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CHALLENGES AND OPPORTUNITIES IN THE DEVELOPMENT OF THE LIBYAN TOURISM SECTOR

PhD Dissertation

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LIST OF ABBREVIATIONS

CHAID	Chi-square Automatic Interaction Detection
EU	European Union
FDI	Foreign Direct Investment
GBT	Libyan General Board of Tourism
GDP	Gross Domestic Product
ICOMOS	International Council on Monuments and Sites
IMF	International Monetary Fund
IUCN	International Union for Conservation of Nature
MENA	Middle East and Northern Africa
NGO	Non-Governmental Organization
OECD	Organisation for Economic Co-operation and Development
PEST	Political, Economic, Social and Technological factors
PESTEL	Political, Economic, Social, Technological, Environmental and Legal factors
SME	Small and medium-sized enterprise
SOAR	Strengths, Opportunities, Aspirations, Results
STEEP	Social, Technological, Economic, Environmental and Political factors
SWOT	Strengths, Weaknesses, Opportunities, Threats
T&T	Tourism and Travel
TTCI	Tourism and Travel Competitiveness Index
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	World Tourism Organization
WEF	World Economic Forum
WTO	World Trade Organization
WTTC	World Travel & Tourism Council
WWII	2^{nd} World War

1. INTRODUCTION

Libya is a Northern African country, with a population of 6.87 million, bordering Egypt to the East, Sudan to the Southeast, the Mediterranean Sea to the North, Tunisia and Algeria to the West, and Chad and Niger to the South. Since many decades, Libyan economy has been highly depending on oil and gas resources.

Libya possesses rich culture, diversified archaeological and historical places, desert and natural topographies, and long Mediterranean coastline of beautiful beaches extended for around two thousand kilometres. These resources could be a base for number of tourism business activities. In spite of these diversifications in tourism elements, the tourism industry in Libya is still lagging behind the neighbouring countries in North Africa.

Libya at the present is not a popular destination due to many reasons, although its characteristics (geographic features, historical sites, cuisine, seashore, etc.) could provide excellent opportunities for tourists. Nevertheless, the policies of the country and the lack of governmental interest in the tourism sector were weak points of the country for many decades before 2011 (KHALIFA 2010; NAAMA et al. 2008). The situation of the tourism in the country is reflected by the shortage of services such as airlines, hotels, tourism programs, local transport which still represents the country (ABUHARRIS and RUDDOCK 2005a,c; ELKRGHLI and ELGIMATI 2013; BIZAN 2013; LAFFERTY and YOUSSEF 2015; ELKRGHLI 2016).

Libya has the largest proven oil reserves in Africa, so the Libyan economy depends primarily upon revenues from the oil sector, which accounts for nearly 80% of GDP and 97% of exports and nearly 98% of government revenues. This high degree of dependency makes oil production and oil price movements drive the national economy. As oil production is managed by a national committee, it makes the government the main economic actor of the country. Other natural resources are natural gas and gypsum. Libya faces chronic structural unemployment; the economy displays a lack of economic diversification and significant reliance on immigrant labour. In the mid-2000s, the government employed about 70% of all national employees.

In the author's opinion, tourism could be one of the key industries of Libya as it provides multiple opportunities for economic growth and improved livelihoods. The results of developments in tourism are multiple, from job creation and economic development, improvement of infrastructure, increasing domestic consumption and export diversification, preservation of cultural heritage and environmental values to even empowerment of women and marginalized people (WORLD TOURISM ORGANIZATION 2015). Tourism industry has achieved a leading position worldwide, and it counts one of the most important sources of income and foreign exchange. However, the positive development of the tourism industry is threatened by different negative events, which incidents may cause economic consequences. These tourism-related crisis periods may be solved and tourism industry is able survive these critical periods as it is discussed by GLAESSER (2006), PFORR (2006), SMERAL (2010), BASU and SARABHAI (2012), HANI (2013), TEKIN (2015) and BEIRMAN (2016).

Due to the political and economic changes after the Arab Spring, the tourism industry in Libya recorded a huge decline (nearly 40%) in the number of visitors compared to the previous years. Even before the Arab Spring, tourism was not a significant economic sector of the country's economy. After the regime change, the investors have become anxious about the unstable political and social situation in the country (BEIRMAN 2016).

New approaches were launched in the recent years; the Minister of Labour of Libya stated that there are imbalances in the employment policy and the labour market, and the size of financial allocations to pay government sector salaries shows that more than half of the budget value goes to pay salaries for employees in the state sector. A ministry-level executive committee was established to study opportunities for integration with the private sector to provide more number of job opportunities for Libyan youth, which age group shows the worst employment features. In its annual report for 2017, the Audit Bureau stated that the government sector suffers from overcrowding, despite the success in reducing the number of employees who have duplication of work (LIBYA AKHBAR s.a.).

Tourism is today one of the most important economic and social sectors in the world, which plays a prominent role in the development of countries. Its importance as an industry and trade has increased through the media. Tourism and hospitality sector with its products, offers and services is an important component of income for several economies. As other important economic sectors, tourism can be highly affected by instability and bad political environment at crisis's periods. Generally speaking, tourism sector contributes in developing the economies of different countries all over the world, and many less developed countries, this is the only access for creating value and gain revenues in rural areas. In addition, the spending on tourism marketing costs huge amount of money and generates billions of revenues. Tourism and hospitality industry is also a source of competitive advantages to numerous countries. It is an important source of national income, a source of foreign currency, employment of citizens, and reduction of inflation rate.

In my opinion, the existing potential of tourism resources in Libya may be exploited to contribute to the entire economy and development directions can be identified to comply with social and culture background and constraints. This research work intends to highlight opportunities that tremendously exist in tourism sector in Libya which is suffering shortages in literatures and adequate researches activities.

The main goal of the research is to explore the possibilities of building the tourism sector as a pillar of the Libyan economy, as Libya, based on the country's geographical, historical and climatic features and could be a good touristic destination. The present lack of success in the tourism sector has multiple reasons – these reasons are to be outlined by the research. Besides exploring the opportunities of the tourism sector, a strategic thinking process is also described in the study, for which the stakeholders of the Libyan tourism sector should start to prepare. Building a new pillar of the Libyan economy is a long process, but without a determined strategy, the realization process cannot be successful. Presently, the Libyan political and economic situation is fragile, but the nation shall prepare for the end of the crisis period and the reconstruction process.

2. OBJECTIVES TO ACHIEVE

The problems and challenges of tourism industry of Libya were previously discussed by different authors. BIZAN (2009) conducted a complex survey with the participation of Libyan General Board of Tourism (GBT) officials and other related tourism bodies, and international tourists visiting Libya in various tourist attraction areas. KHALIFA (2010) investigated the image of Libya as touristic destination in the British market compared with its competitors in the MENA region (MENA is abbreviation for Middle East and Northern African countries), based on the opinion of British tourists who visited Libya. ABUHARRIS and RUDDOCK (2005a,b,c) and ABUHARRIS (2014) focused on the survey of international tourists visiting Libya for different purposes. LAFFERTY and YOUSEF (2015) investigated the opinion of the managers and other employees at 4- and 5-star hotels in Libya. The findings of ELKRGHLI (2014 and 2016) and ELKRGHLI and ELGIMATI (2013) were based on the survey of Libyan tourism sector officials and tourism business owners located in Libya. HBIESH (2017) investigated the strategy of tourism through the eyes of tourism market stakeholders (ministry officials, hotel managers, tour operators, tour guides). All these authors agreed that Libya could be a good tourism destination, as the country has remarkable assets, but the strategic approach is still missing.

As the abovementioned researches discussed Libya's tourism *by exploring the opinion of tourists who visited Libya, based on their own direct impressions, and the players of the tourism sector of Libya (service providers, travel agencies, ministry representatives, etc.),* so I decided to find a different approach. Therefore, *I focused on a group that was not surveyed by previous studies, a random sample of international tourists. My goal was to explore the image of Libya through the eyes of an international sample, to know their opinion and knowledge about Libya as a tourism destination.*

The general goals of my research are:

- firstly, to show that Libya's tourism industry represents an unexploited resource for the economy and it might be a second pillar for stabilization of the economy in money terms and social aspects as well,
- secondly, to identify main drivers that can contribute to development of the tourism sector in Libya and to provide a set of strategic actions for building the fundamentals of its future development process,
- thirdly, to draw conclusions and recommendations for policy makers as the practical utilization of the research results.

The main problem related to the general objectives is that Libya has a one-pillared economy due to the country's richness in natural gas and oil, and this one-pillared economy brings the dominancy of state-related employment and causes high unemployment rate and the lack of private sector services. As Libya has good potential for being an attractive tourism destination, but this potential is still unexploited. A future development of the tourism sector could build a new pillar of the economy.

2.1. Research objectives

For a more detailed analysis of above research goals, I formulated 4 research objectives.

Research Objective 1: To identify and classify tourism resources in Libya (as cultural heritage and natural heritage) and to relate them to different types of tourism.

Research Objective 2: To conduct a tourism-related situation analysis for Libya by using STEEP analysis.

Research Objective 3: To identify the tourism segments and types, which are most likely to be successful for developing Libya's tourism, based on a primary research about the knowledge and perceptions of the international audience about Libya as a touristic destination. RO3 is to be completed through a questionnaire survey conducted among potential tourists.

Research Objective 4: To conduct strategic analyses and to recommend strategic actions for building the fundamentals and ensure sustainability of the Libyan tourism sector by using the methods of SWOT analysis and SOAR analysis.

2.2. Hypotheses

Based on my observations, experiences and the relevant literature I set my hypotheses as follows:

Hypothesis 1: Libya does not have the image of a tourism destination, tourists do not have information about the touristic attractions of Libya.

Hypothesis 2: Factors influencing the willingness to visit Libya could be determined and categorized.

Hypothesis 3: There is a correlation between different groups of tourists and types of tourism.

The concept and process of the research is summarized by Table 1.

Table 1: Research concept and process

Research objectives	Hypotheses	Data	Methods
RO1		Secondary data	Document analysis, Literature review, Observations
RO2		Secondary data	Document analysis, Literature review, STEEP analysis
RO3	H1: Libya does not have the image of a tourism destination, tourists do not have information about the touristic attractions of Libya.	Primary data, Questionnaire survey	Descriptive statistics
	H2: Factors influencing the willingness to visit Libya could be determined and categorized.		CHAID, Binary logistic regression,
	H3: There is a correlation between different groups of tourists and types of tourism		Cluster analysis
RO4		Document analysis, Primary research results	SWOT analysis, SOAR analysis

Source: own construction

Data gathering brought many problems due to the lack of official statistical data about the Libyan economy and primarily the tourism sector. As relevant data from official sources were not available, this research focuses on the general opinion and the attitudes of potential tourists about their preferences in different types of tourism, and Libya as tourism destination.

The author of the dissertation believes that the results of this work will allow improving the situation of the tourism in Libya and lay down the basic steps of Libya's tourism strategy implementation process.

2.3. Limitations of the study

Political stability and safety issues

The political factors of Libya have undergone substantial changes in the past decade. After 2011, the political processes in Libya became more and more unstable, as there was not a clear roadmap after the power changes. Due to the lack of political stability and its consequence, the weak security conditions, Libya in the past decade could not be considered as a safe destination. On the contrary, there are promising political movements such as the Libya's Political Dialogue Forum, which opened on 1st February 2021 in Geneva. The Forum's goal was to choose a new temporary executive to lead the country through a transition until the elections scheduled for 24th

December 2021. Finally, Libya's House of Representatives confirmed the Government of National Unity on 10th March 2021 as the country's interim administrative authority. The new elections will be held in December 2021.

A limitation of the study is that it did not target to analyse the political issues, the main focus of the research is to provide a general analysis of the situation and to lay down the strategic steps to be taken for developing tourism sector. It is very important to prepare the sector's stakeholders for the future steps, to define a scenario for developing the tourism sector, which implementation could be started immediately after the desired peace will come.

Relationship between public security, infrastructure and the level of tourism

The present study did not explore the deeper relationship between public security, the weakness of infrastructure and the level of tourism; it only focused on the introduction of Libya's unexploited and less known tourism resources. The main reason of this limitation is the lack or rare availability of statistical data about Libya. The study also did not deal with tourism services and tourism infrastructure, as the researcher could not manage meetings with such important stakeholders of tourism industry like catering industry, accommodation providers, tourism services, tourism officials, etc.

For generating primary data, a parallel research (questionnaire survey) was conducted to explore the knowledge, aspirations and needs of the potential consumers (i.e. visitors) in order to define the required steps to be done for strengthening the tourism sector in Libya, which findings were used in the SOAR analysis. The primary research focused on the opinion of possible visitors about Libya and about general tourism-related issues.

COVID-19 pandemic 2020-2021

Another limitation of the study is that it does not address the situation caused by COVID-19 pandemic and its effects on tourism. It should be noted, that the research work related to this dissertation was closed earlier then the COVID-19 pandemic appeared, so at the present stage of the research, it does not consider the new crisis situation generated by the pandemic, which brought a huge collapse of the tourism worldwide. The pandemic brought a very new situation for the tourism sector all over the world. Tourism activities have dropped significantly, pushing the sector into a serious crisis. Although at the present there is not much difference between the tourism sector of Libya and its neighbours, but this is only the result of the pandemic, the basic differences still exist. On the other hand, the post-COVID situation could bring additional opportunities for Libya if the sector's condition could improve.

3. LITERATURE REVIEW

3.1. Tourism in general, definitions and importance

Tourism is one of the most important industries, which may be considered as the key sectors of different national economies. It represents a major part of the national income, a source of foreign currencies, and plays important role in rural development as well (MEDLIK 1993; BIZAN 2009; HOLDEN 2016; WILLIAMS 2004).

The basic definition of tourism is related to changing location in individuals' free time which objective and period is defined, and at least lasts for 24 hours, or it is for business cases, in individuals' working time, and which period is definite may be less than 24 hours (WORLD TOURISM ORGANIZATION 1989 and 1994). Tourism can be domestic (at the traveller's own country) or international, and international tourism has both incoming and outgoing implications on a country's economy and payments (WORLD TOURISM ORGANIZATION 1995). The present and officially formulated definition of tourism is laid down by the Hague Declaration (WORLD TOURISM ORGANIZATION 1989),

Tourism may be defined in different ways, from different viewpoints, as it is a very complex mix of different tangible and intangible assets. It includes personal feelings, emotions and experiences and desires, it includes historic and natural attractions, it includes a wide variety of services, accommodation, transport, hospitality and it also includes different policies and regulatory frameworks (MATHIESON and WALL 1982; BULL 1995; HOLDEN 2016). LEIPER (1979) described tourism as a geographical system, with links to economic and social systems, GUNN (1994) highlighted the environmental features of the system. MILL and MORRISON (1992) depicted tourism as a system like a spider web to illustrate the interrelations between the different elements, when one of them is destroyed, the full system starts to collapse. HOLDEN (2016) described the complexity of tourism as a system (Figure 1).

