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## The Disconnect Between Government Tourism Strategies and Local Business Priorities

**Abstract.** *Tourism has been a crucial driver of economic growth in Kazakhstan, contributing positively to the country's GDP. To support this sector, the government has invested heavily in developing the tourism industry, making it a key pillar in their five-year plan. This study aimed to evaluate the impacts of the government's tourism plan on Bayanaul, which is among TOP 10 priority tourists' areas on the country's Tourism Map. The problem lies in the discrepancy between stakeholder perceptions and experiences regarding the impact of government-initiated tourism development initiatives, particularly in Bayanaul, Kazakhstan. This study aimed to assess the effectiveness and alignment of the government's tourism plan for Bayanaul. To reach the aim of the article authors examined the government's tourism plan for Bayanaul, including its objectives and strategies, and then assessed how these align with the priorities and needs of local businesses in the area. It also explored potential consequences of any disconnect between government policies and local interests for the success and sustainability of tourism development in Bayanaul. Data was collected through interviews and surveys from various stakeholders, including government officers involved in tourism planning and implementation, business owners in Bayanaul area, and tourists who had visited the area. The results showed that different stakeholders had varying opinions on the implementation and impact of tourism development in the Bayanaul area, which indicated a lack of communication among different stakeholders during the implementation of the government plan.*

**Key words:** *tourism, government strategy, local business priorities, Bayanaul, tourism map, Pavlodar region.*

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### Introduction

Tourism is a crucial industry for many countries, contributing significantly to the economic growth and job creation [1]. Governments often develop tourism strategies to attract visitors, promote the country's culture, and enhance its reputation [2]. However, these strategies may only sometimes align with the priorities of local businesses, leading to a disconnect between government tourism policies and the needs of local communities. This disconnect has significant implications for the tourism industry, including its long-term sustainability, impact on the environment, and social well-being of residents. The disconnect between government tourism strategies and local business priorities is a global phenomenon affecting developed and developing countries. Scholars have identified this issue and highlighted the need for more integrated and

participatory approaches to tourism planning and development. Despite this recognition, many governments prioritize tourism growth and development over the long-term sustainability of the industry and the well-being of local communities [3]. As a result, local businesses often feel marginalized, their perspectives ignored, and their voices unheard.

The purpose of the study is to evaluate the impacts of the government's tourism plan on Bayanaul, which is among TOP 10 priority tourists' areas on the country's Tourism Map. The subject of the study is disconnecting between government and tourism strategies and local business priorities. The object of the study is government's tourism plan on Bayanaul, one of the top 10 priority tourist areas on the country's Tourism Map.

### **Literature review**

Several authors have studied the disconnect between government tourism strategies and local business priorities [4]. However, these authors have explored the relationship between government tourism strategies and local business priorities and identified several factors that contribute to a disconnect between them. For instance, Nataša Slak Valek's research focuses on the role of communication and collaboration among stakeholders in tourism development, while Robertico Croes's research investigates the impact of government policies on tourism entrepreneurship and innovation [5]. Karen A. Smith's research, on the other hand, examines the influence of cultural factors on the alignment of government and business strategies, while Yuksel Ekinci's research explores the role of technology in bridging the gap between government policies and local businesses [6]. Overall, these authors' findings suggest that effective tourism development requires a coordinated effort and collaboration among all stakeholders, including government agencies, local businesses, communities, and tourists. They also emphasize the importance of understanding local cultures, needs, and preferences, as well as adopting innovative and sustainable practices in tourism development. Taking inspiration from the research conducted by Nataša Slak Valek, Robertico Croes, Karen A. Smith, and Yuksel Ekinci, this article explores the disconnect between government tourism strategies and local business priorities in the context of Kazakhstan.

The impact of the disconnect between government tourism strategies and local business priorities can be seen in various ways. For example, the rapid growth of tourism can lead to environmental degradation, including damage to natural habitats, loss of biodiversity, and pollution. In addition, cultural commodification and commercialization can negatively impact local cultural heritage, leading to a loss of authenticity and integrity. Furthermore, the pressure on infrastructure and resources from increased tourist traffic can lead to social disruption, including overcrowding, traffic congestion, and a shortage of resources for residents [7].

