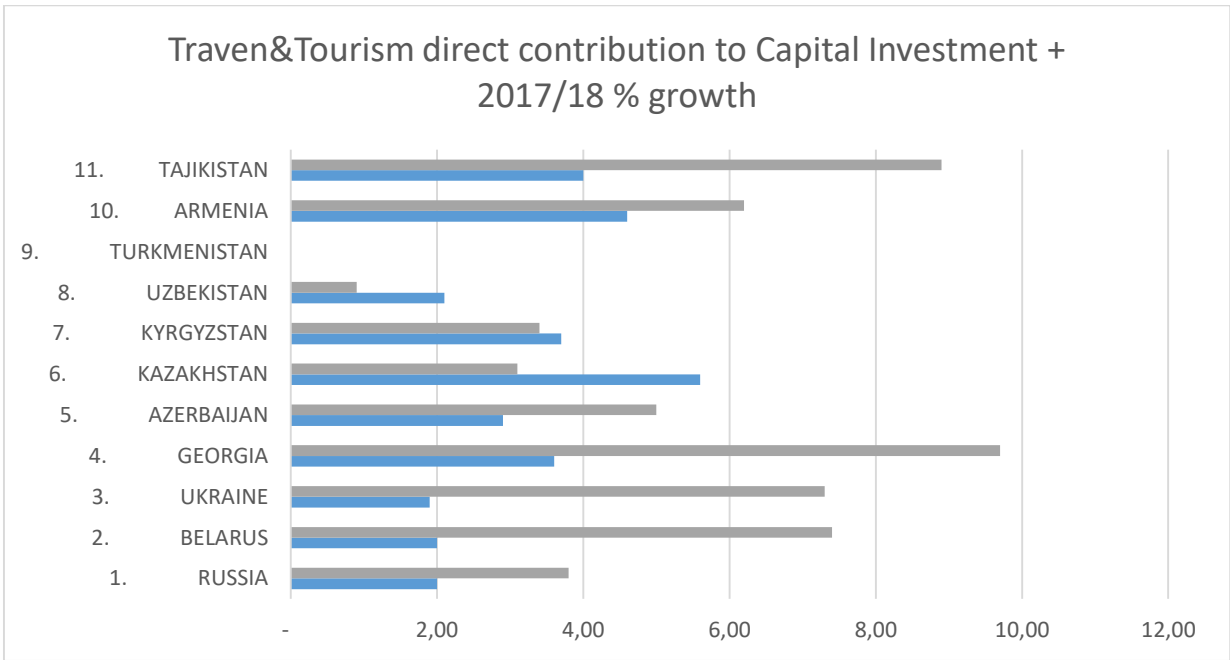


Graph 4.2

Secondly, I took the data for levels of summarized public and private investments in tourism development (column 3 and 4 of **Table 4**) and its relative one-year growth. Creation of visual graphs helps to get the general tendencies casting a quick glance. Here they are:



Graph 4.3



Graph 4.4

Here we see a more significant % importance of tourism investment in South America on average – 5.51 against 3.24 post-Soviet figure. But the speed of growth of this figure is still significantly higher in post-Soviet than in South America. A quick disinvestment in Venezuela is clearly observed and understandable.

MAIN PART

CURRENT PERCEPTION OF MARKET (Question 1)

Before starting to collect the answers of the people, I already had some ideas about the potential and current situations at the regions, as I was looking for statistical data while choosing the countries for my research. Obviously, more than once I hanged checking photos of this or that country and reading articles in touristic journals and trip overviews of the people who visited one of the millions of breathtaking places existing in every region. It is evident that each place has a huge potential for development. From the ratio, indicated in the **Table 3**, and generally from all the sources I was getting a similar message – so much is to be developed here.

One of the first answers I got included a nice opinion from a guide from Ecuador. This phrase mostly summarize the perceptions of all people I spoke with and probably my own one. Here it is, in the original language, how I received it:

“ESTAMOS SENTADOS SOBRE UNA RIQUEZA
INIGUALABLE Y AÚN ASÍ SOMOS POBRES”

Talking about South America, people are conscious about the beauty and touristic potential of their lands. They all say that their country has “one of the best something” in the world. They all say that everybody must see this “something”. It can be a waterfall, a beach, a historic place or even a restaurant. All of them know a “secret place that only locals know”. It inspires with what energy and love they explain about the potential of these places for visiting or improvement. They absolutely love their lands. Being happy to talk to a person interested in their country from Barcelona, they sent me numerous photos of local beauties and invited me to come for a visit infinite number of times. Most of them assured that being guided by them I will not be in any danger and for sure will see the best of the best of the country or region. Exceptional hospitality impression.

Situation at post-Soviet region is quite different. The ideas of “why do you even study our region?” were expressed directly or camouflaged few times while the research. And it is even more surprising if we pay attention to the data of tourism and see that some of post-Soviet countries receive much more visits

than South America. Especially this was chocking about Belarus. Third place in international tourism figures for 2017 and a most often opinion of “we are not interesting”. Must be any explanation to it. Is this a cultural peculiarity of the population - a modesty that verges on pessimism? At some extension I believe that yes. Belarusians in many spheres of life are exactly as their landscapes – smooth, vast and simple. And many times, because of this modesty do not realize that simplicity is also an attraction. By the way, the examples of successes projects in tourism in Belarus (and some other countries, as Bolivia or Russia) are founded on this simplicity idea. Together with the idea of the importance of human factor in it. Each of these people passed a long road of the internal personal growth to reach a point of seeing that they are able to create a micro-world around them. And these projects – rooting from the soul, are quite successful.

As for the last tendencies in touristic sector people from Peru, Argentina, Brazil, Georgia, Armenia and Russia spoke about the bigger touristic flows, while people from Venezuela commented that this sector now is abandoned due to political and economic reasons, which is understandable. Talking with people from Venezuela I was told the same thing every time: “Don’t go to Venezuela now. Even hypothetically – don’t go”. They were the only nationality who even didn’t want to discuss the topic. “Venezuela is an amazing place, but don’t even think about crossing its borders now” – the only answers I could get.