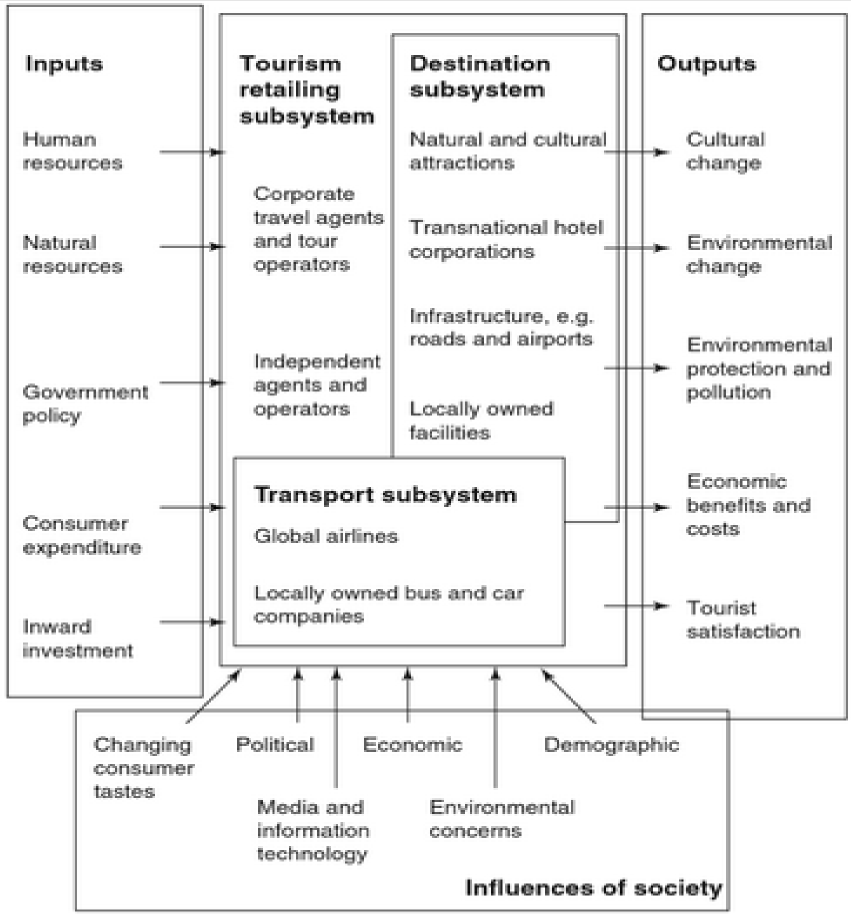


Figure 1: The tourism system

Source: HOLDEN, 2016, p. 10.

Nowadays tourism is one of the fastest growing industries in the world. In many – mostly developing – countries, tourism brings huge potential for future development and it also represents opportunity for the diversification of national economies (ABUHARRIS 2014).

Tourism has multiple impacts on other tourism-related industries by its job generating and service requiring characteristics. So tourism is related to food industries, building infrastructure services (hotels, restaurants, cafes, roads, airports and ports) and other basic elements of tourism infrastructure, as well as manufacturing industry, traditional handcraft producers, local and rural entrepreneurs (BIZAN 2009).

Tourism plays an important role in providing jobs in regions with limited job opportunities (SINCLAIR and STABLER 1991; AYRES 2000, HERVIE et al. 2020, IMBEAH 2020). In addition, the money earned from tourism-related activities can be used to improve local infrastructure (ECCLES 1995; BULL 2016), and offer place for manufacturing or constructing industry (BARUCCI and BECHERI 1990). In several developing countries where infrastructure represents any problems, many tourism market segments cannot be targeted, if some money is invested into tourism and hospitality services, the new target markets are achievable. The benefits gained from developing tourism products will have economic and social impacts as well. These steps may be successful with carefully planned developments (RIEGE and PERRY 2000).

Tourism sector plays also a significant role as a financial source and attracts more of international organisation in this field to invest money (ALLEN and GARETH 1998; KELLY and ROSEMARY 2011).

In many countries, all over the world, tourism industry rapidly became a significant component of economic growth (LIU and CHOU 2016). In the last decade, due to the recent global economic crisis and severe political crises the number of visitors travelling to previously popular places (particularly in the MENA region) fell drastically. In addition, a totally new situation was created by the worldwide pandemic, but it shall be noted, that this research discusses the situation before COVID-2019 pandemic as mentioned before. Due these problems, in many tourism-dependent countries tourism development plan needs to focus on new strategies, which may satisfy the increasing requirements and needs of the clients, i.e. tourists (ATEKE and KALU 2016; ALABADI et al. 2019; PRIATMOKO et al., 2021). These strategies should be planned by adapting the new, and turbulently changing macro and microenvironment and the growing competition (BRAIMAH 2016; TERBLANCHE et al. 2013; VAN DER BANK and VAN DER BANK 2014). A higher share of clients are interested in sustainable solutions so planning process – in addition to the abovementioned – shall consider this aspect too (GUNN and VAR 2002; ATEKE 2016; CALU et al. 2016; CHHABRA 2019). ATEKE and KALU (2016) added the cooperative strategy as well, which may improve company competitiveness through resource sharing and risk sharing, by sales development, market share, and revenue growth.

Tourism has multiple definitions, which undergone several changes. According to the methodology of International Recommendations for Tourism Statistics (UNITED NATIONS 2010), tourism shall be considered as:

- from the demand side, which refers to the activities of visitors and their role in the acquisition of goods and services, and
- from the supply side, where it is a set of productive activities that cater mainly to visitors.

Visitor is a traveller who takes any trip to a main destination outside his/her own usual environment for less than a year and for any main purpose. Among these purposes, any business or leisure targeted activities and any other personal visits are acceptable. Tourism is a social, cultural and economic phenomenon which means the movement of people and which has relationship with a great variety of economic activities (UNITED NATIONS 2010).

Based on their main purpose, trips made by tourists and same-day visitors may be classified as:

- - Personal trips such as
  - Holidays, leisure and recreation
  - Visiting friends and relatives
  - Education and training
  - Health and medical care
  - Religion/pilgrimages
  - Shopping
  - Transit
  - Other
- Business and professional trips (UNITED NATIONS 2010).

In addition, the methodology distinguishes international and domestic visitors, according to their residence place (UNITED NATIONS, 2010). In consumption aspects, the consumption from domestic and international tourism is differentiated. These terms are defined by Table 2.

Table 2: Forms of tourism and categories of tourism consumption

Domestic tourism: activities of a resident visitor within the country of reference either as part of a domestic tourism trip or part of an outbound tourism trip.	**Domestic tourism consumption:** tourism consumption of a resident visitor within the economy of reference.
Inbound tourism: activities of a non-resident visitor within the country of reference on an inbound tourism trips.	**Inbound tourism consumption:** tourism consumption of a non-resident visitor within the economy of reference.
Outbound tourism: activities of a resident visitor outside the country of reference, either as part of an outbound tourism trip or as part of a domestic trip.	**Outbound tourism consumption:** tourism consumption of a resident visitor outside the economy of reference.
Internal tourism: domestic and inbound tourism, that is, the activities of resident and non-resident visitors within the country of reference as part of domestic or international trips.	**Internal tourism consumption:** the tourism consumption of both resident and non-resident visitors within the economy of reference. It is the sum of domestic tourism consumption and inbound tourism consumption.
National tourism: domestic and outbound tourism, that is, the activities of resident visitors, within and outside the country of reference, either as part of domestic or outbound trips.	**National tourism consumption:** the tourism consumption of resident visitors, within and outside the economy of reference. It is the sum of domestic tourism consumption and outbound tourism consumption.

Source: UNITED NATIONS (2010, p. 15)

Tourism has long lasting history, but it became a more widely discussed topic in the beginning of the 20th century. Due to the changes in demand, the changes in the travelling opportunities, and tourism-related sectors' new solutions generated by the technical development (for example, online booking of flights, accommodation, online information providing, etc.) new and new definitions and meanings appeared. These definitions reflect the improving importance of the tourism sector (TÓTHNÉ KARDOS 2016).

Nowadays, the definition of tourism is much wider, and more multifunctional, refers to customer experience, which includes special individual experiences from entertainment, health aspects, leisure, challenges and so on (VOLO 2009). Tourism customer experience is more highlighted than other customer experience, and it is originated from the changed location and different environment (GRAEFE and VASKE 1987; GILOVICH and VAN BOVEN 2003; DUNN and NORTON 2013). According to ANDERSSON (2007), tourism experience means the point, when the tourism product and the tourism consumption meet each other. GRAEFE and VASKE (1987) and URIELY (2005) added that tourism experience is very complex feeling, which is determined by the individual and the experience itself, and this experience will return again and again, when memories are repeated and shared. Tourism consumer experience is built on different factors, the geographical features, natural and historical values, traditions and cultural heritage, which build the foundations of the different specialized types of tourism (Table 3).

Table 3: Tourism trip types

Tourism trip types	
Personal	***Business and professional***
Holidays, leisure and recreation	Meetings, negotiations
Visiting friends and relatives	Conferences, congresses
Education and training	Lectures, shows, concerts
Health and medical care	Trade
Religion / pilgrimage	Governmental and non-governmental missions
Shopping	Participating in academic research
Transit	Tourism professional job
Other	Professional sport

Source: own compilation based on UNITED NATIONS (2010)

3.2. Tourism competitiveness

3.2.1. World Travel & Tourism Council (WTTC) approach

For research purposes, a methodological approach is suggested and used by the World Travel & Tourism Council (WTTC). The essence of this methodology is introduced in Figure 2. In this model, the total contribution to tourism and travel is the sum of the direct, the indirect and the induced contribution of different players to this market.

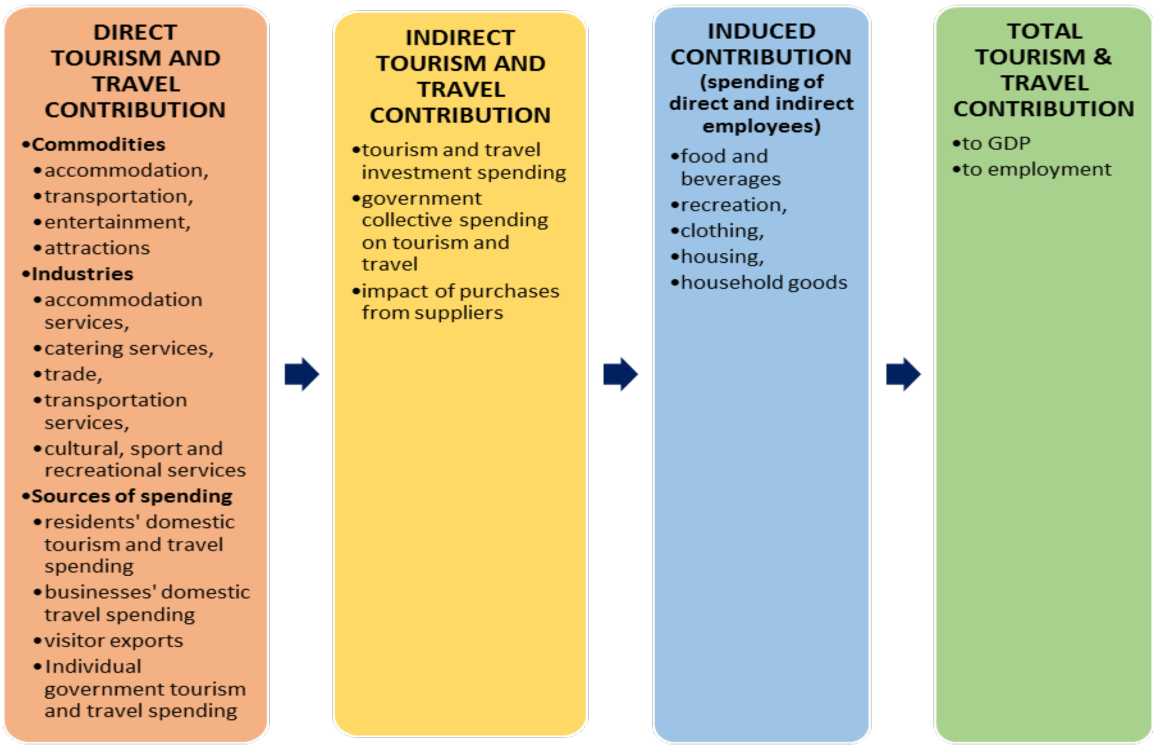


Figure 2: Tourism and travel contribution: the methodological approach of WTTC

Source: own compilation based on WTTC/OXFORD ECONOMICS 2020

Tourism and travel means all activities of travellers on trips outside their usual environment with a duration of less than one year. The main indicators defined by the World Travel and Tourism Council (WTTC) methodology (WTTC/OXFORD ECONOMICS 2020) are as follows:

1. Direct contribution to GDP: GDP generated by industries that deal directly with tourists, including hotels, travel agents, airlines and other passenger transport services, as well as the activities of restaurant and leisure industries that deal directly with tourists. (It is equivalent to total internal Travel & Tourism spending within a country less the purchases made by those industries, including imports.)

2. Total contribution to GDP: GDP is generated directly by the Travel & Tourism sector (***direct spending impacts***) plus its ***indirect*** and ***induced*** impacts.

Direct spending impacts are determined by different factors. As it is seen on Figure 2, besides the different commodities, which are used, utilized or controlled by the different activities, there is a consumption generated by those industries, which produce products and services used by tourism and travel sector, which is called in the methodology as "internal tourism consumption". And there are different spending types which determine the level of tourism and travel in the given country.