Therefore, this paper explores the factors contributing to the disconnect between government tourism strategies and local business priorities, the outcome of these planning and implementation in isolation, and the potential solutions to bridge the gap. Using case studies (Bayanaul area) and interviews with local business owners and government officials, we identified the key factors contributing to the disconnect and the outcome and proposed possible solutions. The paper also highlighted the critical role of local communities in tourism planning and decision-making and emphasized how their involvement can contribute to sustainable and inclusive tourism development.

The paper's significance lies in the potential for its findings to inform policy and practice in the tourism industry. By identifying the key factors contributing to the disconnect between government tourism strategies and local business priorities, we can develop more integrated and participatory approaches to tourism planning and development. The paper will also contribute to the academic literature on tourism planning and sustainable tourism development by highlighting the importance of collaboration between governments, local businesses, and communities.

The experience of the other countries shows that the disconnect between government tourism strategies and local business priorities is a significant issue affecting the sustainability of

the tourism industry and the well-being of local communities. However, the factor may have a different impact based on each country's political, economic, and social conditions. By exploring the factors contributing to this disconnect in Kazakhstan and proposing solutions to bridge the gap, we can promote more integrated and participatory approaches to tourism planning and development. The paper's findings will inform policymakers and practitioners in the tourism industry, provide more knowledge on the current situation of business owners' challenges and tourists' perceptions regarding Kazakhstan's tourism conditions, and highlight areas for improvement. The findings of this study will shed light on the potential to contribute to a more sustainable and inclusive future for tourism.

This study will focus on two main goals: first, to find out how business owners in the Bayanaul area are affected by the government's tourism development plan and how it is put into action; and second, to find out how tourists rate their experience in Kazakhstan, especially in the Bayanaul area.

The disconnect between government tourism strategies and local business priorities is a complex issue that has received significant attention in the academic literature. Scholars have identified the potential negative impacts of tourism on local communities, including environmental degradation, cultural commodification, and social disruption. These negative impacts are often exacerbated by the lack of collaboration and communication between government agencies and local businesses in tourism planning and decision-making [8].

Many researchers have emphasized the importance of community involvement in tourism planning and decision-making processes to mitigate the negative impacts of tourism [9]. This approach involves engaging local communities in developing tourism strategies and decision-making processes, promoting their active participation and collaboration with government agencies and businesses. This approach is based on the premise that local communities have a significant stake in the tourism industry's sustainability and are best placed to understand their needs and priorities.

However, despite recognizing the importance of community involvement, many governments prioritize tourism growth and development over long-term sustainability and the well-being of local communities. This approach often leads to a disconnect between government tourism policies and local business needs, with local businesses feeling marginalized and their perspectives ignored. As a result, conflicts often arise between different stakeholders, negatively impacting the environment, cultural heritage, and social well-being.

To address this issue, some researchers have proposed a more collaborative approach to tourism planning and development. This approach emphasizes the importance of collaboration and communication between government agencies, local businesses, and communities in the tourism industry. This approach aims to promote a more integrated and participatory approach to tourism planning, where all stakeholders have a voice and contribute to developing tourism strategies that meet local needs and priorities.

Several studies have highlighted the potential benefits of collaborative tourism planning and development approach. For example, a study by Timothy and Nyaupane found that community involvement in tourism planning and decision-making can promote sustainable tourism development and enhance the tourism industry's social and economic benefits [10]. Another study by Teye and Ross found that collaboration between government agencies and local businesses can improve the effectiveness of tourism planning and enhance the tourism industry's competitiveness [11].