And the growth of touristic flows in Brazil, Argentina and Russia were due to world events carried out in these countries which not only attract more people to visit the country for the first time – and by this promotes the image of “not a dangerous country” – but also stimulates modernizations and improvements of all types. Of course, mostly in already developed regions, but still brings fresh investments and ideas together with the new horizons and expectations of the local people.

Both in South America and post-Soviet countries people were talking about such tendencies as popularization of rural tourism – from the construction of new “cabañas” up to a Ski center created and managed by indigenous population in Argentina - El Parque de Nieve Batea Mahuida managed by Mapuche – local Puel Community. This information I was given by a nice manager of a touristic agency in Argentina. We observe same examples in Russian villages – like Mishkin city – completely created almost from zero by

local people inventing the legend about Mice and creating a Mice museum, Mice Palace and a Mice map of the city (**Picture 1**)!



Picture 1 Mice City Map, source: Google Images

Another conclusion that I could arrive to is that mainly two types of tourism are important from small touristic operators: Family/relax/ecotourism and Adventure travels including risky experiences. And small touristic operators or even particulars offer these experiences with pleasure. More than a half of all the people I spoke with are quite young – less than 35 years old. Most of them love adventures and discovering new places around their own countries. They spoke about the experiences to show their country to travelers and all commented that tourists were impressed. They are all sure that the potential of this continent to offer this type of travelling is limitless.

The response of a co-founder of a Russian touristic agency for internal tourism Gluroman Go comments that in the last 5 years she noticed a quick growth of an extraordinary touristic products which attracts not only a local traveler but also an international. She highlights the idea, that when a tourist goes to an unusual place he/she has to be ready for unexpected situations as such routs

are quite new and frequently impossible to organize 100%. But she affirms that the tendency of such “flexible” travelers grows, what permits to turn on imagination and prepare extraordinary tours to quite remote places. Her colleagues from Georgia, Armenia and Kazakhstan agree at this point and comment that this tendency inspires them to be creative and discover every time new exclusive tours.

Professionals and travelers from all the regions affirm that when arises a touristic interest towards a new region it starts to develop from below quite actively and in a very original way, while when the development goes from above yes, it is more structured and better designed but many times, it is more massive and similar to other places around. The best type of latest growth was mentioned by Georgian, Belorussian and Argentinian businessmen, giving me examples of projects created from above and below at the same time. Unfortunately, they are scarce because surprisingly, the interests of inhabitants of the region and the government of the same one are not going in the same direction.

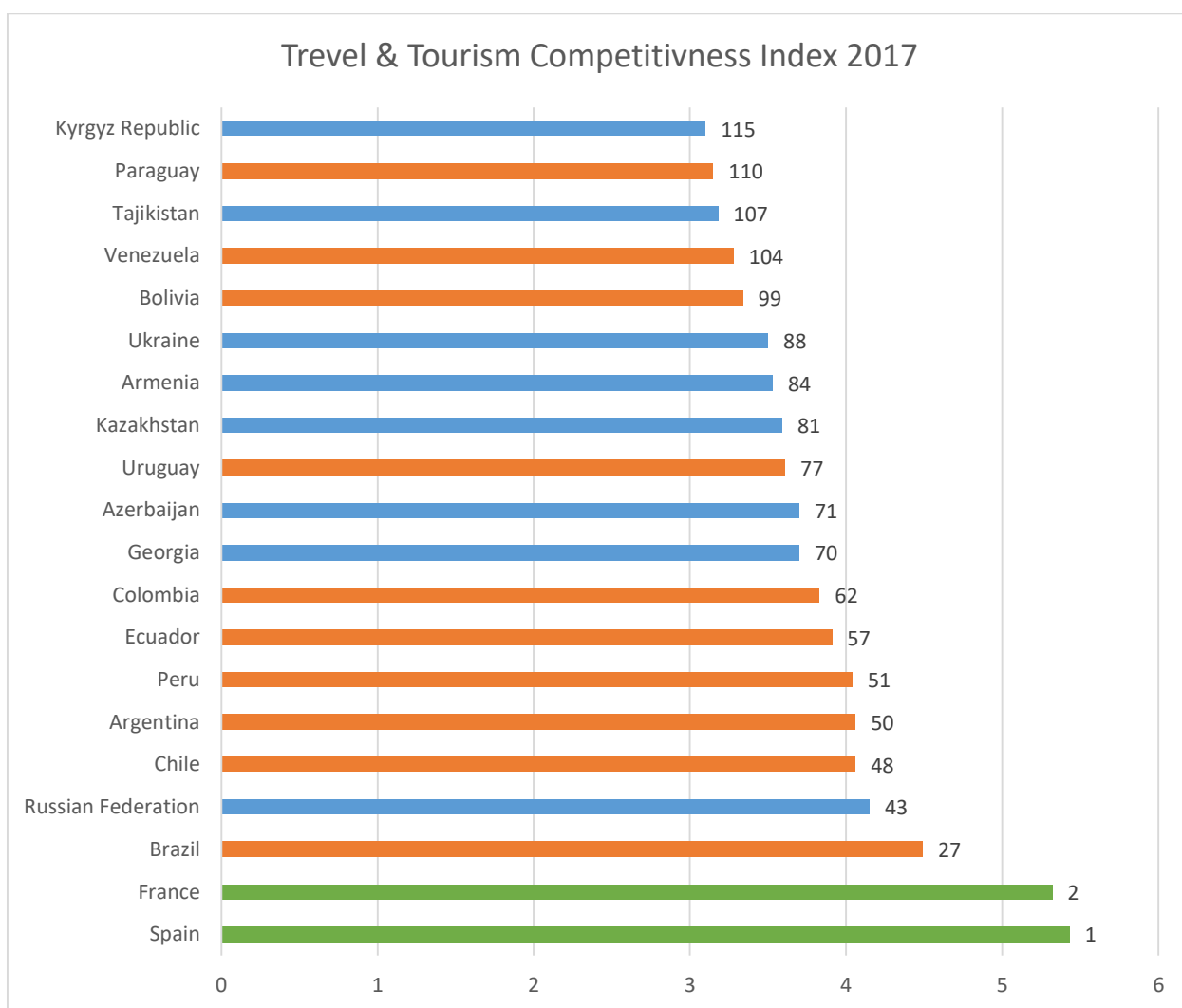


Table 5: Source: *Self Elaboration, based on World Economic Forum T&T Competitiveness 2017*