- *Internal tourism consumption:* Total revenue generated within a country by different industries that deal directly with tourists including visitor exports, domestic spending and government individual spending.
- *Visitor exports:* Spending within the country by international tourists for both business and leisure trips, including spending on transport, but excluding international spending on education.
- *Domestic travel & tourism spending:* Spending within a country by that country's residents for both business and leisure trips. Multi-use consumer durables are not included since they are not purchased solely for tourism purposes.
- *Government individual spending:* Spending by government on Travel & Tourism services directly linked to visitors, such as cultural services (e.g. museums) or recreational services (e.g. national parks).
- *Business travel & tourism spending:* Spending on business travel within a country by residents and international visitors.
- *Leisure travel & tourism spending:* Spending on leisure travel within a country by residents and international visitors.

Indirect contribution: It is the contribution to GDP and jobs according three factors:

- *Capital investment:* Includes capital investment spending by all industries directly involved in Travel & Tourism. This also constitutes investment spending by other industries on specific tourism assets such as new visitor accommodation and passenger transport equipment, as well as restaurants and leisure facilities for specific tourism use.
- *Government collective spending:* Government spending in support of general tourism activity. This can include national as well as regional and local government spending. For example, it includes tourism promotion, visitor information services, administrative services and other public services.

- *Supply-chain effects:* Purchases of domestic goods and services directly by different industries within Travel & Tourism as inputs to their final tourism output.

Induced contribution: it is the broader contribution to GDP and employment of spending by those who are directly or indirectly employed by Travel & Tourism.

3. Direct contribution to employment: The number of direct jobs within Travel & Tourism.

4. Total contribution to employment: The number of jobs generated directly in the Travel & Tourism sector plus the indirect and induced contributions.

5. Other indicators: which refer to the related outbound expenditure (spending outside the country by residents on all trips abroad including passenger fares) and foreign visitor arrivals (the number of arrivals of foreign visitors, including same-day and overnight visitors/tourists to the country).

It should be noted, that Libya shows good results only in the proportion of domestic spending which accounted for over 97% of internal Travel & Tourism's consumption in 2017 (WTTC 2018). The comparison of the performance of Libya and its neighbours is summarized in later chapter (Tourism in Libya in numbers).

3.2.2. World Economic Forum (WEF) approach

The World Economic Forum (WEF) is an international NGO, founded in 1971 by Prof. Klaus Schwab. The headquarters work in Cologny, Switzerland. The WEF's mission is stated as "committed to improving the state of the world by engaging business, political, academic, and other leaders of society to shape global, regional, and industry agendas" (WEF WEBSITE s.a.). The organization provides a platform for leaders from all stakeholder groups from all over the world, representing business, government spheres and civil society, to collaborate on multiple projects and initiatives and to produce reports in the related directions (PITMAN 2007).

The special, tourism-related platform and publication of the WEF is the Travel and Tourism Competitiveness Report, which was first published in 2007. The report ranks the nations according to the Travel and Tourism Competitiveness Index (TTCI), which scores from 1 to 6 the performance of a given country in each specific sub-index. The TTCI measures the factors that make the country attractive to develop business in the travel and tourism industry, rather than measuring the attractiveness of the country as a tourist destination (BLANKE and CHIESA 2007).

Between 2007 and 2013, the overall index was made by three main sub-indexes: (1) regulatory framework; (2) business environment and infrastructure; and (3) human, cultural, and natural resources. The main sub-indexes is made of the scoring of the following 14 variables (a–n, as below), called pillars in the TTC Report (MAZANEC and RING 2011). The Regulatory framework included (a) Policy rules and regulations, (b) Environmental sustainability, (c) Safety and security, (d) Health and hygiene, (e) Prioritization of Travel and Tourism. Business environment and infrastructure included (f) Air transport infrastructure, (g) Ground transport infrastructure, (h) Tourism infrastructure, (i) Information and Communications Technology infrastructure, and (j) Price competitiveness in tourism and travel industry. The last subindex, Human, cultural, and natural resources included (k) Human resources, (l) Affinity for Travel & Tourism, (m) Natural resources and (n) Cultural resources (BLANKE and CHIESA 2008).

From 2015, the system of sub-indexes has been changed. The number of pillars remained the same, but the content of the 14 pillars changed (Figure 3).

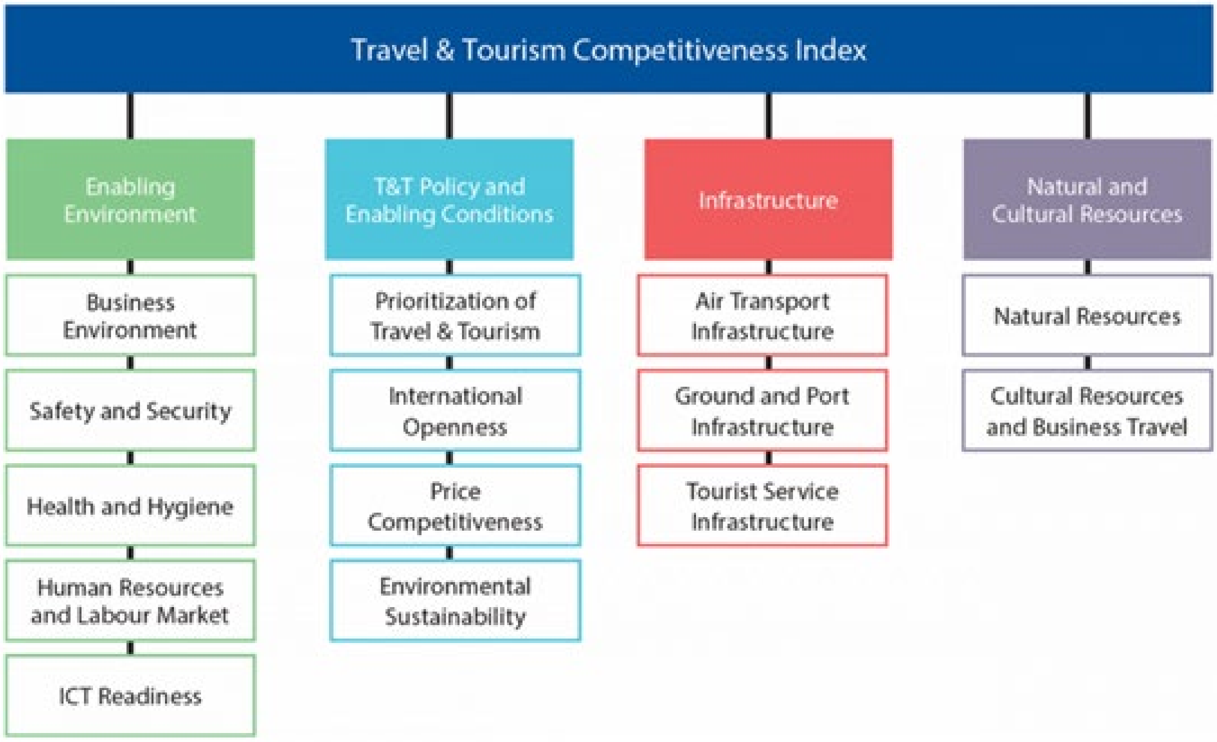


Figure 3: Travel & tourism competitiveness index framework

Source: Travel & Tourism Competitiveness Report (SCHWAB et al. 2015, p. 4)

In the new, improved approach, the TTCI measures those factors and policies that enable the sustainable development of the tourism, which in turn, contributes to the development and competitiveness of a country (SCHWAB et al., 2015). The four sub-indexes with the 14 pillars represent 90 individual indicators distributed among the different pillars (Table 4).

Table 4: Tourism and travel competitiveness index by pillars (TTCI)

PILLAR 1: BUSINESS ENVIRONMENT
1.01. Property rights 1.02. Impact of rules on FDI 1.03. Efficiency of legal framework in settling disputes 1.04. Efficiency of legal framework in challenging regulations 1.05. Time required to deal with construction permits 1.06. Cost to deal with construction permits. 1.07. Extent of market dominance 1.08. Time required to start a business 1.09. Cost to start a business 1.10. Extent and effect of taxation on incentives to work) 1.11. Extent and effect of taxation on incentives to invest 1.12. Total tax rate
PILLAR 2: SAFETY AND SECURITY
2.01. Business costs of crime and violence 2.02. Reliability of police services 2.03. Business costs of terrorism 2.04. Index of terrorism incidence 2.05. Homicide rate
PILLAR 3: HEALTH AND HYGIENE
3.01. Physician density 3.02. Access to improved sanitation 3.03. Access to improved drinking water 3.04. Hospital beds 3.05. HIV prevalence 3.06. Malaria incidence
PILLAR 4: HUMAN RESOURCES AND LABOUR MARKET
4.01. Primary education enrolment rate 4.02. Secondary education enrolment rate 4.03. Extent of staff training 4.04. Treatment of customers 4.05. Hiring and firing practices 4.06. Ease of finding skilled employees 4.07. Ease of hiring foreign labour 4.08. Pay and productivity 4.09. Female labour force participation
PILLAR 5: ICT READINESS
5.01. ICT use for business-to-business transactions 5.02. Internet use for business-to-consumer transactions 5.03. Individuals using the internet 5.04. Broadband internet subscribers 5.05. Mobile telephone subscriptions 5.06. Mobile broadband subscriptions 5.07. Mobile network coverage 5.08. Quality of electricity supply
PILLAR 6: PRIORITIZATION OF TRAVEL & TOURISM
6.01. Government prioritization of travel and tourism industry 6.02. T&T government expenditure 6.03. Effectiveness of marketing and branding to attract tourists 6.04. Comprehensiveness of annual T&T data 6.05. Timeliness of providing monthly/quarterly T&T data 6.06. Country Brand Strategy rating

PILLAR 7: INTERNATIONAL OPENNESS
7.01 Visa requirements 7.02 Openness of bilateral Air Service Agreements 7.03 Number of regional trade agreements in force
PILLAR 8: PRICE COMPETITIVENESS
8.01. Ticket taxes and airport charges 8.02. Hotel price index 8.03. Purchasing power parity 8.04. Fuel price levels
PILLAR 9: ENVIRONMENTAL SUSTAINABILITY
9.01. Stringency of environmental regulations 9.02. Enforcement of environmental regulations 9.03. Sustainability of travel and tourism industry development 9.04. Particulate matter (2.5) concentration 9.05. Environmental treaty ratifications 9.06. Baseline water stress 9.07. Threatened species 9.08. Forest cover change 9.09. Wastewater treatment 9.10. Costal shelf fishing pressure
PILLAR 10: AIR TRANSPORT INFRASTRUCTURE
10.01. Quality of air transport infrastructure 10.02. Available seat kilometres, domestic 10.03. Available seat kilometres, international 10.04. Aircraft departures 10.05. Airport density 10.06. Number of operating airlines
PILLAR 11: GROUND AND PORT INFRASTRUCTURE
11.01. Quality of roads 11.02. Quality of railroad infrastructure 11.03. Quality of port infrastructure 11.04. Quality of ground transport network 11.05. Railroad density (km/surface area) 11.06. Road density (km/surface area) 11.07. Paved road density (km/surface area)
PILLAR 12: TOURIST SERVICE INFRASTRUCTURE
12.01 Hotel rooms 12.02 Extension of business trips recommended 12.03 Presence of major car rental companies 12.04 ATMs accepting cards
PILLAR 13: NATURAL RESOURCES
13.01. Number of World Heritage natural sites 13.02. Total known species 13.03. Total protected areas 13.04. Natural tourism digital demand 13.05. Quality of the natural environment
PILLAR 14: CULTURAL RESOURCES AND BUSINESS TRAVEL
14.01. Number of World Heritage cultural sites 14.02. Oral and intangible cultural heritage 14.03. Number of large sports stadiums 14.04. Number of international association meetings 14.05. Cultural and entertainment tourism digital demand

Source: own summary based on SCHWAB et al. (2015)

The Travel & Tourism Competitiveness Index of the World Economic forum is a good strategic benchmarking tool for business and governments to develop the tourism sector. As the reports show a cross-country comparison and benchmark for the different countries, it is a useful tool for analyses, policymaking and investment decision processes (UPPINK CALDERWOOD and SOSHKIN 2019).

Libya's country file was displayed in the yearly WEF report on Travel & Tourism Competitiveness until 2012. In the report of 2013 it was stated that Libya (together with 4 other countries) are not covered this year because of insufficient or unreliable data (BLANKE and CHIESA 2013)

3.3. Models of tourism as a system

Tourism industry includes many participating players, individuals and organizations, and these participants formulate a complex network, which is influenced by many factors. Tourism industry is depicted by simple and more comprehensive models.

KHALIFA (2010) described the relationship between tourism destinations and tourist markets (Figure 4), which could be the starting point of analyses and action plans for improving tourism as a product.

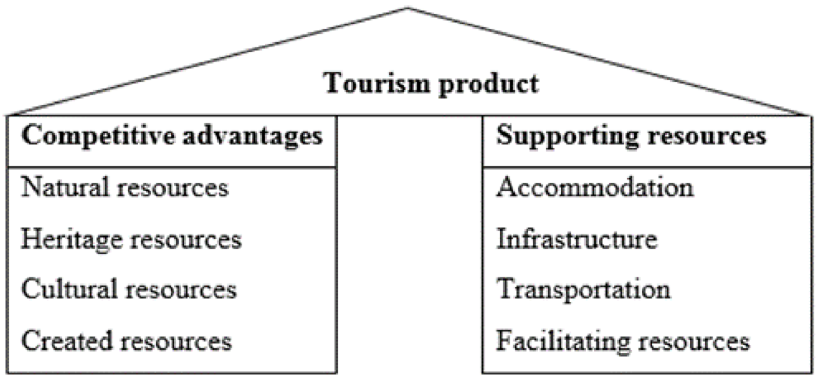


Figure 4: Two pillars of tourism product

Source: own figure based on KHALIFA (2010)

In his model, tourist market is determined by the destination image, which shall be built by formulating a good image by branding, trust and connectivity. These are the roles of general national tourism agencies or associations. Appropriate tour operators and professional services shall also be formulated and selected, who are responsible for making appropriate programmes, and programmes and touristic sites and attractions shall be promoted through different channels (media, exhibitions, advertisements etc.) On the other hand, tourism destinations shall be accessible, so infrastructure, transport, accommodations should also be built.

A Hungarian researcher, TÓTHNÉ KARDOS (2016) analysed the synergic relations between the different components, which elements are of course individual and representing the unique features of the individual destinations. Of course, the individual destinations/ attractions may have unique attractive power, but the other factors/ elements will influence the attractiveness, as they (e.g. infrastructure, safety, hygiene, and tourism industry's development level) will have significant power on the given attraction itself (Figure 5).