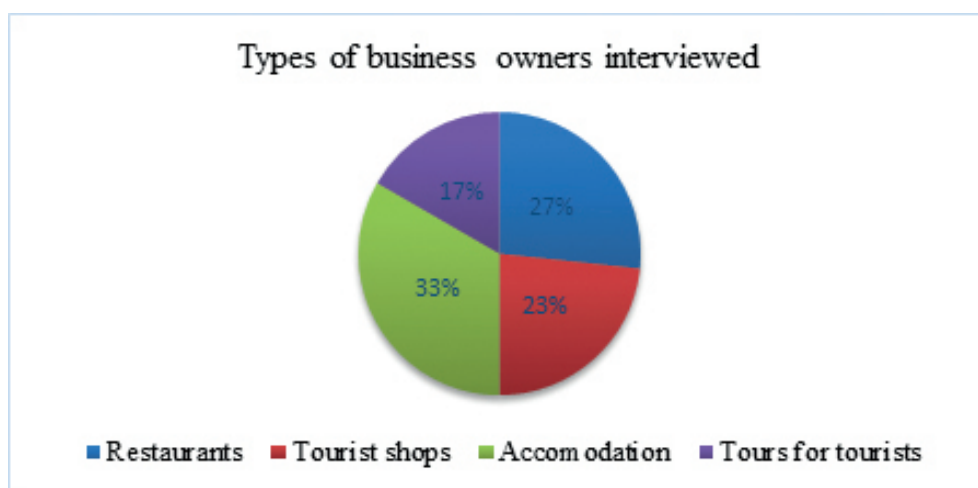
However, despite the potential benefits of a collaborative approach, some challenges may arise in its implementation. For example, power imbalances between government agencies, local businesses, and communities can hinder effective collaboration and communication. Additionally, cultural and linguistic barriers may create misunderstandings and limit effective collaboration [12]. Furthermore, the lack of resources, including financial, human, and technological resources, may hinder effective collaboration and limit the potential benefits of a collaborative approach.

In conclusion, the disconnect between government tourism strategies and local business priorities is a complex issue that has significant implications for the sustainability of the

tourism industry and the well-being of local communities. The literature suggests that community involvement and collaboration between government agencies, local businesses, and communities can promote sustainable tourism development and enhance the tourism industry's competitiveness [13]. However, implementing a collaborative approach may face challenges, including power imbalances, cultural and linguistic barriers, and a need for more resources. Therefore, this paper aims to explore the factors contributing to the disconnect between government tourism strategies and local business priorities in Bayanaul resort area and propose solutions to bridge the gap from the both sides thus maintaining the novelty of this research.

### Methodology

This study aimed to assess the effectiveness and alignment of the government's tourism plan for Bayanaul. To explore the disconnect between government tourism strategies and local business priorities, we employed a qualitative research design using interviews with local business owners and government officials. We conducted semi-structured interviews with 40 participants, including 30 local business owners and 10 government officials involved in tourism planning and decision-making. The participants were selected based on their experience in the tourism industry and familiarity with the local context. The interviews were in-person, online, or via phone, depending on the participants' availability and preference. The interviews were audio-recorded and transcribed verbatim for analysis. To ensure the research's quality, we followed ethical guidelines and obtained informed consent from all participants. We also employed strategies to enhance the study's rigor, including peer debriefing, member checking, and reflexivity.



Note: compiled by authors based on of respondents

Figure 1. Types of business owners interviewed

The interviews aimed to capture the perspectives and experiences of the participants related to tourism planning, implementation, and decision-making processes. We explored the participants' perceptions of the government's tourism policies and their alignment with local business needs. We also examined the extent of collaboration between local businesses, and government agencies in tourism planning and decision-making processes. The interviews also sought to identify the challenges local businesses face in the tourism industry and their suggestions for improving the alignment between government tourism policies and local business needs.

We employed a qualitative research design using interviews with local business owners and government officials to explore the disconnect between government tourism strategies and local business priorities. We used a thematic analysis of the interview data and a content analysis of

government tourism strategies to identify the factors contributing to the disconnect and propose solutions to bridge the gap. The research design aimed to capture the richness and complexity of the local tourism context and contribute to developing more integrated and participatory approaches to tourism planning and development.

Data analysis involved a thematic analysis of the interview data and a content analysis of the government tourism strategies. We used a deductive approach to identify themes related to the research questions and a grounded theory approach to identify emergent themes that may have yet to be anticipated in advance. We employed triangulation to cross-validate the findings by comparing the results from different data sources.

## **Results and discussion**

### **Policy Makers/Government**

At first, we asked if the government considered tourism a priority sector in its development policy and the plan for the Bayanaul area. All interviewees agreed that tourism is one of the priorities in the government plan, and the Bayanaul area “was included in the top 10 priority projects of the country’s tourism map.”