In the following **Tables 5 and 6** I offer you to evidence both – touristic potential of the countries in focus and its growing tendencies (**Table 6 column 3: index of change from 2015**). I also represent a comparative information of the first-line countries (Spain and France). We can see in the **Table 6** that a change from 2015 of these two leading countries is equal to 0 while Peru, Colombia, Azerbaijan and the others show positive 13-5 results. And it will be like this because the speed of development of most of chosen countries is growing.

Table 6: Source: WTO 2017 report

Table 1: The Travel & Tourism Competitiveness Index 2017 Ranking

Country/Economy	Rank	Score	Change since 2015
Spain	1	5.43	0
France	2	5.32	0
Germany	3	5.28	0
Japan	4	5.26	5
United Kingdom	5	5.20	0
United States	6	5.12	-2
Australia	7	5.10	0
Italy	8	4.99	0
Canada	9	4.97	1
Switzerland	10	4.94	-4
Hong Kong SAR	11	4.86	2
Austria	12	4.86	0
Singapore	13	4.85	-2
Portugal	14	4.74	1
China	15	4.72	2
New Zealand	16	4.68	0
Netherlands	17	4.64	-3
Norway	18	4.64	2
Korea, Rep.	19	4.57	10
Sweden	20	4.55	3
Belgium	21	4.54	0
Mexico	22	4.54	8
Ireland	23	4.53	-4
Greece	24	4.51	7
Iceland	25	4.50	-7
Malaysia	26	4.50	-1
Brazil	27	4.49	1
Luxembourg	28	4.49	-2
United Arab Emirates	29	4.49	-6
Taiwan, China	30	4.47	2
Denmark	31	4.43	-4
Croatia	32	4.42	1
Finland	33	4.40	-11
Thailand	34	4.38	1
Panama	35	4.37	-1
Malta	36	4.25	4
Estonia	37	4.23	1
Costa Rica	38	4.22	4
Czech Republic	39	4.22	-2
India	40	4.18	12
Slovenia	41	4.18	-2
Indonesia	42	4.18	8
Russian Federation	43	4.15	2
Turkey	44	4.14	0
Bulgaria	45	4.14	4
Poland	46	4.11	1
Qatar	47	4.08	-4
Chile	48	4.08	3
Hungary	49	4.06	-8
Argentina	50	4.06	7
Peru	51	4.04	7
Cyprus	52	4.02	-16
South Africa	53	4.01	-5
Latvia	54	3.97	-1
Mauritius	55	3.92	1
Lithuania	56	3.91	3
Ecuador	57	3.91	n/a
Barbados	58	3.91	-12
Slovak Republic	59	3.90	2
Bahrain	60	3.89	0
Israel	61	3.84	11
Colombia	62	3.83	6
Saudi Arabia	63	3.82	1
Sri Lanka	64	3.81	-1
Morocco	65	3.81	-3
Oman	66	3.78	-1
Vietnam	67	3.78	8
Romania	68	3.78	-2

Country/Economy	Rank	Score	Change since 2015
Jamaica	69	3.71	7
Georgia	70	3.70	1
Azerbaijan	71	3.70	13
Montenegro	72	3.68	-6
Trinidad and Tobago	73	3.67	-4
Egypt	74	3.64	9
Jordan	75	3.63	2
Dominican Republic	76	3.62	5
Uruguay	77	3.61	-4
Bhutan	78	3.61	9
Philippines	79	3.60	-6
Kenya	80	3.59	-2
Kazakhstan	81	3.59	4
Namibia	82	3.59	-12
Cape Verde	83	3.55	3
Armenia	84	3.53	5
Botswana	85	3.52	3
Guatemala	86	3.51	-6
Tunisia	87	3.50	-8
Ukraine	88	3.50	n/a
Macedonia, FYR	89	3.49	-7
Honduras	90	3.49	0
Tanzania	91	3.45	2
Nicaragua	92	3.44	0
Iran, Islamic Rep.	93	3.43	4
Lao PDR	94	3.40	2
Serbia	95	3.38	0
Lebanon	96	3.37	-2
Rwanda	97	3.36	1
Albania	98	3.35	8
Bolivia	99	3.34	1
Kuwait	100	3.33	3
Cambodia	101	3.32	4
Mongolia	102	3.31	-3
Nepal	103	3.28	-1
Venezuela	104	3.28	6
El Salvador	105	3.28	-14
Uganda	106	3.20	8
Tajikistan	107	3.18	12
Zambia	108	3.18	-1
Côte d'Ivoire	109	3.16	8
Paraguay	110	3.15	3
Senegal	111	3.14	1
Gambia, The	112	3.12	-3
Bosnia and Herzegovina	113	3.12	n/a
Zimbabwe	114	3.11	1
Kyrgyz Republic	115	3.10	1
Ethiopia	116	3.10	2
Moldova	117	3.09	-6
Algeria	118	3.07	5
Gabon	119	3.08	5
Ghana	120	3.04	0
Madagascar	121	2.99	0
Mozambique	122	2.91	8
Malawi	123	2.91	3
Pakistan	124	2.89	1
Bangladesh	125	2.89	2
Cameroon	126	2.88	-4
Benin	127	2.84	n/a
Lesotho	128	2.84	1
Nigeria	129	2.82	2
Mali	130	2.78	-2
Sierra Leone	131	2.69	1
Mauritania	132	2.64	5
Congo, Democratic Rep.	133	2.64	n/a
Burundi	134	2.57	1
Chad	135	2.52	6
Yemen	136	2.44	2

INFLUENCE OF SMALL ECONOMIC PARTICIPANTS

Answering this question most started to talk about the problems of developing a business without the governmental support and public investments. Quite a common vision among all the people around the globe – first state has to do something and after I will start to improve my business (or it'll improve itself...). Ok, knowing the limitations every country imposes is necessary to start up or develop any kind of economic activity, but it only limits, not entirely conditions! This is when the major problem of a country begins – when people apathetically wait that someone else will improve everything. And don't act.