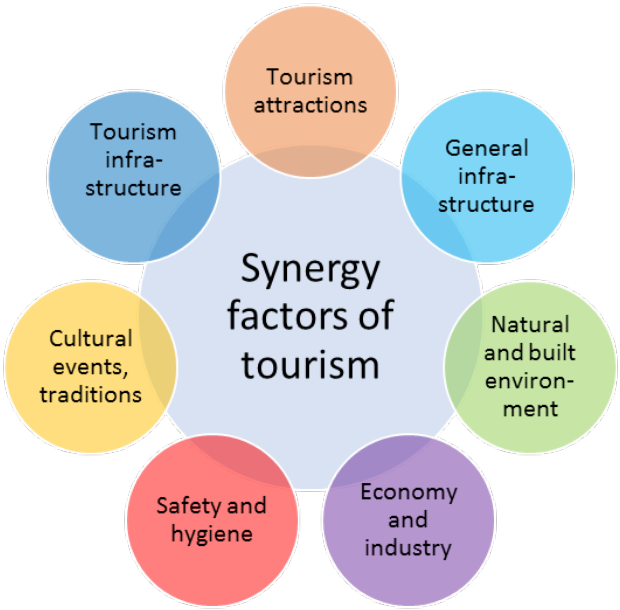


Figure 5: Synergy factors of tourism industry

Source: own figure based on TÓTHNÉ KARDOS (2016)

This model suggests that tourism destinations should not be considered and evaluated individually, but only in in the scope of the system of synergic powers (TÓTHNÉ KARDOS 2016).

DWYER and KIM (2003) and RITCHIE and CROUCH (2003) identified competitiveness as a crucial factor for the success of tourist destinations and established two comprehensive models about tourism destination competitiveness. DWYER and KIM (2003) defined destination competitiveness as the ability of a destination to satisfy tourists' needs or to deliver goods and services that perform better than other destinations. The three main elements of this model are a) destination management, b) demand and situational conditions and c) endowed and created resources (Figure 6). In destination management, authors aimed reinforcing the appeal of the core resources by strengthening quality and effectiveness.

The model highlights the importance both of public and private sector (i.e. government and industry), which indicates that both have a major contribution to destination competitiveness. Public sector is responsible to develop national strategies, authorities and programmes enhancing tourism products, while private sector has different players and associations in hospitality industry, who can contribute to tourism competitiveness through funding marketing programmes, adopting green initiatives, and by training employees.

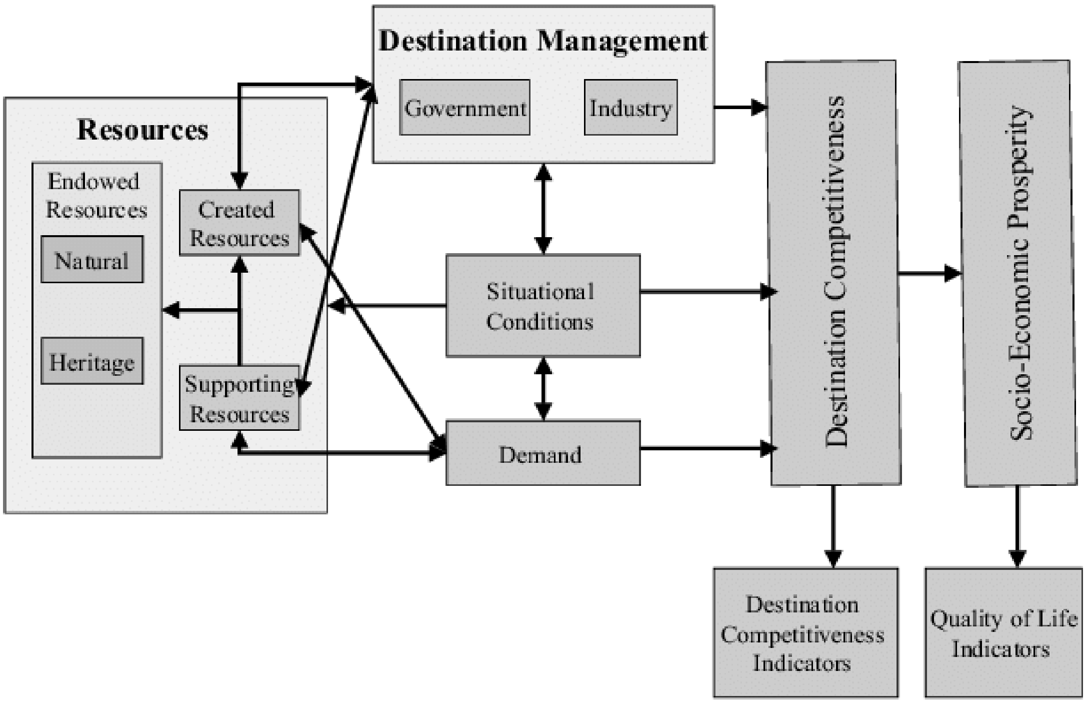


Figure 6: Dwyer and Kim Destination Competitiveness Model

Source: DWYER and KIM (2003), p.378.

Situational conditions describe macro- and microenvironment with the different factors and players of the environment levels. Demand conditions include three major characteristics of tourism demand: awareness, perception and preferences (DWYER and KIM 2003).

A more comprehensive model is prepared by RITCHIE and CROUCH (2003). According to them authors a tourist destination becomes competitive when it has: “ability to increase tourism expenditure, to increasingly attract visitors while providing them with satisfying, memorable experiences, and to do so in a profitable way, while enhancing the well-being of destination residents and preserving the natural capital of the destination for future generations” (RITCHIE and CROUCH 2003, p. 2). The model distinguishes comparative and competitive advantages at five different layers (Figure 7). The first level describes the support of fundamental factors and resources of growth (infrastructure, accessibility, hospitality, enterprises, facilitation resources and political will). The next level is called 'Core resources and attractors' which represents different types of tourism attractions (geography and climate, culture and history, events, entertainment, etc.). Third level incorporates activities which are necessary to the overall effectiveness of the utilization of resources (e.g. human resource, management, marketing and quality of services). The fourth level is about policy making, planning and development activities, like branding, vision, and strategies, development and monitoring. The final level is "Qualifying and amplifying determinants' such as location, safety, carrying capacity or image, which do not influence directly, but can limit the effects of the other levels.

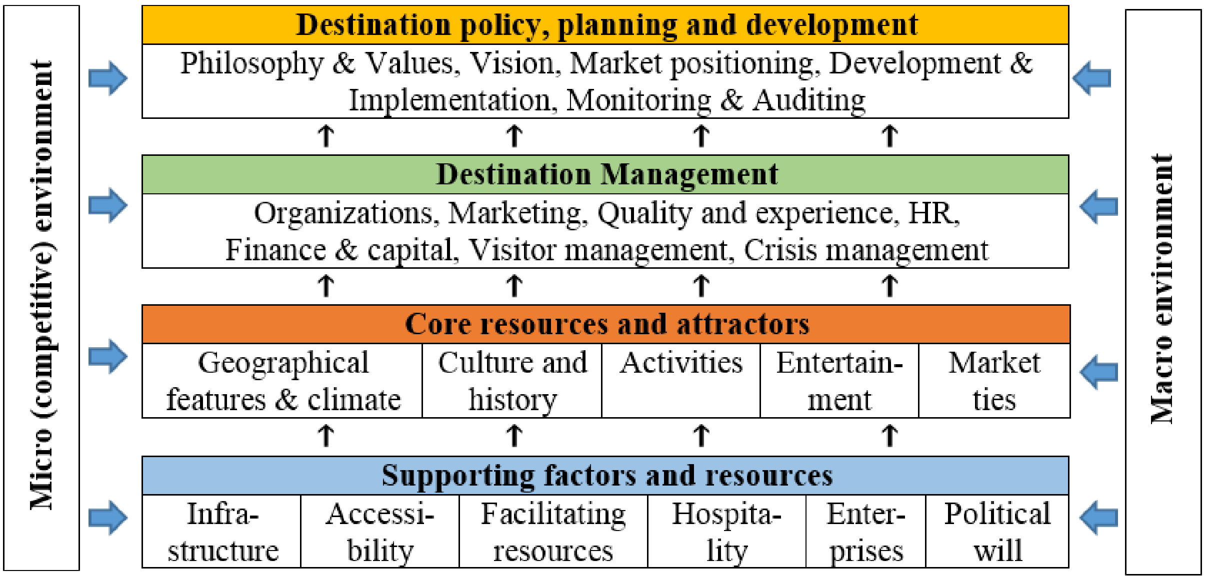


Figure 7: Ritchie and Crouch Model of destination Competitiveness

Source: own simplified figure based on RITCHIE and CROUCH (2003)

These models suggest that tourism-related researches should be considered and discussed in a comprehensive way, so in my researches I focused on the analysis of macro- and microenvironment (macro and micro), original resources (natural and heritage) created resources (different activities and entertainment) and the opinion of targeted visitor groups (questionnaire survey). Based on the findings I conducted a strategic analysis using SWOT and SOAR analyses.

Forms of tourism are depending on the attitudes of the visitors, and of course, they are influenced by the tourism product itself. Based on the purpose of visit tourism is categorized into the following (WALL and MATHIESON 2006):

1. Cultural / Heritage tourism

The historical initiative of tourism is that people are curious about foreign lands and cultures.

- Natural (landforms, rural scenery, flora and fauna)
- Cultural (tangible and intangible)

2. Religious tourism

It is a kind of tourism that people make individually or as a group pilgrimage.

3. Family Tourism / Visiting friends

This includes visiting one's relatives and friends for personal reasons. While visiting friends or relatives, people visit places of interest in and around the city and visit cultural and heritage sites.

4. Leisure tourism

It is a mixture of cultural, and family tourism

5. Sport Tourism / Trekking / Adventurers

Sports tourism means travel that involves watching or participating in a sporting event that is separated from its usual environment.

6. Business Tourism

Tourists visit a specific destination reasoned by their work: attending at business meetings, conferences, exhibitions meeting clients.

7. Health Tourism

Health or Medical tourism, which is often related to warm water or seaside, where tourists look for healing and relaxation.

ROBINSON and NOVELLI (2005) described two main types of tourism: mass tourism and niche tourism. Niche tourism is a newer term, which refers to products, services or interests that are shared by a small group of people. Niche tourism covers a range of types of tourism, where tourism products and services serve a specialised segment of the tourism industry. On the contrary, mass tourism is represented by large group tours, all-inclusive holiday resorts and it may cause overtourism.

Niche tourism may cover the following tourism types:

- Cultural (heritage tourism, religious tourism, educational tourism, genealogy)
- Environmental (nature and wildlife, coastal/marine, adventure
- Rural (farm tourism, wine and gastronomy, sport, festival and events, arts and crafts)
- Urban (business, conference, sport, exhibition) (ROBINSON and NOVELLI 2005).

These types attract different types of visitors, some of these categories represent only a very narrow touristic interest, but some of them are emerging.

Tourism resources represent natural and cultural (man-made) attractions, infrastructure, services, and the conditions that attract tourists to an area, which resources (or products) may contribute to the formulation of a tourism destination. It may be distinguished as cultural (man-made) and natural resources. The categorization of tourism resources was discussed by different authors

(LEW 1987; KUŠEN 2010; TSARTAS et al. 2015; BONIFACE et al. 2016); their categories are summarized by Figure 8.

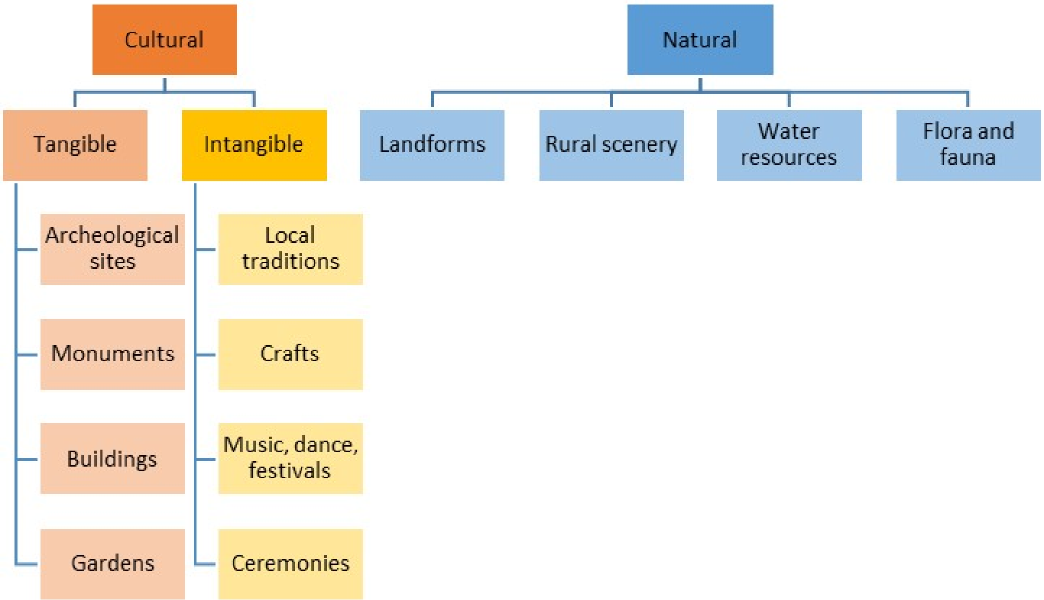


Figure 8: Tourism resources

Source: own summary based on LEW (1987), KUŠEN (2010), TSARTAS et al. (2015), and BONIFACE et al. (2016)

In my research I intend to determine and categorize Libya's tourism resources taking the above models and categories into consideration.

3.4. Libya and Libyan economy

3.4.1. Geography, environment and climate

Libya, (Figure 9), is a country in North Africa bordered by the Mediterranean Sea to the North, Egypt to the East, Sudan to the Southeast, Chad and Niger to the South, and Algeria and Tunisia to the West. The country has 3 main parts, Tripolitania, Fezzan and Cyrenaica. Libya is the fourth largest country in Africa, the 17th largest country in the world its territory is nearly 1.8 million km^2 (ENCYCLOPAEDIA BRITANNICA s.a.).