In response to the second question about the amount of support the Bayanaul area receives from the local government, they have a different view. One of them argued that “infrastructure was built in the Bayanaul resort area from budgetary funds, sanitary and hygienic facilities were installed, the Internet was installed, credit rates for entrepreneurs’ projects were subsidized under the state program and much more”. At the same time, the other interviewee revealed that “in 2018, tourism developed master plans for Bayanaul development with the involvement of international companies: the Kazakhstani branch of the famous American consulting company McKinsey & Company and the Austrian company Master concept Consulting.” However, this master plan has not been developed, considering a systematic and integrated approach to the development of tourist facilities and this zone. The others have a different view and believe they faced some challenges in implementing the government’s plan for tourism. For example, one highlighted that “at this stage of tourism development, the state authorities are faced with a huge and complex issue that cannot be resolved in a day.”

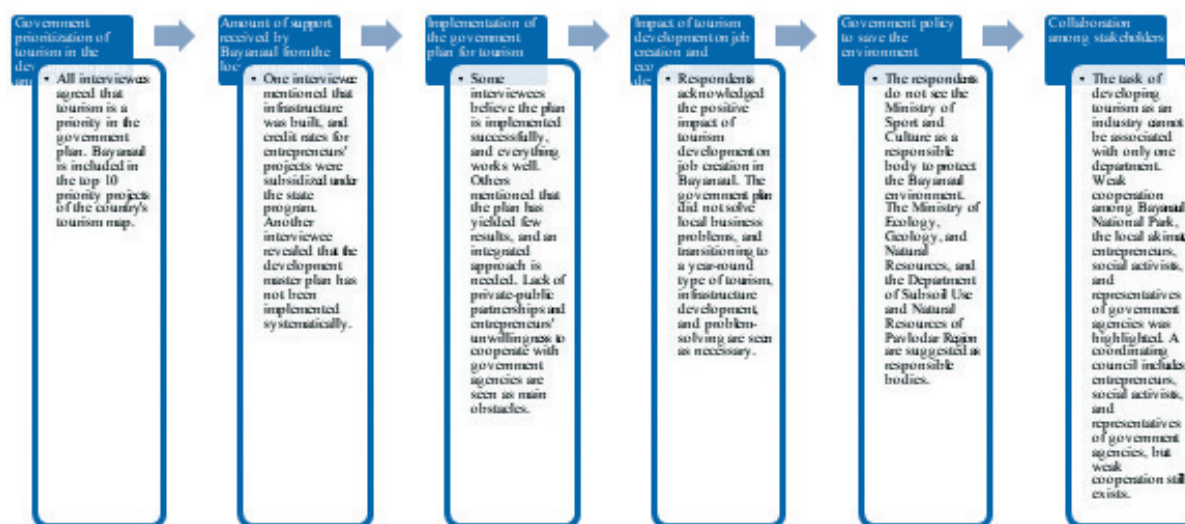
Regarding the implementation of the government plan, some of the interviewees argued that the plan is implemented and works well; “everything works” and some of them mentioned that “to be honest, very little was done from the developed master plan” and “every year the government takes measures to develop the tourism industry.” Some factors are beyond our control but also affect tourism. So far, measures aimed at developing the tourism industry have yielded few results. The work is being done piecemeal, and more of an integrated approach needs to be done.

They highlighted that the tourism committee under the Ministry of Sport and Culture is monitoring and reviewing the government plan’s progress. Some of them believed that the plan is implementing successfully and that there was no obstacle and it just needed time. Some others argued that one of the main reasons holding back implementation is the lack of private-public partnerships and the “unwillingness of entrepreneurs to cooperate with government agencies”. One of the interviewees revealed that “Bayanaul has many unresolved problems that hinder the development of the tourism industry. “The main ones are weak management in the tourism sector and related industries and the low level of infrastructure development”.