Of course, I could find good examples of proactive solutions done by small groups of people – Mapuche ski resort (**Picture 2**) is one of them. The guide from Ecuador named me a good example of a small city Milagro, that could develop its structure thanks to ecotourism, being able to create its own products and style. **Sustainable businesses** also flourish in Ecuador, one of the examples can be a chocolate plantation and production El Castillo than offer guided tours around the plantation and production explaining the history and technology of all the process – great practice attracting tourists. Not too much but every time more – comments my Equatorial consultant.



Picture 2 *Mapuche Ski Resort, source: Google Images*

A tourism graduated from Brazil responded to this question without giving examples but also greatly explaining global tendencies of private investors of his country:

“...the private sector is investing more and more in the tourism segment. Increasingly, small agencies and tour guides have invested in other segments of tourism in such a way that tourists may be interested in exploring other activities unrelated to the mass tourism (Sun and beach), such as ecotourism, city tours, walk tours in historical centres, however, a macro view is necessary. There is still a lack of a wide range of options. Since it is a country extremely rich in natural and cultural potential, it needs to be more explored in an intelligent, profitable and meaningful way”.

One Russian guide, answering my questionnaire told me a nice phrase:

“PEOPLE ARE THE SALT OF THE EARTH”

I agree completely with her, this is why the specification of my paper is what it is. She is not the only one affirming this is the most important part of any place. People make the place, especially in the cities, villages etc. Probably, for some “lost-in-nature” types of travelling the only person really important for their experience are themselves, but in other cases a huge percentage of tourist satisfaction depends on the people he meets. This is why I study what small economic participants – individuals, not huge structured businesses or government – can do. I received another curious opinion from a 21-years old entrepreneur from a small Chile island – Puerto Aguirre, confirming my ideas. He says that tourism of his island depends on the local people 100% - which is, of course an exaggeration, but is not lacking its reasonable part. Small local businesses are the only businesses existing on the island, so tourism obviously depends on them most of all – the visitor will have what a local will offer and it is in their hands to develop the offer. He also mentioned that being very small the population of the island most of people know each other and offer complimentary services because the communication between the participants is perfect. Obviously due to the lack of market competition, the development of services goes slow, but the existence of communication mentioned by this entrepreneur is something to be taken under considerations writing the conclusions of this report.

All interviewed people agree that the main role of individual guides and small businesses is to divulge best local and cultural peculiarities to a tourist.

Something that while individual exploration or a big organized tour is undeservedly neglected. To resurrect the forgotten culture is one of the main issues of concern in some of post-soviet countries. For South America, this problem exists as well, although in a smaller scale. And who is able to do this? Of course individuals, small entrepreneurs, families, communities! Instead of going away to more developed regions young, educated people could start developing their native spots. I have started to dream at this point, sorry. But if to think for a second that a motivation for such processes could be real who knows what most of countries would be and look like...

Ok, let us come back to reality. I also want to talk about statistics and information for the developing regions. Generally, in both regions, statistics of international tourism is more or less reliable. The problem is with the interior travelling that is really complicated to calculate and measure nowadays. Many of the local touristic agencies providing services to a national tourist give to the authorities an unreliable data due to some personal reasons. And the trips made out of hotels and agencies is not taken into account. The potential of this type of tourism is high and small businesses are able to influence its development by creating interesting spots not only for an international tourist, but also for a national – it may be agro-tourism, natural routes, sport or cultural events, festivals etc. This potential could be better exploited both in South America and in post-Soviet countries, many interviewed people indicated this.

The limitations of small `participant's possibilities are mainly related to infrastructure, logistics and country policy towards international tourism. This is something commonly agreed to be a sphere of responsibility of the government.

MAIN OBSTACLES TO DEVELOPMENT

The main question here is if I found similarities in obstacles, existing in both regions. Of course, yes! Here they are:

Politics/government

A number one obstacle and the main culpable for everything going bad is the GOVERNMENT. Not enough governmental support of the sector. Complex policies towards all the agents involved in tourism – visitors, investors, entrepreneurs... this is what I had in mind even before starting to write the report and this is what I kept reading and hearing in many of the answers. I am not going to analyze different politics preventing or slowing tourism development of the regions because the objective of this report is to find out what small economic participants can do regardless governmental management of the country. Still can mention the main points, received from people:

- Complex visa requirements or obtaining procedure.
- Expensive flights, no low-cost variants
- Lack of investment in maintenance and development of touristic spots
- Undeveloped infrastructure
- Lack of security in the country
- Insurance compliance and medical aid
- Adequate hospitality and touristic education etc.

Can individual entrepreneurs and small businesses do anything if government does not support enough touristic development? Of course, and most of them already do – by creating agencies that help with visa obtaining, by offering personal transport in tours, being creative in tour invention by inventing new routes to avoid or lighten a way to the remote places. This complicates their life, does not favor to quicker tourism development and raise the prices for travelers, make this touristic destination less competitive? True, but is also a solution.

Lack of security

Security is basic to make most of the tourists want to visit the place. Tourism development is difficult, if not impossible, if the country is a dangerous place. Even a few events violating the image of security of the region cuts significantly

its touristic flow. Security situation in Columbia, Venezuela, Turkmenistan, some parts of Uzbekistan and Ukraine has an obvious negative effect on touristic flows in the regions and is a problem that will be solved only in a long run. Even if the present problems of security are solved, the consequences of current situation can influence the image of the regions for years.