Libya's natural endowments are favourable for tourism, as are in case of other Mediterranean countries as well. The Mediterranean basin is continuously an attractive tourist destination for Europe, the former Soviet states and China. Within the Mediterranean basin, some countries highlight, emphasize and involve different characteristics (or, in other words, partly different attractive destinations) in the tourist offer (ALAMMARI, ASHOUR and DUNAY 2017).

Figure 9: Map of Libya

Source: https://www.lonelyplanet.com/maps/africa/libya/ (s.a.)

The most important element of the offer is the Mediterranean Sea itself, which parts are named differently. It is clear that the largest crowd, the mass tourism, would go close to the shores, to the beaches. The proximity of the sea is a key element for millions in every season. By the way, this coastal area has the largest touristic infrastructure. Of course, in addition to the beauty of the landscape, there are other influences on the choice of destination, and price is a particularly important consideration. Greece, but especially Turkey, Tunisia and Egypt, will undoubtedly have an advantage in price competition. Although in the case of Egypt, it should be mentioned that as a coastal destination, they do not propagate as much the coast of the Mediterranean, as the coast of the Red Sea. The Asian part of Turkey, Egypt and Tunisia can be a good example for Libya, as all three countries have made a great deal of effort to develop their tourism and to get as many people as possible to choose the country's coastline as their holiday destination (CAÑADA 2019).

The Libyan coast is very similar to the Tunisian coast. The length of the Libyan coast is 1,770 km. Tunisia has 1,148 km, which means that Libya has 50% longer shore as its neighbour. The beaches are sandy or pebble. There are beautiful sandy parts as well. The majority of the Libyan population live in the coastal area, but there are also pristine coastlines far from settlements. However, unlike other Mediterranean countries, there is a problem because of environmental conditions and partly due to the lack of infrastructure related to bathing culture. Besides these problems there are obstacles to the start of foreign tourism, which roots is the country's conservative attitude (ABUHARRIS and RUDDOCK 2005b). For improving these weaknesses some development programmes were initiated at the beginning of 2000s (ALQADHAFI, 2000).

Among the obstacles, environmental problems are serious. A recent French research (WWW.EURACTIV.COM 2019) proved that the Mediterranean Sea is the most waste-polluted sea in Europe. Every year 200,000 tons are dumped in the Mediterranean Sea, which is 2.5% of the total amount dumped into the World seas and oceans. The most significant and dangerous material is the plastic. Around 84% of beach litter is consisting of plastic material and around 50% are related to single-use plastic items (EUROPEAN COMMISSION 2020). Of course, the Libyan shore is not an exception. The two big cities, Tripoli and Benghazi, do not even have waste incinerators, the landfills are filled up, and garbage transport is overloaded. Resolving this it requires both strong, official action and a change in people's attitudes (ABUHARRIS and RUDDOCK 2005b).

The Mediterranean coast and the Sahara Desert are the country's most well-known natural features. There are several highlands and mountains, the Tibesti Massif with over 2,200 meters, the higher mountains are near Ghat (Jebel Akakus) and near the Libyan-Sudanese-Egyptian border. The Green Mountain (Jebel al-Akhdar) which is located in the 200 km long crescent between Benghazi and Derna is a unique place, as this mountain area is really green, the mountain is covered by pine, juniper, cypress and olive trees. The Sahara is a desert with an area of 9,200,000 km^2, is the largest hot desert in the world. 90% of Libya's territory is part of Sahara. The Sahara is mainly rocky territory, but there are large areas covered by sand dunes. These dunes may be higher than 180 meters. Oases are unique places in Libya, they are small patches of vegetation surrounded by desert. They are surrounded traditionally by palm trees, to keep the desert sands from their cultivated crops and water sources. Nevertheless, it is important to note that only the coastal part is suitable for mass tourism. The Sahara and the oases are only able to accommodate significantly fewer tourists in comparison to the coastal parts of the country, mainly due to water shortages (BRAUN and PASSON 2020).

The country's Mediterranean climate mainly includes the coastline and the mountain in the east and west of the country. Desert climate includes the majority of the country's area in the south of the northern regions (and also includes the semi-desert climate, which represents a transitional region between the Mediterranean and the Sahara's desert climate). There are two seasons: on the seaside, the real hot season lasts from June to September and during this period the temperatures is usually above 30°C in daytime and above 24-25°C in night time. The mild season lasts from October until May. In this period the temperature is under 20°C during the night. The desert has also two seasons. In the hot season, the temperatures reach 30°C in April, May and October and the real hot period starts in June and lasts until September with temperatures between 40°-50°C during daytime. There is a big temperature fluctuation between day and night temperatures (about 15°C). In the mild season, the temperatures are between 15°-25°C during daytime and they sharply drop at night. In December and January, they could be as low as minus 5°C (BRAUN and PASSON 2020). Along the coast, air humidity is high, but in the afternoons sea **breezes** blow relieving the heat. The wintertime is the best season for visiting Libya, offering warm temperatures and so avoiding unpleasant sand storms. The sea in Libya is warm enough for swimming from July to October (24-25°C), while it is cooler in June and November (about 22°C) (WWW.CLIMATESTOTRAVEL.COM/CLIMATE/LIBYA s.a).

3.4.2. Population

The population of Libya in 2020 is 6.87 million (WORLDOMETER s.a.). The population density in Libya is very low, 4 per km^2 due to the geographical features, as most of the country is desert. The coastal regions have high density. 78.2 % of the population lives in the urban area. Over 90% of the population lives along the Mediterranean coast between Tripoli to the west and Al Bayda to the east. The interior area is underpopulated due to the Sahara and lack of surface water (ENCYCLOPEDIA BRITANNICA s.a.). It should be noted that immigrants represent about 12% of the total population, according to United Nations data. The median age in Libya is 28.8 years (WORLDOMETER s.a.). The Libyan population is young; almost 80% of the citizens are under 45 years, as it is summarized in Figure 10. This means future problems in the society, and underlines the importance of education, trainings and job creation.

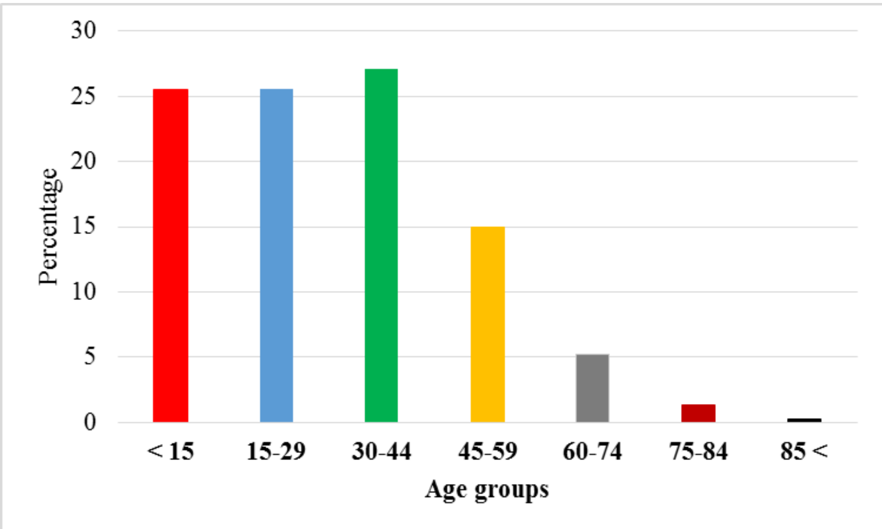


Figure 10: Libya age breakdown (2018)

Source: ENCYCLOPEDIA BRITANNICA (s.a.) https://www.britannica.com/place/Libya

The 15 largest cities of Libya are summarized in Table 5. It can be seen that only few are located in the inner land ((Tarhuna, Al Ajaylat, Sabha, Zliten, Al Jadid), most of the cities are situated in the coast or close to the coast.

Table 5: 15 largest cities of Libya (population in 2020)

City	Population (people)
Tripoli	1 150 989
Benghazi	650 629
Misratah	386 120
Tarhuna	210 697
Al Khums	201 943
Az Zawiyah	200 000
Zawiya	186 123
Ajdabiya	134 358
Al Ajaylat	130 546
Sabha	130 000
Sirte	128 123
Al Jadid	126 386
Tobruk	121 052
Zliten	109 972
Sabratah	102 038

Source: WORLDOMETER (s.a.) (https://www.worldometers.info/world-population/libya-population/)

3.4.3. Libyan economy in general

The United Nations categorized Libya as an upper-middle-income country (UNITED NATIONS 2018). The economy is dominated by oil and gas industries. In 2010, total oil production (crude plus liquids) was approximately 1.8 million barrels/day (IMF 2010a). The revenue from oils and natural gas production represents the main financial resources for the expenditure on infrastructure, education, and job creation. A main official goal of restructuring the Libyan economy is to increase the role of the private economic sector in the economy (ALAMMARI, ASHOUR and DUNAY 2017). Since the 1990s, Libya has undergone several political crises, but the major two events. The first event was the UN sanctions (a political and economic embargo imposed on Libya on 1992 and later lifted in 2003), the second was the revolution in 2011, which resulted in a civil war and plunged the country into a chaos (ALAMMARI, OTHMAN and TATAR 2017). After withdrawing United Nations (UN) sanctions in 2003, the economic activity increased steadily for seven years. During 2004–2010, average real GDP growth was approximately 5%, annual consumer price inflation averaged less than 4 %, and official foreign assets increased from \$20 billion at the end of 2003 to \$170 billion at the end of 2010 (WORLD BANK 2017).

The development was uneven. As Libya has the 10th largest proven oil reserves of any country in the world, the nonhydrocarbon sectors grew rapidly, underpinned by an ambitious public investment program, Libya remained one of the most hydrocarbon-dependent countries, with its exports among the least diversified in the world. Its small private sector was handicapped by the ubiquitous dominance of the state and by crippling institutional failures. Consequently, social and governance indicators remained poor, job creation was not intensive and dependence on expatriate workers increased (CHAMI 2012).

The Libyan economy is dominated by the hydrocarbon sector, which represents approximately 90% of GDP (ALQADHAFI, 2000). Libya is among the less diversified oil producing economies in the whole world. Government revenues represent 93 per cent. Private sector investment in non-oil industries are also very weak (ABUHARRIS 2014).

The main source of GDP is oil and gas extraction, the other sectors represent a much lower share in the national economy, which makes the country as a one-pillared economy (Figure 11).

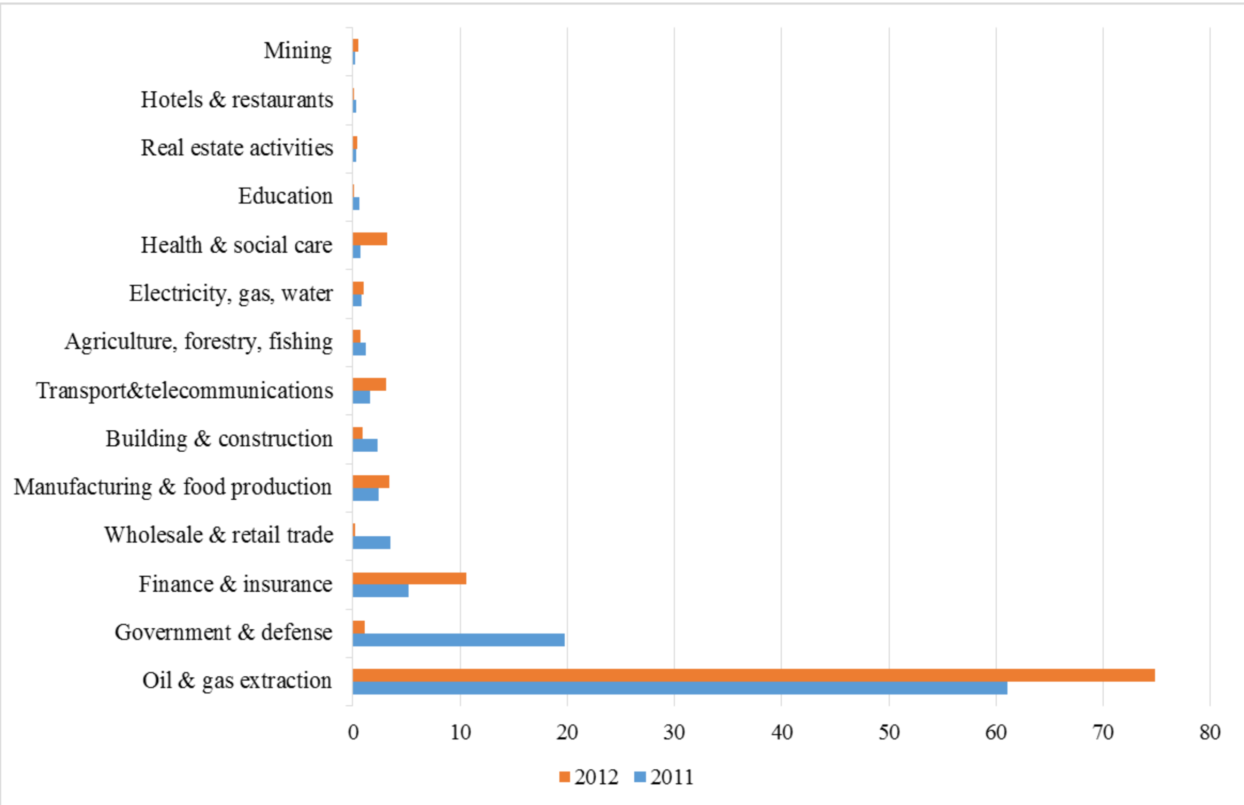


Figure 11: Sectoral contribution to GDP in Libya in 2011 and 2012 (%)

Source: own calculations based on CENTRAL BANK OF LIBYA (2016) data

The numbers verify that the country's economy is one pillared (oil and gas extraction), and due to the fragile political circumstances a high focus is put on defence and governmental issues.

Due to the lack of data gathering, there are no reliable and official Libyan statistical data after 2012 about the country's performance according to the different sectors.

In 2010, agriculture constituted 4.2% of the Libyan economy, 60.7% was industrial, and 35.1% was services. Although Libya is vast, apart from a small arable strip by the coast most of the country is desert, sparsely populated with Bedouin and Berber tribes. Apart from energy, other important industries of the country are steel, textile, food and cement. Major agricultural products of the country are wheat, peanuts, barley, soybeans, and cattle (ECONOMYWATCH 2010).