Some respondents acknowledged the impact of tourism development on job creation and economic development in the Bayanaul area and the problems there; they said, “Tourism development in Bayanaul has only a positive impact on the emergence of jobs”, If we switched to year-round tourism in Bayanaul, people would have the opportunity to work all year and not just during the season”. The interview results show that they are aware that the government plan did not solve local business problems; they listed the main problems as “transitioning to a year-round type of tourism, summing up the missing infrastructure, and solving problematic issues”. At the same time, it was highlighted that solving the problem of the Bayanaul area

needed collaboration from all the stakeholders: “Industry experts note that the task of developing tourism as an industry, along with industrialization, cannot be associated with the functions of only one department, since the list of tasks here is wide, because tourism, from a border guard at an airport to a huntsman in a national park, depends on almost all state bodies, including the National Security Committee and the Ministry of Internal Affairs and the Ministry of Culture. Therefore, linking these tasks and achieving the priority of the industry’s interests is not easy, and here we need such a constant value of mutual understanding as political will at all administrative levels of state power”. They highlighted that “Bayanaul National Park and the local akimat do not cooperate; they work separately”, “entrepreneurs are not interested in working together”, and “public and private sectors do not work together”. They argued that “there is a coordinating council, which includes entrepreneurs, social activists, and representatives of government agencies”. However, there is “weak cooperation between each other”. They highlighted that “when developing a tourism development strategy in Kazakhstan, all bodies, the country’s tourism community, business, all the main stakeholders are involved”.

Regarding the government policy to save the environment, some of them suggested that “this question should be sent to the Ministry of Ecology, Geology, and Natural Resources, and also to the Department of Subsoil Use and Natural Resources of Pavlodar Region” and “the fundamental law in the field of environmental protection is the Law of the Republic of Kazakhstan “On Environmental Protection” and the Ministry of Ecology and Natural Resources of the Republic of Kazakhstan is responsible for the ecology of the country”, which shows that they do not see the Ministry of Sport and Culture as a responsible body to protect the Bayanaul environment. In addition, some respondents expressed concern about the potential negative impacts of tourism development on the environment and natural resources in the Bayanaul area. They suggested that environmental protection should be a top priority in the government’s tourism development plan, and that all stakeholders should work together to ensure sustainable tourism practices.



Note: compiled by the authors based on respondents’ answers during the interview

Figure 2. Respondents’ answers divided by topics

The interview results show that while tourism is recognized as a priority in the government plan for Bayanaul, the lack of private-public partnerships, weak management in the tourism sector, low infrastructure development, and unresolved local problems are hindering its successful implementation (Figure 1).