But of course, many times the whole region is unfairly perceived as insecure unfairly – just one certain place can be in a list of “do not go” and the rest of the country lose its opportunities for this deterrent label. Not all South American countries are insecure – better to say that most of them are quite a secure place, but the image that travelers bear in their minds as difficult to change. Countries like Ecuador, Chile, Bolivia, Uruguay and Paraguay are perceived to be quite a secure place, while from Colombians, Brazilians and Peruvians I heard negative references. And of course Venezuela and a solid “don’t go” reference.

What is to be said about post-Soviet region – on average this region is perceived as a more secure one than South American, being this also proved by figures from **Table 8 (World Economic Forum, 2018)** – safety and security column. The most dangerous area in post-Soviet countries are Ukraine and Turkmenistan, the rest of countries receive more or less “green” ratios. Having a look at South America situation Venezuela, Colombia, Brazil and Peru are stated to be a quite dangerous place. In the countries that is not inside of an armed conflict local people and small businesses have plenty of opportunities of the image and perception improvement.

What I could understand from the references, being accompanied by a local is quite an essential condition for safety. At this point, my idea of great role of small businesses in such countries takes its force. Local person will know very well what is safe and what is not – like this the level of unsafety can be drastically decreased, now not the whole country becomes insecure, but only some parts of it, which with the proper information, can be easily avoided.

Infrastructure and modern installations

Something essential for high-level travelling and its developing, depending both on the governments and the communities. What can be done here by the locals? Learn about the existence and maximum integration of those in the everyday life. Here, I believe, one of the biggest handicaps is that people can't permit themselves to travel a lot and see how does it work in more developed regions – and consequently they don't need to implement it in their region due

to lack of knowledge. Tourism can favor a lot at this point – people from all over the world exchange their visions and knowledge at different issues, including everyday commodities and infrastructures, bringing modernizations to the most far away regions. But this is most a governmental sector of responsibility.

Talking to people from both regions, from every country, we were discussing this issue. Mostly this is one of the biggest problems in vast countries and in high-upon sea level regions. Touristic companies and travelers calls this a “logistic hell” – when you have to spend so much time going from place A to B and its relatively close. Where heard about it most is in Russia... Well, heard, I tried it! Even a road between my homeplace – Belorussian capital Minsk and Saint Petersburg (quite a popular and important trajectory) was not of a good quality – few hours going by car we had to drive 60-80 km/hour... does not sounds like a principal road, right? So, even do not want to imagine what happens in more far away parts of the country. In few countries, especially in Russian Federation I was told about bad quality of infrastructure at lateral parts of the region – where the responsibility of both federations meet. This is evidently a question to authorities. What can locals do about it? Probably, just insist? Be fair everyone at his working place? Well, this last point would solve not only this problem but rather most of them...

Environmental sustainability implemented in tourism

From my point of view, this is something mostly depending on small touristic agents – at this stage of development most of tourism in rural areas of both South American countries and post-Soviet region is mostly eco-friendly due to its underdevelopment. It is very important to take in consideration this eco line for its further development – it is easier to be ecofriendly form the beginning than to be changing the system established and functioning.

As for the people`s perception of this point – the situation is not really bad, but evidently underdeveloped. Lots of country`s representatives interviewed mentioned, that not, before the level of touristic flows started to raise significantly preventive measures and working systems of eco-friendly mentality has to be developed in people`s minds. For now the situation is the following – if tourism is organized the possibility of compliance of ecological norms is more possible. Agencies normally affirm this position – the better organized are tourists, the more eco-friendly will the tourism be. I can say that I agree 100% with this idea – local people, small businesses, just ordinary, not business people – we all can do a lot for ecosystem if we realize the importance

and take such a decision. What is missing in all of us, and in developing countries probably more – is the comprehension that attitude of every individual counts. We all sum up the result at the place we live, which means we all can make the difference.

Little companionship between small business owners and private individuals

One of the problems that was mentioned few times was about this. If the big companies come to the scenario they liquidate the small ones by offering better and cheaper services, and the government does not protect small businesses from this anyhow. The solution found by many locals is to offer services, different from the big sharks and keep by doing this their niche of special /exceptional travelling. But doing this requires a good level of knowledge and management together with some investment, which not all of them have.

The missing link – is communication between small businesses themselves. I refer to a perception of competition between them and no network creation. Doing this, a strong potential is dispersed in competing without exactly giving positive results – lost opportunities, “wild” type of business management, neglecting of collaboration is dominating most of the regions studied. I understand it is about free capitalist market, but companionship sometimes does much more, and I guess this attitude might improve the situation.

Scarce education in hospitality sector

Small tourism-related businesses are mostly managed by people who have not received any education linked with this sector. Some of them have never even travelled themselves. Of course, the services offered by them will not be of high level – this is obviously something missing for rapid development of the region, and something what is very reachable by every person individually. There is no need to go to university or study a tourism master to see how good touristic locations can be developed – most of the people do have access to internet and most of the materials can be found there. What is missing is the personal motivation in development and self-education. Every time more and more, but at quite a slow pace people from all over the world begin to notice the importance of constant education and decide to manage this from the point of its own responsibility.

As a good example – one Argentinian guide comments that small touristic businesses from the towns do not offer their services directly to the client. They

come to the bigger city-located agencies and offer themselves. Consequently creating one additional intermediary, which diminishes the profitability of the individual business. This makes less possible further investment in establishment and services of the place and prevents its development. It is good to collaborate, but entirely dependence on the intermediary nowadays is a crazy luxury that no company can permit itself without great damages.

Low-Quality Restoration

Another point of sad comments from tourists and guides.

“SOMETIMES IT’S BETTER NOT TO TOUCH ANYTHING THAN TO DO WHAT THEY DID”

A phrase that sums up and demonstrates main opinion on “cheap” reconstruction in undeveloped regions. Re-destination of historical places for modern needs. Cheap restoration without a plan and deadlines. Bribery, evidently. Demolition of tourism attraction construction for constructing something “functional”. Endless list of depreciation of national, historical, universal points of interest. What can be done by the locals? Sometimes a lot, but as a common network between individual businesses is not developed at all, they can not gather and protect their local properties from this vandal actions. Many times they permit it with the eyes closed because they have another preoccupations. Of course for all this money is needed, and the money goes to the projects of massive attraction, located along popular touristic routs. At this point – the locals are exactly right people who have to pay attention to maintenance of valuable objects of the region.