Economic changes in Libya may bring results to achieve sustainable investment in the non-petroleum industry sector, mainly into manufacturing industry and agriculture. The main economic development aim of Libya is to reach greater variation in capital, products, and imports, the non-oil sector and raw material, it is likely that the economy will be self-sustainable and will grow at high speed, like other emerging economies (BALA et al. 2017). Nevertheless, Libya achieved its economic growth mostly based on oil revenues (OTMAN and KARLBERG 2007). In developing of structure and in reframing of the Libyan economy, the economic and political policy on various environmental and social factors has moved forward. In Libya, the political events still affect the economic performance, creating a changing and unclear situation for the entire national economy, the impact between economy and policy are very complicated (HANI 2013). Since February 2011, the country has entered internal conflicts with external interventions that destroyed decades of development and economic prosperity. The infrastructure has been destroyed and thousands of people have left abroad, and the country has lost most of its non-oil or oil revenues (ALAMMARI et al. 2016).

Libya is now entering a new stage of its development. In the past, the country was significantly isolated from the outside world, the focus was put on living conditions and social standards, oil revenues were the main source of national prosperity, and government focused on the distribution of oil revenues to address social needs. Today, the emerging future of Libya may be described by the increasing integration with the outside world, greater opportunities for individual achievement and involvement in the productive sector, oil revenues supplemented by wealth created in other parts of the economy. For reaching this, the Government is increasingly working with the private sector to enable the creation of wealth in competitive markets (ALAMMARI, DAROUGI and BAYOUMI 2018).

3.4.4. Employment

The unemployment rate is around 15-18%, it is fluctuated substantially in recent years, but it tended to decrease in the period between 1999-2018, the unemployment rate was at 15.7% in 2018 (KNOEMA ATLAS s.a.). On the other hand, unemployment rate is very high in the young age groups, it reaches almost 50% (Figure 12), which generates many social problems for the young generation, and may lead to serious economic problems in the future.

Unemployment appears to be a structural problem, particularly among the youth, and the identification of policy measures and structural reforms that would create employment opportunities is critical (CHAMI 2012).

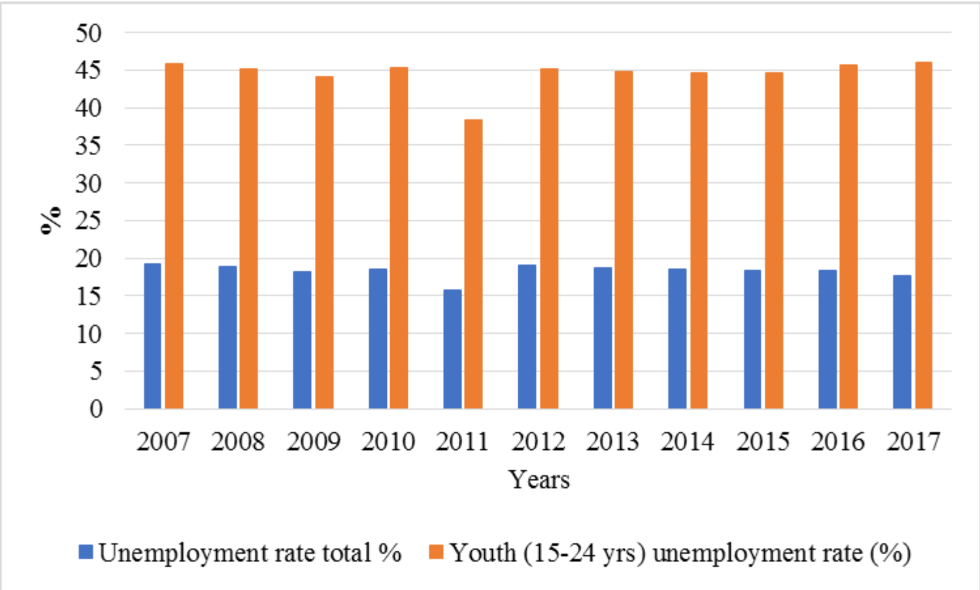


Figure 12: Unemployment rate in Libya (%) in the period between 2007 and 2017

Source: own calculations based on WWW.STATISTA.COM (s.a.1 and 2)

Figure 13 depicts the unemployment and youth unemployment of selected countries (countries of MENA region are with red and Libya is with yellow). The figure clearly shows the serious employment problem of Libya. A possible solution could be the tourism sector, where diverse job creation opportunities are available.

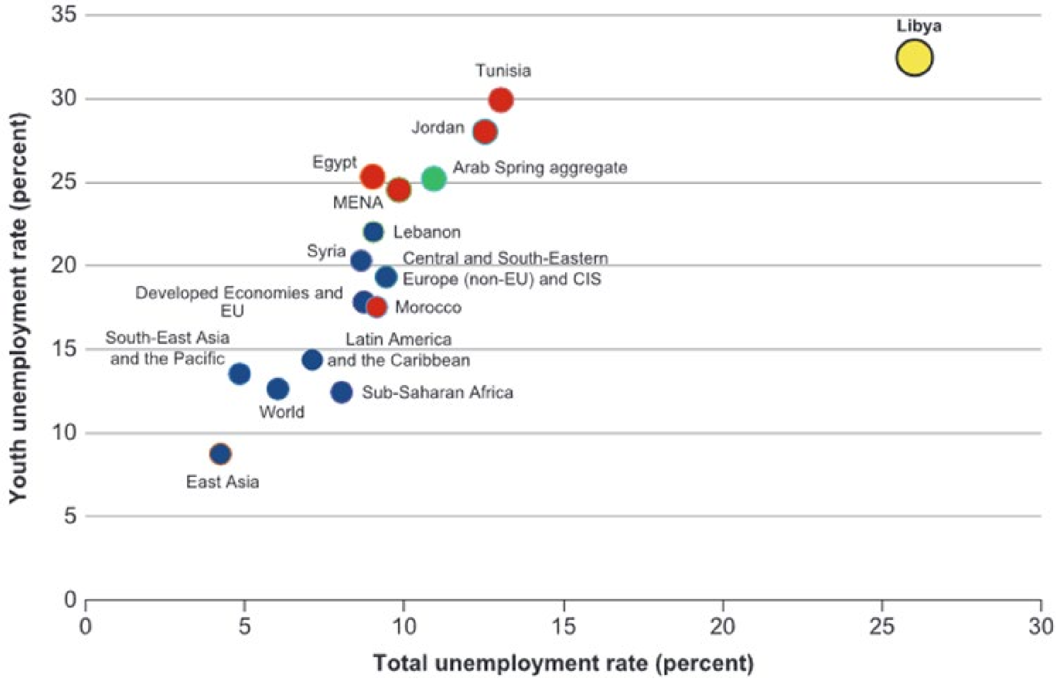


Figure 13: Unemployment in selected countries and regions (2010)

Source: CHAMI (2012) p. 16.

The majority (85%) of Libya's active labour force is employed in the public sector (public administration and public firms), which is a high rate even by regional standards. The rate for women is even higher (93%). Prior to the uprising, in a population of 6 million, Libya's labour force comprised 2.6 million workers, nearly 50 percent of who were foreign. During the political crisis, an estimated 1 million foreign workers fled Libya (WORLD BANK GROUP 2015).

Compared to other middle-income countries, and the countries of the region, the employment in industry and agriculture is considerably lower in Libya, these two sectors account for only 9% and 1% of the labour force, respectively. There is a huge decline in the employment in industry, in 1986 30% of employed worked in industry, in 2012, only 9%, while these numbers for agriculture are 20% in 1986, and only 1% in 2012. The active labour force has grown in services, now it reaches 70%, the sectors of these services are various (WORLD BANK GROUP 2015).

The proportion of foreign companies is very low, which is reasoned by the national laws. Self-employment and private firms represent almost the same number (4-5%), self employment is rather low, as most of the Libyan citizens are not planning to think in entrepreneurship. These figures are generated by the special, one-pillared structure of the Libyan economy, where state-owned enterprises are dominating (Figure 14). Nevertheless, the situation is similar in other oil-based countries like Iran (NOSRATABADI and ILLÉS 2018).

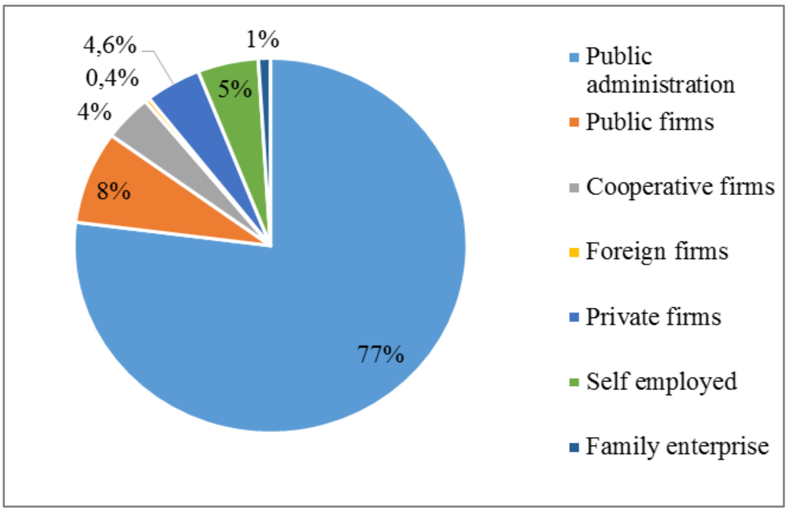


Figure 14: Libya's labour force by occupation and business types (%)

Source: own calculations based on WORLD BANK GROUP data (2015)

The figure clearly depicts the massive dominance of the public sector in the employment with 85%, from which the public administrative sector represents 77% and public firms represents 8%.

3.4.5. SMEs in Libya

Small and medium sized enterprises, as well as micro enterprises represent the accelerating power to economy through human, financial and technological resources which they control and use, so the issues of keeping and supporting of SMEs have become the priority of governments and policymakers. SMEs in different economic sectors suffer from political instability for long time (ALAMMARI et al. 2019). In Arabic countries, the definition of SMEs slightly differs from the EU's definition (Table 6).

Table 6: Definition of SMEs in some Arabic countries

Country	Enterprise type according to number of employees		
	Micro	**Small**	**Medium**
Egypt	1 to 4	5 to 14	15 to 49
Lebanon	1 to 9	10 to 49	50 to 99
Oman	1 to 5	6 to 20	21 to 100
Jordan	1 to 4	5 to 19	20 to 99
UAE	1 to 9	10 to 49	50 to 499
Tunisia	1 to 5	6 to 49	50 to 99
Libya	less than 5 or 10	less than 25	25 to 50

Source: ALAMMARI et al. (2019) based on JORDAN HUMAN DEVELOPMENT REPORT (2011) and OECD (2016)

In general, there is no SME legislation in Libya, there is strong intention to develop an SME Law, where the main characteristics of micro, small and medium enterprises will be defined. Of course, SMEs significantly contribute to job opportunities and growth (KELLER 2001), but in Libya, SMEs contribute to GDP only by 5%. Anyway, there is no official information available regarding the contribution to employment, but the estimations of international organizations shows that SMEs account for 11% of total employment in Libya. Comparing to other countries, this consider as a sign of slowly growth of SMEs sector in Libya. In the same time there is no official numbers of number or size of SMEs, but the estimations of Business Census 2006 refers to 117 828 enterprises, the average workers per enterprise is 2.5 (ALAMMARI et al. 2019). The main statistics of Libya in different sectors are summarized by Table 7.

Table 7: Statistics of SMEs by sector in Libya

Business Census 2006	**Hotels**		**Trade and Commerce**		**Services**		**Manu-facturing**	
	number	*%*	*number*	*%*	*number*	*%*	*number*	*%*
Number of enterprises	241	0.2	83 298	70.7	17 539	14.9	16 750	14.2
Number of workers	8 630	2.9	177 641	61.5	61 022	21.1	42 017	14.5
of which, non-Libyan	-	-	36 986	45.5	12 118	15.0	32 044	39.5
Average workers/enterprise	34.7		2.1		3.5		2.5	

Source: own calculations (ALAMMARI et al. 2019) using information from OECD (2016) and WORLD BANK GROUP (2015)

Of course, regional differences may be seen in the country, the coastline region with big cities is more developed and the density of SMEs is higher than the inner part of the country (OECD 2016). The opinion about doing business in the SME sector of Libya was surveyed by CALICE et al. (2015). The main barriers of development were the macroeconomic uncertainty, political instability, corruption, crime and disorder, policy uncertainty, uneducated workforce, and several infrastructure related reasons (CALICE et al. 2015), These problems require for solution from the political powers and bodies (government, policymakers) as players of the macroenvironment.

3.4.6. Economic impacts of political instability

The Arab region witnessed a serious political turn in the region movements in the late 2010, known as the Arab spring revolutions. This instable situation is still affect the economies, the societies and the international relations of these countries (MASSAD 2012). After the success of the revolution in Egypt, events broke out in Libya on February 17, 2011 and lasted until the end of the old regime ruling for 4 decades. The revolution continued to develop into a kind of civil war between the various fractions, which established several states within the state, in addition to the control of terrorist groups, large areas of Libyan territory are in the focus of international debate so far (ELKRGHLI 2016). This situation led to that Libya is considered among the worst countries regarding the political instability index: Turkey has the 184th place, Libya is 187th, Iraq is 188th, and at places from 189th and Somalia, Sudan, Pakistan, Afghanistan, Yemen can be found, the last in the row, as 194th there is Syria (UNITED NATIONS 2018, ALAMMARI et al. 2019).

According to the IMF (2010b), there is a strong relationship between the political stability and the level of economic performance:

- Unemployment is one of the most serious problems that threaten the stability of countries and it is a main cause of many social and political consequences. Unemployed young people can tend to practice many unethical manifestations such as crimes and violence.
- Inflation was and still is one of the most important challenges facing political and economic decision makers, as it is directly related to the level of prices and the ability of people to meet their needs, which may be the main cause of violence and thus political instability.
- Financial and administrative corruption is one of the most important reasons that lead to political instability and the disruption of development. It is noted that a society with fewer administrative and financial corruption tends to be more politically stable.
- Political instability leads to fear of foreign investors and thus their reluctance to enter the politically unstable country, as well as withdrawing their investments to safer countries, giving larger numbers of outflows (ALAMMARI et al. 2019).