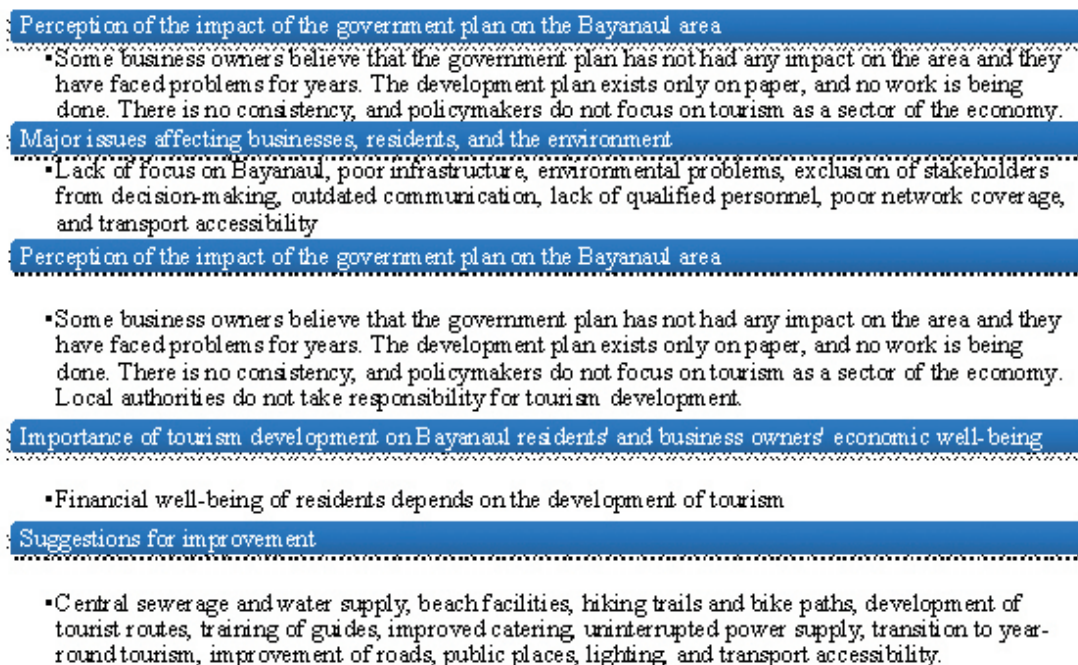
### **Local Business**

We interviewed the business owners operating in the Bayanaul area to investigate the impact of the government plan on the area. Some business owners believed that the government plan did not impact the area, and they have faced many problems from years ago until now. Some responses include, "I know that there is a concept for the development of the Bayanaul area, and a development plan has been developed until 2025". Nevertheless, everything is on paper only, but no work is being done" and "a lot is written in the government strategy. There are opportunities for creating new jobs, but this does not change the unemployment rates in the Bayanaul area, and "no impact", "no changes in the last 10-15 years", and "see a few little changes only", show that business owners are not satisfied with the government plan implementation.

They indicated that "there is no consistency every time the plan changes with the advent of a new leader". They argued that "Policymakers in Bayanaul do not perceive tourism as a sector of the economy that has significant benefits for the socio-economic development of the country, which is why they do not focus on it that much". They are not satisfied with the role that the government plays in that area for tourism development and mentions that "local authorities do not stand up for their responsibilities for tourism development", "In Bayanaul area, we are still far from modern telecommunications, various transport services, and high-quality services". They believed the government needed to pay more attention to the area and the major issues affecting businesses, residents, and the environment. They highlighted some problems, such as "lack of focus on Bayanaul, the government pays very little attention to rural areas such as the Bayanaul resort area" and "we have many problems with environmental protection, starting with sewerage and water supply, which affect the environment". They claimed that the government's plan to preserve the environment is ineffective because "the measures are superficial and ostentatious" and that "at least here in Bayanaul, the government does not save the environment". They complained that they had no voice and were excluded from tourism planning and decision-making. "We were not considered, unfortunately". "We did not participate because opinion gathering was not undertaken", and "unfortunately, our proposals are not always considered when creating government programmes and plans". Some stated, "I am only involved in a small community of stakeholders that I am aware of, and there are only a few of them" and "I only hear plans to be done from others".

Business owners stressed the importance of the tourism developments on the Bayanaul residents' and business owners' economic well-being. They said: "The financial well-being of the residents depends on the development of tourism because, in the summer, many people work in this area and try in every possible way to earn money on their farms and businesses". However, this season lasts only three months, not the entire year, and the revenue needs to be increased to impact their financial well-being. "For three months (June-July-August) a year, residents simply do not have time to improve or improve their financial wellbeing". They listed all the other problems that they are facing, such as infrastructure, roadside services, a lack of sewerage, waste collection vehicles, a lack of a stable and accurate electricity supply, a lack of signs and indicators for tourists, a lack of digitalized information centers for tourists, a centralized water supply, beach facilities, a lack of proper energy supply, and a lack of qualified specialists. They highlighted that some communications are outdated, and it happens that one tourist base may depend on another. It is also challenging for tourists to get to Bayanaul. There is an airport but no direct flights. According to one interviewee, "the main problem remains that, under these conditions, the development of appropriate infrastructure in the tourism sector has not kept pace with the rapid increase in tourist flow to the Bayanaul area". This concerns the number of tourist accommodation facilities, which in turn actualizes the need to build a comfortable infrastructure that meets modern requirements (hotels, boarding houses, etc.). "The lack of qualified personnel continues to hamper the development of tourism potential" and "businesses and visitors record constant power outages, water supply issues, and sewerage issues, and they have not been resolved; poor network coverage, transport accessibility is still not developed at a sufficient level".

They suggested that the government should provide central sewerage, water supply, organization of beaches, construction of hiking trails and bike paths (as in Borovoye), enoble public places (arbors, paths, lighting), improve roads, especially very narrow roads, develop tourist routes, train guides, and equip new vehicles, improve the quality of catering, uninterrupted power supply, and transition to year-round tourism



Note: compiled by the authors based on respondents' answers during the interview  
Figure 3. Respondents' answers divided by topics

Business owners in the Bayanaul area believe that the government plan for tourism development has not been effectively implemented, resulting in a lack of infrastructure, qualified personnel, and environmental protection, hindering year-round tourism and economic growth.