Enabling environment						
Country/Economy	Global rank	Business environment	Safety and security	Health and hygiene	Human resource and labour market	ICT readiness
SOUTH AMERICA						
Brazil	27	3.5	4.5	5.3	4.3	4.6
Chile	48	5.0	5.7	5.2	4.8	4.9
Argentina	50	3.1	5.0	6.4	4.6	4.7
Peru	51	4.3	4.5	4.8	4.7	4.2
Ecuador	57	3.9	5.2	5.1	4.2	3.9
Colombia	62	4.0	2.6	5.0	4.6	4.4
Uruguay	77	4.6	5.5	6.0	4.6	5.5
Bolivia	99	3.0	5.0	4.4	4.0	3.8
Venezuela	104	2.4	3.3	5.1	3.9	3.5
Paraguay	110	4.3	4.7	5.0	4.1	3.7
South America Average		3.8	4.6	5.2	4.4	4.3
EURASIA						
Russian Federation	43	4.1	4.3	6.7	4.8	5.0
Georgia	70	5.3	6.0	6.1	4.8	4.5
Azerbaijan	71	4.6	5.8	6.1	5.0	5.0
Kazakhstan	81	4.9	5.5	6.7	4.8	4.9
Armenia	84	4.9	5.9	5.9	4.8	4.3
Ukraine	88	3.7	3.5	6.6	4.9	4.2
Tajikistan	107	4.3	5.7	5.7	4.9	2.3
Kyrgyz Republic	115	4.4	5.0	5.8	4.4	3.6
Eurasia Average		4.5	5.2	6.2	4.8	4.2

Table 7 Source: *Travel&Tourism economic report 2017, World Economic Forum*

Country/Economy	T&T policy and enabling conditions				Infrastructure			Natural and cultural resources	
	Prioritization of T&T	International openness	Price competitiveness	Environmental sustainability	Air transport infrastructure	Ground and port infrastructure	Tourist service infrastructure	Natural resources	Cultural resources & business travel
EURASIA									
Russian Federation	4.2	2.2	5.8	4.1	4.5	3.0	4.5	3.8	3.2
Georgia	4.9	3.1	4.9	4.4	2.2	3.3	4.0	2.4	1.6
Azerbaijan	4.8	2.9	5.4	4.0	2.4	3.7	3.3	2.4	1.7
Kazakhstan	4.3	2.3	5.9	3.8	2.6	2.8	3.1	2.6	1.6
Armenia	4.6	2.6	4.8	3.8	2.2	2.9	3.9	2.6	1.4
Ukraine	4.3	2.9	5.2	3.9	2.4	3.0	4.0	2.3	2.1
Tajikistan	4.0	2.6	4.7	4.0	2.2	2.6	2.1	2.7	1.3
Kyrgyz Republic	3.6	2.3	5.5	3.7	1.9	2.1	2.2	2.4	1.6
Eurasia Average	4.3	2.6	5.3	4.0	2.5	2.9	3.4	2.6	1.8
SOUTH AMERICA									
Brazil	3.9	2.6	5.3	4.1	3.7	2.4	4.9	6.1	5.7
Chile	4.6	4.7	5.3	4.1	2.7	3.3	4.4	3.3	2.7
Argentina	4.6	2.8	4.1	3.4	2.7	2.6	4.5	4.4	4.5
Peru	4.6	4.3	3.8	4.1	2.5	2.4	4.7	5.3	3.3
Ecuador	4.7	3.9	5.1	4.0	2.5	3.6	3.9	4.9	2.0
Colombia	4.1	4.6	4.4	4.2	2.8	2.3	3.7	4.5	3.4
Uruguay	5.3	2.7	4.0	3.9	2.1	2.8	4.4	2.5	1.8
Bolivia	3.6	2.8	4.3	4.2	2.2	2.2	3.3	4.0	2.0
Venezuela	3.4	2.2	5.5	3.7	2.0	2.0	3.1	4.6	2.2
Paraguay	4.9	2.5	5.0	3.8	1.6	2.1	3.3	2.3	1.4
South America Average	4.4	3.3	4.7	4.0	2.5	2.6	4.0	4.2	2.9

Table 8 Source: *Travel&Tourism economic report 2017, World Economic Forum*

These two tables (**Table 7, Table 8**) were extracted from the report of World Economic Forum, 2017. It is a perfect summary of points, discussed previously. Gathered by regions, I was able to copy-paste data for nearly all the countries of interest.

The first column offers a ratio of Prioritization of Travel and Tourism in the region, in most we see quite high rates, which is obviously an indication of future development.

The next one is an International Openness ration, I do not comment on it explicitly as it is a sphere of influence of governments, not small businesses and this is not a topic of present research.

In the third column we observe a slightly better price competitiveness of post-Soviet region, than in South America but this is again, mostly an economic index that is to be influenced by at least regional authorities. Perhaps a lower price competitiveness and a better infrastructure would be much better for tourism figures.

After we see environmental sustainability, discussed before. And then the red color starts – Infrastructure and Natural and Cultural Resources. Ok, air, road and port infrastructures are to be developed from above, require substantial investments and constant systematical improvement. But the red figures of natural and cultural resources plus touristic infrastructure at some extend – are spheres of possible influence of small-medium economic participants and is something that for sure is able to attract an international tourist looking for the “soul of the region”.

Other two tables also provide us with a general overview on the both regions, indicating with bright red color the weakest aspects of the regions. We find evidence that business environment in Argentina, Bolivia, Venezuela and Brazil is not quite inviting to invest time and money. We see it is not safe at all in Venezuela and Colombia. We perceive that generally labor market is worse in South America than in post-Soviet countries. ICT Readiness is about latest telecommunication technologies, so important for modern development.