Table 8: Some economic indicators for the period 2010-2017

Year	Population (people)	GDP per capita $	Inflation Rate %	GDP Growth %
2010	6 169 140	12 440	14	5
2011	6 193 501	4 730	18	- 62
2012	6 198 258	11 710	9	123
2013	6 195 970	10 960	7	-13
2014	6 204 108	7 800	17	-24
2015	6 234 955	5 970	15	-9
2016	6 293 253	5 110	14	-3
2017	6 374 616	6 540	24	27

Source: own summary based on WORLD BANK MICRODATA LIBRARY (LIBYA) (s.a.)

Libya, as a country rich in oil production and oil reserves, experienced a good economic level compared to neighbouring countries before the political change in 2011. After the revolution, the main indicators changed due to the fragile political situation and instability (see Table 8).

3.5. Tourism in Libya

As different authors (ABUHARRIS and RUDDOCK 2005a,c; CHAMI 2012; BIZAN 2013; HANI 2013; ELKRGHLI 2014 and 2016; ABUHARRIS 2014; SAID 2017) highlighted, Libya is not a tourism-dependent country. The most important pillar of the country’s economy is oil and natural gas, but tourism activity could become an important sector for the Libyan economy, and its importance for the country's development should be increased. In the past decades, Libyan tourism industry – particularly international tourism – did not played an important role in employment and value production, but Libya has the potential to become an attractive place for tourists in North Africa (ALAMMARI, ASHOUR and DUNAY 2017).

The attractions for any tourism destination can be categorised as climatic, scenic, cultural or historical (MÜLLER 1994), and the rank of any destination will be in a subordinate of different preferences in these markets, influences by the preferences and demand of visitors (ALEJANDRA and PABIO 2011). Libya may be considered a new and exciting tourist destination (ABUHARRIS and RUDDOCK 2005a), because of geographical features. The long coast-line along the Mediterranean Sea with sandy beaches may provide a productive area for sea sports, diving and various beach activities. The ancient archaeological sites from different civilizations (Roman, Phoenician, Greek and Islamic) could be a good destination for visitors seeking for new experiences (GBT 2012). Another unique attraction is the Libyan Desert, which represents more than 90% of the land. The desert has unique attractions with pre-historic art, eroded rock formations, special agriculture systems, oases settlements and desert lakes with a special folklore and culture of the oasis towns (WORLD TOURISM ORGANIZATION 1998).

Since in the past decade there has not been statistical data collection in Libya, so there is no correct data about the internal and domestic tourism. Although the security situation is presently in critical condition, but looking back on times before 2011, when local people were eager to travel inside the country firstly for business reason and also with family for holiday, that suggests the inner tourism was intense once. Since Libyans have never suffered so strict bans as in the neighbouring countries, Libyans used to travel to Europe without serious restriction. Therefore, many Libyans became familiar with the Western standards in tourism, in restaurants, cafes etc., and now they are missing these standards in their home country (ALAMMARI et al.

2016). International tourism was developing before the revolution. By 2006, the country became more open and the more tourists arrived, mostly to Tripoli. Many small service companies were immediately developed (tour operators, guides, restaurants, craft-men workshops, etc.), and the national economic policy started a little bit more open, and allowed the revival of some elements of the private sector (ABUHARRIS and RUDDOCK 2005a).

3.5.1. Tourism potentials and problems in Libya

Although Libya has outstanding values in tourism attractions, but due to the present political instability and the previous and present weak the governmental interest in the tourism-marketing sector it is evaluated as a weak point of the country according to global indicators, as it was highlighted by different sources (ABUHARRIS and RUDDOCK 2005b; NAAMA et al. 2008; LAFFERTY and YOUSEF 2015; ELKRGHLI 2016; ALAMMARI, OTHMAN and TATAR 2017; SAID 2017).

The main cultural and natural attractions of the country is depicted by Figure 14.

Figure 15: Tourism attractions in Libya

Source: ABUHARRIS and RUDDOCK (2005b, p. 668.)

Libya has an extremely large land area, has a special natural environment with mountain areas, deserts and the longest seaside in the Mediterranean. Libyan people are friendly and they keep their traditions, culture, music and cuisine. The overall features of Libya would allow competing in the stage of international tourism (MASOUD 2013). The most significant tourism constituents of Libya are the following:

- excellent natural resources (site, weather, climate, geographic nature, surface, waters, vegetal life, animal life, development and other natural resources);
- good weather and climate (temperatures, wind, humidity, rains, plants and forests);
- outstanding geographic features (mountains, rivers, sea, valleys, rocks and deserts, desert lakes, 2000 km long seaside area) (SAID 2017).

Nevertheless, Libya is not among the widely chosen touristic destinations. The main the reasons of the unfavourable situation are the absence of high quality services:

- the lack of airlines services,
- the shortage of excellent hotels,
- the decrease in the quality of services at local hotels,
- the lack of tourism programmes and recreational services,
- the lack of reliable public transport services,
- the poor communication system,
- the absence of appropriate financial services (ELKRGHLI and ELGIMATI 2013).

Although ELKRGHLI and ELGIMATI (2013) mentioned the barriers of language as well, for today, the language barriers are not true anymore. The English became very common after the revolution, especially in the younger generation.

Libya could be one of the most favourable tourism country in the world if the tourism industry would be better respected by the state. The tourism industry could be a good potential for economic diversification and could be a second pillar besides the oil and gas revenues. An environmental report (KHALIFA, 2010) highlighted this risk, as Libya is ranked among the most hydrocarbon-dependent countries, and according to recent estimations, the oil depletion is nearer to 20 years.

Libya’s tourism ministry representatives stated that there is a strong intention to open Libya to the world, as Libya’s tourism potential is excellent. When compared with other Northern African countries, one can see the huge differences. Morocco and Tunisia receive 6 million tourists each year, and Egypt more than 10 million, while Libya receives only a few hundred thousand visitors in the recent years (GOODLAND 2013).

NAAMA et al. (2008) highlighted that human resource training and education is an important task which must be strengthened in the private sector, to match customers' (i.e. the travellers) and industry needs, and to open cultural and religious dimensions which could improve the poor industry image. A special feature of Arabic countries was mentioned by JAFARI and SCOTT (2014), namely halal tourism, and religious tourism, which should also be considered in the strategy formulation process. SHAKEELA et al. (2012) focused on sustainability of the tourism sector, which could raise the respect and prestige of tourism and hospitality sector, but as it was underlined, sustainable tourism needs more and better-educated human workforce.

An important problem of Libya's tourism and hospitality sector is the lack of appropriate accommodation facilities for foreign tourists. As LAFFERTY and YOUSSEF (2015) mentioned the need for accommodation opportunities and the improvement of human resources in hotel sector is a critical point. According to ALNAWAS and HEMSLEY-BROWN (2019) hotel performance is assessed indirectly, via customer relationship capability, branding capability and service innovation capability. CHEN and MYAGMARSUREN (2012) stated that market orientation (i.e., customer and competitor orientations) as a business strategy has just recently been adopted in the travel and tourism industry by which performance and value offerings may be stimulated. The future tourism and hospitality sector strategy should focus on these issues as well.

As Libya has played important role in great former civilizations throughout history, visitors have unique opportunity to visit well-preserved archaeological ruins remaining despite the thousands of years that elapsed since (GOODLAND 2013). Libya has a strategic location, as the country is a connection point between the East, the West and the South of Africa. About 1700 km of coast expends a long Mediterranean Sea (BIZAN 2013). There is a significant scope for diversification into tourism as Libya has rich archaeological sites, the longest coast near the Mediterranean Sea and a very good climate. Another advantage is that the country is very close to the main European markets. The basic infrastructure is built, but needs improvements of roads and electricity, but the present basic problem is safety (CHAMI 2012).

The personal safety of tourists at the destination is a key determinant for visitors and hosts as well. Managers shall perceive the actual risk associated with travel and tourism, as safety and security are critical factors in promotion of tourism (IMBEAH 2020). MANSFELD (2006) stated, peace, safety and security are the three prerequisites for tourism development in every destination. Different researches were conducted on safety and security of tourists (LISOWSKA 2017; MANSFELD and PIZAM 2006); and they summarized health, terrorism, natural disasters, crime and political instability as safety elements. IMBEAH and BUJDOSÓ (2018) added, that the impact of tourist safety is still a stronger issue in this debate of tourists' satisfaction.

The traditions and cultural heritage of Libya is diverse, it could be especially attractive as the archaic social system could be found only in traces elsewhere, and this can also have a tourist attraction. As a result of traditional attitude of the country, the Libyan people are very friendly. Due to religious and cultural reasons, there are restrictions, which may affect international tourists, namely alcohol is forbidden in the country and the Islamic traditions especially towards women are strict (AHMAD 2018).

Safety is a key factor for visitors, critical events and political crises have severe influence on marketing performance of tourism sector businesses, and it is very important for Libya's case (ELKRGHLI 2016). Natural disasters, political crises or terrorism attacks, and the global economic crisis in 2008 are examples of crises events, which affected tourism and the marketing performance of tourism businesses in a negative way (LAWS et al. 2007; SINGH 2009; SMERAL 2010).

HANI (2013), BASU and SARABHAI (2012) and TEKIN (2015) outlined how the political instability in Middle East and Northern Africa has affected the international tourism. Based on tourist arrivals and statistics on tourist flows, these studies revealed that the tourism market is directly or indirectly affected by the political instability. Uncertain political conditions require for well-built strategy from policymakers in order to build again the tourism products after the unfavourable situations (ALAMMARI, ASHOUR and DUNAY 2017).

It shall be highlighted that this research does not discuss the 2020-2021 global crisis due to COVID-19 and its severe impacts on the entire tourism sector and tourism-related services.

3.5.2. Tourism of Libya in numbers

The Libyan economic development plans of the 1970s and 1980s were based on the diversification of the Libyan economy, due to the reduction of world oil prices over the previous decade and (WORLD TOURISM ORGANIZATION 1998). Despite the UN embargo on international flights, Libya had a number of visitors, especially from neighbouring countries like Tunisia and Egypt, moreover many international visitors come into the country through the

Tunisia – Libya border from different countries, mostly from Italy, Germany, France and the United Kingdom (ABUHARRIS and RUDDOCK 2005b).

It is important to see the tourism of Libya together with the main competitors, the neighbouring countries: Egypt and Tunisia, which have much wider experiences and results in tourism.

As it was mentioned, Libya has a one-pillared economy, and the tourism industry is not significant, which is well reflected in different statistical data. KHALIFA (2010) highlighted the potential role of Libyan travel and tourism industry based on economic facts. Due to the oil and natural gas-based economy, there is a high over-employment in the state sector, this situation may raise opportunities for the tourism and travel sector, as it could generate new job opportunities and alternative sources of income, and, in addition, it may enhance the country's image.

When Libya's tourism is discussed compared to other countries, a significant difference can be seen in international arrivals (ALAMMARI, ASHOUR and DUNAY 2017). Table 9 shows that there are setbacks the growth is not steady. These setbacks can be connected to sensitive events mostly related to security problem. It should be noted that the lack of comparable data after 2012 is due to the fact that after 2012 there are no available data for Libya in the UNWTO database.

In 1990, Tunisia accepted about 30% more visitors than Egypt but since 2000, the opposite happened. Libya was lagging behind its two neighbours but had a steady growth until 2011. The revolution of course interrupted this process and since then we are waiting for the better circumstances, for the improvement of security (ALAMMARI, ASHOUR and DUNAY 2017).

Table 9: International tourist arrivals (in thousands)

Countries	1990	1995	2000	2005	2009	2010	2011	2012
Egypt	2.411	2.871	5.506	8.608	11.914	14.051	9.497	11.200
Libya	96	56	174	170	260	271	26	104
Tunisia	3.204	4.120	5.244	6.975	6.904	6.902	4.782	5.950

Source: own compilation based on UNWTO Barometer (s.a.)

It is interesting to observe how big the difference between Egypt and Tunisia in foreign tourists' expenditure is. Between 1990 and 2000, it was doubled but after became three-four or five times as much in Egypt than in Tunisia. It shows very clearly how important is the image and the brand of the country. In case of Libya, we can observe much more modest numbers and the setback caused by the revolution was more drastic – number of tourists in Libya dropped to one-tenth - than in the other two neighbouring countries, where the number of tourists fell only by twothirds (UNWTO BAROMETER s.a.). But Libya has never really emphasized the country as a tourist destination and in the past, the income generated by tourism was not important for the state. The need for a new economic policy has appeared recently, to have a diversification of the economic activity of the country and to create a less vulnerable economy which in not only based on the revenues from the hydrocarbon sector. This idea has been welcome by the political and business elite after the revolution (ALAMMARI, ASHOUR and DUNAY 2017; ALAMMARI et al. 2019).

We can observe significant differences between the three MENA countries not only in the number of visitors but also in their per capita expenditures. The expenditure in Egypt is constantly higher with 2.5-3 times than in Tunisia (Table 10). In Libya the data is close to the Tunisian ones except 2011 when the number of visitors dropped less than one tenth but the spending soared by 17 times. Visitors during the revolution were staying longer than regular tourists and they were ready to pay higher in a risky situation.

Table 10: Per capita expenditure by international visitors (US dollars)

Countries	1990	1995	2000	2005	2009	2010	2011
Egypt	1.090	1.354	846	1.055	778	872	917
Libya	208	179	460	235	346	221	3.846
Tunisia	350	366	377	338	392	383	377

Source: own compilation based on UNWTO BAROMETER (s.a.)

If we look at the tourism in some MENA countries at first glance, we can see the very high expenditure of international visitors (domestic tourism is limited). The gap between Egypt and Tunisia is growing and it is almost 4 times bigger in favour of Egypt (Table 11). In Libya, the total sum is trifling if we consider the very similar (theoretical) tourist potential in Libya.

Table 11: Expenditure by international visitors (billion UD dollars)

Countries	1990	1995	2000	2005	2009	2010	2011
Egypt	2.629	3.888	4.657	9.081	9.272	12.258	8.707
Libya	0.02	0.01	0.08	0.04	0.09	0.06	0.1
Tunisia	1.122	1.507	1.977	2.361	2.704	2.645	1.805

Source: own compilation based on UNWTO BAROMETER (s.a.)

The abovementioned expenditure provides a significant contribution of tourism to GDP in both countries, and of course it's very low in Libya (ALAMMARI et al. 2016).

In general, Libya's tourism sector plays only a minor role in the national economy, although the country has many touristic attractions, world heritage sites and the longest seaside in the Mediterranean. Some basic data regarding tourism sector are summarized by Table 12.