### Tourists

We surveyed 220 international tourists to explore their experiences in Bayanaul. The questionnaire design focuses on the main elements essential to tourists when they travel, such as safety and security, infrastructure, medical services, cleanliness, availability, and information centers. According to the findings, 62% agree that there are not enough good signs and indicators to display over the island destination, 61% believe there are not enough information centers for tourists, 58% believe there are not enough police stations in case of emergency in rural tourism destinations, 53% highlight limited access to medical care in case of emergency, and 46% express concern about the cleanliness and hygienic conditions of the streets in rural tourism destinations. Other factors such as wide selections of restaurants (43%), protection of environmental resources (36%), a clean and unpolluted environment (33%), good infrastructure (30%), cleanliness and hygiene at the place to stay (28%), a wide choice of accommodations (26%), and security at the place to stay, ranked as moderate to low by tourists who visited the Bayanaul area.

The survey of 220 international tourists in Bayanaul showed that there are concerns about the lack of signage, information centers, police stations, and medical services in rural tourism destinations, while factors such as restaurant selection, environmental protection, infrastructure, and cleanliness of accommodations were ranked lower in importance.



## Conclusion

In conclusion, the study sheds light on the challenges facing the tourism industry in Kazakhstan, including a lack of coordination and cooperation among stakeholders, limited infrastructure, insufficient funding, and regulatory barriers. These challenges can negatively impact tourists' experiences and limit the industry's growth potential. However, the findings also highlight the importance of addressing these challenges through public-private partnerships, involving local communities in tourism planning, and promoting sustainable and responsible tourism practices. By addressing these issues, Kazakhstan can enhance its tourism industry's competitiveness, attract more international visitors, and promote economic growth and development in the country. This study provides valuable insights for policymakers, business owners, and other stakeholders in the tourism industry and can inform future efforts to promote and develop the sector in Kazakhstan. Further research is needed to explore these issues in greater depth and to develop more targeted and effective strategies to support the growth and development of the tourism industry in Kazakhstan.

Moreover, the study emphasizes the significance of adopting a long-term perspective in the development of Kazakhstan's tourism sector. Sustainable tourism practices not only benefit the environment and local communities but also ensure the industry's resilience and viability for future generations. Public-private partnerships offer a promising avenue to mobilize resources efficiently and overcome financial constraints. These collaborations can lead to joint investments in infrastructure, marketing campaigns, and skill development programs, ultimately enhancing the overall competitiveness of the tourism industry. Involving local communities in the decision-making process is essential for fostering a sense of ownership and pride in the tourism industry. When locals actively participate in tourism planning, their traditional knowledge, cultural heritage, and unique offerings can be integrated into the visitor experience, creating a more authentic and enriching journey for tourists. To maximize the potential benefits of tourism, the study also suggests the establishment of destination management organizations. These entities can serve as a centralized hub for coordinating various stakeholders, implementing sustainable policies, and strategizing marketing efforts to present Kazakhstan as a compelling and diverse destination. Furthermore, the findings underscore the necessity of promoting cultural exchange and understanding between tourists and locals. By encouraging responsible tourism behaviors and mutual respect, Kazakhstan can create a welcoming atmosphere that fosters positive interactions and lasting memories for visitors. As the tourism industry grows, the study underscores the importance of monitoring its impact on the environment and cultural heritage. Regular assessments and data-driven decision-making can help identify potential issues early on and allow for necessary adjustments to safeguard the country's natural and cultural treasures.

In conclusion, this study serves as a valuable blueprint for stakeholders seeking to elevate Kazakhstan's tourism industry to new heights. By addressing the identified challenges through collaborative efforts, sustainable practices, and inclusive planning, Kazakhstan can become a sought-after global destination, reaping the economic and socio-cultural benefits that a thriving tourism sector can offer. Continued research and strategic implementation will play a pivotal role in shaping a bright and prosperous future for the tourism industry in Kazakhstan.