Having these statistics and comparisons also permit the countries to pay special attention to the aspects less developed to permanently get better and rise the prosperity of people living in it.

SOCIETY PERCEPTION OF TOURISTIC INFLUENCE

All the people interviewed agree that development of tourism is one of the main sources of improvements of country's economies. They also agree that the population is mostly conscious about its positive effect. I was given a nice example of a positive change in Ecuador by a famous blogger/traveler/photographer, he says:

“Hace unos 10 años pensaba que el turismo no influía mucho en el desarrollo de un lugar, ahora pienso diferente ya que existen lugares en los que uno sale de paseo y existen negocios, principalmente de comida, en los que uno realiza una parada casi obligatoria para degustar de la gastronomía de esos lugares y en los que a uno lo tratan con amabilidad y que gracias a su presencia y unidad han conseguido mejoras en carreteras, alumbrado, cosas que podrían parecer sencillas pero ayudan a la seguridad del turista; por ejemplo cuando realizaba viajes de Guayaquil a Machala (ciudades que están a tres horas de viaje entre sí), había un lugar en el que vendían "humitas" pero estaban asentados en la carretera, poniendo en peligro al turista además de que tenía calles de tierra, lo que hacía que se levante polvo entre otras cosas, pero ahora ya han asfaltado, la carretera la agrandaron, les dieron su espacio a estos vendedores, iluminaron mucho mejora la calle.... creo que este sector poco a poco se ha ido desarrollando, incluso ahora se leen letreros que invitan a visitar cascadas y otros atractivos naturales de la zona. Este es un ejemplo si duda hay algunos más, al igual que hay algunos que espero pronto lo hagan”.

Here we got an evident example of how the quality of life of the region along the road got better thanks to the joint initiatives of small tourist-oriented businesses. And I am sure there are hundreds of such examples around South America and post-Soviet region. It demonstrates that always something can be done to improve the situation. And that local people seeing such examples start to be conscious that their level of life can get better developing this sector of economy.

A guide from Russian Federation comments, that a more positive effect is achieved when organized tourism is getting better. She affirms that, many times, when small businesses start to develop tourism spots by themselves, without a system, negative results are often obtained. She insists that tourism has to be developed in a more centralized way.

Travelers from Georgia and Armenia claim that national patriotism is growing and this leads to cultural development of both countries, raising as the effect, the level of tourism to new places and more and more wide touristic offer.

“We all are humans and we always want to show to the others the best we have – attracting more tourists will undoubtedly favor this development,” says a Brazilian ex-soldier and a current adventurer and photographer. And I completely agree with him.

INNOVATIVE & SHARING IDEAS IN TOURISM

Sharing economy is known and popular at different extension mostly in most developed regions – big cities. Other zones many times even have not heard about such options of travelling. This indicates us a huge possibility of development – making these solutions popular might improve a lot the situation of a touristic sector of unexploited regions pushing up the rates of visitors and level of services offered. I believe that marketing campaigns directed on small regional touristic operators and offering them special suitable products might raise the acknowledgment of sharing economy practices favoring tourism development and general level of life of the population.

One of the big factors of the development of sharing economy ideas is lack of availability of technological advances among the countryside population – which is getting better every time while the latest generation grows up. The generations of 80`s, 90`s and 2000`s are the people who the marketing campaigns are to be directed to. They already have Internet access and overall vision of life on the globe. They get more up-to-date information and contacts through social media and other available sources in Internet. They are the ones to change the future of their countries and touristic sector in particular. And they already have all the sources to start doing this – every time less investment is needed to begin a business, to contact someone, to find a client. Nowadays the information required for personal development can be found almost free of charge – one can learn a foreign language, read millions of articles and books for free (not something totally positive because of copyright legislations violation, but still, it is available worldwide). So, I am sure that global development is reaching all developing countries and every year we will see a growth in touristic sector thanks to this type of innovations. More and more fantastic places discovered and more and more fascinating travel stories lived.

CONCLUSIONS

To conclude with I decided to analyze the solutions found out in the course of my research.

In general, I can say that the objectives of my research are achieved, as the main obstacles for development were discovered and confirmed, the role of small businesses was defined and existing solutions are more or less detected. In the conclusions, I will sum up the solutions proposed and try to generate an offer for future development.

EXISTING SOLUTIONS

While studying the successful small size touristic businesses of the developing countries I could find out few key points of success. These ideas sounded quite frequently in the responses of my interviewees – the owners of small businesses and travelers. They all are an important part of success of a business in any country, but in developing countries, they are the main and sometimes the only ones, able to create at least any type of touristic activity.

1. Experience rather than bare sightseeing

All more or less successful businesses I could study in the regions of research have this point. At the conditions of bad infrastructure and governmental restrictions or poor state of cultural and historical locations, this is a main key of attraction. Innovative ideas, unexpected roots, unusual experiences, different types of activities connected somehow with the spirit of a region – all this add value to what a business does and is able to attract the tourist attention first, and later bring new tourists to this “savage” place.

As a striking example of what I say can be a farm-stead in a lost-in-woods location in Belarus. The owner of it is a master of Tibet bowls. Yes, master of Tibet bowls in Belarus! He is quite famous in post-Soviet region and in Baltic countries, of course in a narrow group of people, but still. He told me a long story of his own life course and also about how the place was created. From the first glance it is a typical agro-touristic type of business, uncomfortably far from human civilization, not very convenient for visiting, not exhaustedly comfortable for a stay – it is not a five-star hotel at all. But people come to stay there for weeks and months. Why? Because he offer them not only a stay, but also a course of Tibet Bowls music, playing with his popularity and price competitiveness for a similar type of activity in the whole region (basically, the

alternatives nearly doesn't exist). Everything apart of it are decorations only adding value to this place and making it more attractive – things like excursions, eco-food, unbelievable woods and river, etc. His personality and specificity of the activity offered is something that was a key to the success.

And this is not the only example. Hunting in Russia, poncho courses in Argentina, unexpected types of routes at numerous countries – each one creative and special itself. With a person being a soul of it – this is a second key to success.

2. Personal brand marketing = Being the soul of a project

This is highly connected with the previous point, but still is a bit different. In the first one I say that the experience offered makes difference. And here I want to emphasize the importance of a person itself in a business prosperity. Huge touristic giants can be faceless. But not a small business. The image and the message transmitted by the owner of the business is of so high importance.

Modern marketing calls it “personal brand marketing”, I prefer a “soul of a project” definition. If something is done from the heart, with love and faith – it will work and serve for people's satisfaction. We all know the restaurants that are better than another, similar ones, just because the owner is a “great dude”. This is exactly what I am talking about. And if at the developed markets this point is just a small addition to success (if a business is organized correctly and has its normal clients at a vast market), for developing regions it plays a “you have it or die” role. These regions have too many problems that small entrepreneurs are not able to solve that without having a faith and love in what you do you will probably give up at the beginning stage. Only personal energy, creativity, strong spirit for archiving the result will actually, come up to any result.

3. Travelling and constant learning

Most of the locals I could spoke with were mentioning that owners of small local businesses in underdeveloped regions do not know anything about the world out of their community or country. This is obviously a huge obstacle for the development – they just do not know exactly which is the future direction to their development. They do not know what exactly they do not have, they can not compare and consequently have to discover America again.

After the definition of the problem, a solution is quite evident. To travel and broaden the mental outlook to those, who seriously decide to dedicate

resources to the development of a touristic oriented business (well, any business actually). The objective to attract an international tourist is quite challenging due to his previous experience and the ability to compare many levels of a service offered.

This key is not something immediately achievable, but the secure one. Learning and getting new experiences for sure will bring winds of positive changes to the developing regions. The important disadvantage of this point is that after learning more a person can decide not to come back to develop his own region but stay there, at a more comfortable place. But this is already an another type of a problem.

4. Find out competitive advantage instead of thinking of obstacles

While talking to people I noticed quite often a “nothing-to-see” syndrome. This type of people was seeing as an obstacle every single thing in his region. The questions about positive peculiarities, cultural differences, strong sights of interest or successful businesses they normally were ignoring or just shortly commenting that it does not exist. The most shocking revelation for me was a comment from one guide – she told that few times she was told by a museum worker that there is nothing interesting in their region! Amazing, what can be said about people who has no relation with tourism! With this type of attitude, no one will ever pay attention on your region! You might say they are fair and possibly, there is indeed nothing to see in the region. I will respond that it is just laziness and fruitless pessimism. Without respect and love towards the place you live and a history, you have no prosperous future can be built, and here we talk about the development for improvement, right? So, this patriotism and sense of taking care of your homeland is to be found. Even if it sleeps deep inside of the hearts of your community.

5. Creation of networks

Synergy is widely acceptable to be a great tool for quicker development of any kind of structure, organism or process. The usefulness of it cannot be overestimated in tourism development. We all know, that it is too difficult to swing against the flow alone – and this is how I see the process of improvement of touristic sector from below in the developing countries. But being in a group it already gains a meaning and a force. I do not offer all small businesses to venture; I rather say that a creation of small communities of people with the same interests can do much better. I found nice examples of guide associations,

business owners who agreed to collaborate inside the community for common goals. And the result does not make us wait too much.

6. Sharing economy solutions

A wider use of sharing economy solutions already existing and functioning on the developed touristic markets can be implemented more vastly. We see a strong positive improvement in the countries, where these tools are available. Their use generally is still very scarce in the studied regions, but at least all of people I spoke with knew what I was asking about. Most of the reactions on a supposition of profitability of a wider use of them were positive. Some of them pointed out that, due to innovation stage of these solutions and unpreparedness of the markets of the developing countries it is more risky for these companies to enter the markets. Which is true. As true as to say that legal frames of developing countries are too unsteady for introduction of this types of activities. This is all fair and true, but a development of anything always supposes changings, unsteadiness and innovation. And this is what the developing regions really need.

INNOVATIVE PROPOSALS BASED ON THE WORK RESULTS

On the basis of previous conclusions on the existing solutions for small businesses of the touristic sector in developing countries I generated my own proposal for a type of network, aimed to speed up and support the growth of tourism figures of all developing regions. Again, I am not saying that this solution is useless at the developed markets or at underdeveloped regions, not at all. But the use of it will favor developing markets at most.

The idea is in a fusion of all the solutions previously explained in a type of a network of small and medium businesses around the globe. It has to be a space for learning, comparison, marketing and a client search for all type of businesses, entrepreneurs or just people, interested in contributing to tourism activity of the region. Obviously, this network has to function in the Internet in a form of easily comprehensible platform, offering a wide range of possibilities of use. There people will be able to create groups by interests or problems, learn and support each other – and they will do, because as everything in sharing economy they will have special benefits from this broad-heart type of activity (in a form of clients, marketing, recognizability or money). Any person interested in participating or offering any type of service or resource related to touristic activity can participate. Individual photographer? You find here. An

eco-farm? You have it here, with opinions and references. An extraordinary experience? Here they are, choose whatever you like.

You might say this already exists, everything. In a form of touristic agencies, booking services, forums or schools. Yes, but all separately. And scarcely described in the developing regions. You might have everything in Kazakhstan, more or less similar to what we have in Spain. But you will never find it making a simple research in Google.

Why all these business owners will want to use this tool instead of any other type of marketing existing nowadays? Because the professional users of these marketing tools will have an interest in aiding small businesses to develop and grow. They will be motivated to share experiences and knowledge. A “win-win” system will benefit all the parts: the tourists, who will receive better and broader services; small businesses and individual entrepreneurs, who will be able to learn and grow being supported by bigger professionals; and the professionals, who will get publicity, economic return and profitable collaborations.

The legal frame of functionality of this network has to be developed minutely to avoid conflicts with local authorities, as well as the payment structures and marketing strategies. But the general idea can be expressed in one word – Network Creation. A complex network for small and medium businesses will help the touristic sector of developing countries gain strength and quality for them to be able to compete with the developed markets in tourism offers.

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