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### **Мемлекеттік туристік стратегиялар мен жергілікті бизнестің басымдықтары арасындағы байланыс**

**Аннотация.** Туризм Қазақстанның ішкі жалпы өніміне оң ықпал ететін экономикалық өсудің шешуші драйвері болып табылады. Бұл саланы қолдау үшін мемлекет туризм индустриясын дамытуға көп қаражат бөліп, оны бесжылдық жоспарының негізгі тірегі етіп алды. Бұл зерттеу еліміздің туристік картасындағы ТОП 10 басымдықты туристік аймақтардың қатарына кіретін Баянауылға үкіметтің туристік жоспарының әсерін бағалауға бағытталған. Зерттеу мәселесі мүдделі тараптардың Баянауыл өңірінде туризмді дамыту жөніндегі үкіметтің бастамасымен жүргізген іс-шараларының әсеріне қатысты қабылдаулары мен нақты тәжірибелерінің арасындағы айырмашылықтарда жатыр. Бұл зерттеудің мақсаты үкіметтің аймаққа арналған туристік жоспарының тиімділігі мен сәйкестігін бағалау болып табылады. Мақала мақсатына жету үшін авторлар Баянауылға арналған үкіметтің туризм жоспарын, оның мақсаттары мен стратегияларын қарастырып, олардың аймақтағы жергілікті бизнестің басымдықтары мен қажеттіліктеріне қаншалықты сәйкес келетініне баға берді. Сондай-ақ Баянауылдағы туризмді дамытудың табыстылығы мен тұрақтылығы үшін мемлекеттік саясат пен жергілікті мүдделер арасындағы кез келген үзілістің ықтимал салдарын авторлар зерттеді. Мәліметтер әртүрлі мүдделі тараптардан, соның ішінде туризмді жоспарлау мен жүзеге асырумен айналысатын мемлекеттік қызметкерлерден, Баянауыл ауданындағы бизнес иелерінен және осы аймаққа келген туристерден сұхбаттар мен сауалнамалар арқылы жиналды. Нәтижелер әртүрлі мүдделі тараптардың Баянауыл ауданындағы туризмді дамытудың жүзеге асырылуы мен әсері туралы әртүрлі пікірлері бар екенін көрсетті, бұл мемлекеттік жоспарды жүзеге асыру барысында әртүрлі мүдделі тараптардың арасындағы байланыстың жоқтығын көрсетті.

**Түйін сөздер:** туризм, мемлекеттік стратегия, жергілікті бизнес басымдықтары, Баянауыл, туризм картасы, Павлодар облысы.

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### Связь между государственными стратегиями в области туризма и приоритетами местного бизнеса

**Абстракт.** Туризм является важным фактором экономического роста в Казахстане, внося положительный вклад в ВВП страны. Чтобы поддержать этот сектор, правительство вложило значительные средства в развитие индустрии туризма, сделав ее ключевым элементом своего пятилетнего плана. Это исследование направлено на оценку воздействия государственного плана развития туризма на Баянаул, который входит в ТОП-10 приоритетных туристских территории на туристской карте страны. Проблема исследования заключается в различиях между восприятием и реальным опытом у заинтересованных сторон относительно влияния инициированных правительством мероприятий по развитию туризма в регионе Баянауыл. Целью данного исследования является оценка эффективности и соответствия плана правительства в области туризма для данного региона. Для достижения цели статьи авторы изучили правительственный план развития туризма в Баянауле, включая его цели и стратегии, а затем оценили, насколько они соответствуют приоритетам и потребностям местного бизнеса в этом районе. Также были изучены потенциальные последствия любого несоответствия между государственной политикой и местными интересами для успеха и устойчивости развития туризма в Баянауле. Данные были собраны посредством интервью и опросов различных заинтересованных сторон, в том числе государственных служащих, занимающихся планированием и реализацией туризма, владельцев бизнеса в Баянаульском районе и туристов, посетивших эту местность. Результаты показали, что у разных заинтересованных сторон были различные мнения о реализации и влиянии развития туризма в Баянаульском районе, что указывало на отсутствие коммуникации между заинтересованными сторонами во время реализации государственного плана.

**Ключевые слова:** туризм, государственная стратегия, приоритеты местного бизнеса, Баянаул, туристская карта, Павлодарская область.

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