Table 12: Main tourism and travel data of Libya (2016)

Contribution	% of total
Direct Contribution of Travel & Tourism to GDP	3,4% of total GDP
Total Contribution of Travel & Tourism to GDP	7,1% of GDP
Employment: Direct Contribution of Travel & Tourism directly supported jobs	2,3% of total employment
Employment: Total Contribution of Travel & Tourism directly and indirectly supported jobs	5,7% of total employment
Visitor Exports	0,8% of total exports
Investments	2,7% of total investment

Source: own compilation based on WTTC (2017a) Country Report of Libya

When compared to the neighbour countries, Egypt and Tunisia, the unfavourable conditions of Libya can be seen. The data of Table 13 summarize the past six years and the estimated data for 2017. As it can be seen from the data, the impacts of the uncertain political and economic situation significantly influenced the tourism sector of all the three countries. Although Libya has many spectacular touristic sights and other attractions, the tourism sector's performance is lagging behind the two other countries (ALAMMARI, ASHOUR and DUNAY 2017).

Table 13: Contribution of tourism and travel (in million US Dollars) *2017E is estimations

Egypt	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017E***
Visitor exports	5165.4	5188.1	3334.0	3651.5	3095.8	1689.7	1718.0
Domestic expenditure	5148.4	4859.2	4728.8	5222.1	5335.5	5380.8	5550.9
Direct contribution to GDP	7246.3	7093.2	5624.6	6203.0	5902.5	4955.6	5074.7
Total contribution to GDP	16766.2	16204.9	12627.1	12899.3	12587.4	11045.2	11192.6
Libya	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Visitor exports	46.0	152.5	121.8	126.8	123.1	100.7	96.1
Domestic expenditure	2022.9	2693.4	1732.2	1553.4	1787.0	1667.3	1706.2
Direct contribution to GDP	1445.9	1984.8	1274.5	1136.2	1279.1	1179.2	1207.6
Total contribution to GDP	3235.3	4256.2	2673.7	2325.7	2579.3	2441.6	2471.4
Tunisia	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Visitor exports	1803.0	2203.0	2142.4	2262.9	1549.3	1510.9	1571.6
Domestic expenditure	1842.4	2042.4	2493.3	2207.1	1889.1	1938.4	1974.3
Direct contribution to GDP	2545.6	2969.7	2946.1	3129.7	2395.7	2395.1	2454.9
Total contribution to GDP	5316.9	5986.7	5883.0	6233.1	5013.7	5002.2	5080.4

Source: own calculations based on WTTC Country files of Libya, Egypt and Tunisia (WTTC, 2017a,b,c)

Table 14 provides a summary about the main numbers of tourism industry from 2000-2018, based on the data of Tourist Information and Documentation Center (GENERAL AUTHORITY OF TOURISM, 2018 and 2020).

Table 14: Statistics of Tourism Sector in Libya, 2000-2020

Years	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Total nr. of tourists	29301	20339	20075	23029	42638	81319	125480	105997	42118	35692	32038
Nr. of hotels	194	225	225	226	226	245	256	268	277	303	305
Nr. of rooms	11815	12405	12405	12704	12704	12439	13162	13638	13916	15414	15799
Nr. of beds	19969	20967	20967	21404	21404	23051	25471	26423	27723	28760	29200
Nr. of people staying in hotel	499468	471945	340914	423532	472445	525086	348209	432341	685120	619418	420479
Nr. of people working in hotels	---	---	---	---	---	5710	6324	6700	6700	10442	11311
Nr. of nights staying in hotel	205114	142373	140525	161203	298466	569233	290794	266157	237300	201201	150444
Nr. of tourism companies	19	19	31	54	54	114	167	239	304	378	447
Nr. of small tourism companies	---	---	---	---	---	230	361	418	459	498	523
Nr. of tourism offices	---	---	---	---	---	71	33	50	65	91	100
Average tourist spending (appr.)	80	80	80	80	80	80	80	80	120	120	120
Average stay in hotel (days)	7	7	7	7	7	7	7	7	7	7	7
Total revenue (1000 USD)	16409.12	11389.84	11242.00	12896.24	23877.28	45538.64	29980.32	26731.76	28476.00	24561.18	18686.32

Years	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total nr. of tourists	---	---	---	---	---	---	---	---	---	---
Nr. of hotels	305	305	321	326	326	326	326	326	332	332
Nr. of rooms	15799	15799	16796	17066	17066	17066	17066	17066	17066	17292
Nr. of beds	29200	29200	30136	30606	30606	30606	30606	30606	30606	31068
Nr. of people staying in hotel	---	---	---	---	---	---	---	---	---	---
Nr. of people working in hotels	11331	11331	10893	10920	10920	10920	10920	10920	10920	10920
Nr. of nights staying in hotel	---	---	---	---	---	---	---	---	---	---
Nr. of tourism companies	447	447	447	1331	1331	1331	1461	1461	1657	1731
Nr. of small tourism companies	523	523	523	---	---	---	---	---	---	---
Nr. of tourism offices	100	100	100	113	113	113	105	105	115	115
Average tourist spending (appr.)	---	---	---	---	---	---	---	---	---	---
Average stay in hotel (days)	---	---	---	---	---	---	---	---	---	---
Total revenue (1000 USD)	---	---	---	---	---	---	---	---	---	---

Source: own compilation based on Tourist Information and Documentation Center of GENERAL AUTHORITY OF TOURISM (2018, 2020)

'--- 'means no data available

Based on the data of Table 14, it may be seen that there is a gap in reliable data after 2010, and some equal data are estimations. The number of tourists is different in different years before the 2010 revolution, and the fluctuation is probably in relation with political events. It is also may be seen, that small businesses in tourism sector started to develop after 2005 and number of such companies started to increase after the 2010 changes.

It may be noticed at Table 14 that there is a weakness in the accommodations and in companies operating in this sector and their workers, as well as the number of tourists coming, during the period from 2000 to 2010 (before the revolution) and during the period from 2011 to 2018, when the country was not politically stable. But now the country is considered in a state of political stability, and the parliament voted on March 10, 2021 to approve the formation of a government of national unity that exercises its authority in the country. In addition to that, it was decided to hold the election of a president for the country on December 24, 2021, through a plan supported by the United Nations. Therefore, it is important requirement for the competent authorities to pay attention to the tourism sector due to its importance in supporting the economy.

It is recommended to expand accommodation facilities and tourist resort places near to the tourism attractions and tourism resources at the coastal area and near the archaeological sites that the country is rich in. In addition, it is also near the lakes in the desert, and in the mountainous areas where archaeological sites are located.

Table 15 summarizes the employment data of Libya and its neighbour countries in the tourism and tourism related sectors.

Table 15: Employment in tourism and travel in Egypt, Tunisia and Libya (1000 jobs)

Country	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017E***
Egypt	1162.3	1173.5	931.6	1014.6	964.3	773.0	708.0
Libya	39.4	39.4	37.1	35.1	39.7	43.0	42.1
Tunisia	226.9	265.0	258.8	278.4	207.8	206.4	210.5

Source: own calculations based on WTTC Country files of Libya, Egypt and Tunisia (WTTC, 2017a,b,c) *2017E means estimations

The low employment level in the tourism industry may be developed by new directions in the governmental policy, which is also highlighted in the document of LIBYA VISION 2020 (s.a.). According to the future plans it will be essential to promote specialization of students in promising economic sectors such as renewable energy, tourism, agriculture, and construction industry which are essential for job creation and will be important to economic diversification

(TATÁR and ALAMMARI 2017). Key tourism projects should be managed and owned by the state and the private initiatives could join the big projects and can build up a partnership with them. The Libyan state owns different investment funds and these funds could stimulate the smaller local players (ALAMMARI et al. 2016).

SAID (2017) highlighted those problems which are critical for the tourism industry of Libya, and which shall be solved in order to make the first steps of development. These critical factors are: the lack of awareness and image, the lack of competent human resources, the lack of tourism-related infrastructure, the low level of governmental and community involvement and the shortage of appropriate action plans (SAID 2017).

In my research, I follow the approach of ABUHARRIS and RUDDOCK (2005c), who stated that if Libya wants to exploit its tourism potential, there are several important issues to consider, and a step-by-step strategy development process is needed:

- defining the goal, i.e. to build the foundations of future development of tourism in Libya,
- conducting a situation analysis in the macro-environment and among the main players of microenvironment,
- determine the main possible success factors (tourism products, target group of visitors, infrastructure developments),
- and give recommendations for policymakers and the representatives of tourism and hospitality industry (SOAR analysis).

4. MATERIALS AND METHODS

4.1. Methodology for strategic analyses

4.1.1. Environment analysis

To get a complex view about Libya's tourism sector, the STEEP analysis was chosen by the researcher, which describes and analyses the social, technological, economic, environmental and political factors, which influence the country's development and particularly the tourism sector itself. This analysis of the macro-environment formulates a good basis for starting to generate recommendations and strategic plans for the future. This is in line with other authors' works, for example (ABUHARRIS and RUDDOCK 2005c) suggested to conducting a situation analysis in the macro-environment and among the main players of microenvironment, for laying down the first steps of tourism-related developments.

Analysis of macro-environment is included in the models introduced in 2.3. Subchapter (Models of tourism as a system). Macro-environmental factors are mentioned by KHALIFA (2010) as tourism product ingredients; TÓTHNÉ KARDOS (2016) highlighted the importance of infrastructure and natural & built environment, economy and the industry itself. The model of DWYER and KIM (2003) describes macro- and microenvironment with the different factors and players of the environment levels as 'Situational conditions". Model of RITCHIE and CROUCH (2003) also includes the analyses of macro- and microenvironment.

A STEEP analysis is a strategic analysis tool for evaluating external factors that may affect future design decisions. STEEP is an acronym for five factors: Social, Technological, Economic, Environmental and Political factors (PEARCE el al. 2000). The method itself has different methodologies like PEST or PESTEL, which covers the same methodology with different highlights (COOPER 2014). In my research, I used STEEP, as the legal factors were almost impossible to evaluate during the research.

4.1.2. SOAR framework

For finding the best directions of the Libyan tourism sector, a SOAR analysis was conducted. SOAR analysis is a strategic planning framework with an approach that focuses on strengths and seeks to understand the whole system by considering the opinion of the relevant stakeholders (STAVROS and HINRICHS 2009).

SOAR is a “positive approach to strategic thinking and planning that allows an organization to construct its future through collaboration, shared understanding, and a commitment to action” (STAVROS and HINRICHS 2009, p. 3). SOAR stands for strengths, opportunities, aspirations and results. The SOAR framework provides a flexible approach to strategic thinking, planning and leading that invites the whole system into a strategic planning or strategy process by including all those with a stake in the success of the organization’s future. These stakeholders can be internal (i.e. employees) or external (i.e. customers, suppliers and communities). Utilizing a whole-system perspective provides a more complete picture of how an organization best serves its customers and what its future can become by considering many different stakeholders’ perspectives (STAVROS et al, 2014).

SOAR is a strength-based framework that is built on the best points of SWOT (strengths and opportunities) i.e. the state of the organization’s environment in order to define the “to-be” state (KHAVARIAN-GARMSIR and ZARE 2014). Generally, SWOT is used in tourism strategic planning using the strengths, weaknesses, opportunities, treats (SWOT) mode, but in recent publications in relation with tourism planning focus on the more positive approach of SOAR was used (KHAVARIAN-GARMSIR and ZARE 2014; PRAHARA et al. 2020; AZIZ 2019)

For many, traditional approaches to strategy development begin with an analysis of external and internal factors, followed by some visioning, then planning. In the analysis phase is often a “SWOT” is conducted, an examination of internal Strengths and Weaknesses, as well as external Opportunities and Threats. SWOT analysis is for capturing both the positive (strengths and opportunities) and the negative (weaknesses and threats) features (AZIZ 2019).

The differences between the two models are in the approach itself. SWOT is an analysis-oriented, weakness and treat focused, competition focused, energy depleting tool, which pays attention to gaps. Soar, meanwhile is action oriented tool, which is strength and opportunity focused, innovation. possibility focused, and focuses on planning and implementation, energy-creating (STAVROS and HISRICH 2009).

SOAR features a disciplined approach to helping an organization identify its strengths with an eye on what works best and what are the possible opportunities for growth. Then, it builds on the aspirations of its stakeholders and creates a results driven plan. The SOAR framework enhances strategic planning and implementation processes by using a positive guiding approach to inquire into strengths, opportunities, aspirations, and measurable results, imagine the most preferred future, create innovative strategies, plans, systems, designs, and structures, build a sustainable culture, and inspire organizational stakeholders to soar to a state of engaged high performance and execution of strategy.

SOAR is recognized as a strength-based framework with a whole-system (stakeholder) approach to strategic thinking and planning. SOAR is the abbreviation of the four pillars of strengths, opportunities, aspirations and results. By the analysis, we seek for answers for the questions summarized by Figure 16.

STRENGTHS	OPPORTUNITIES
• What are our most important assets? • What can we build on?	• What are our stake-holders asking for? • What are the market possibilities?
ASPIRATIONS	**RESULTS**
• What processes are needed to be done? • What are our dreams or wishes?	• What are our important and measurable outcomes? • What do we want to be known for?

Figure 16: The SOAR framework
Source: own adaptation based on STAVROS and HINRICHS (2009)

Pillar of Strengths mean that an organization should focus on its unique features and greatest achievements, which may guarantee the success. *Pillar of Opportunities* focuses on the new markets for the organization. Opportunities should be considered as goals to be achieved, even challenges should be viewed as a perfect opportunity that might be turned into gains. *Pillar of Aspirations* is the core of tool of SOAR, which describes the initiatives and processes that are needed to be done for success. Strengths and opportunities will act as aspirations, as the original thoughts of strengths and opportunities will generate further thoughts, meditation and reflective moments. *Pillar of Results* represent the key pillar in this strategic tool, which focuses on giving feedback to the examined organization. It describes whether the organization is on the right way towards the achievement of the goals and how to transform the success vision into a reality. When the goals are achieved, it will motivate the members of the organization to follow the same path and maintain the trend of success similarly to the plan-do-check-act cycle of quality assurance systems (STAVROS and COLE 2013, ILLÉS et al. 2017); the process shall follow the quality assurance methods, with a special focus on controlling (XU et al. 2018).

4.2. Methodology for primary research

4.2.1. Questionnaire survey and data

This primary research was conducted to explore why Libya is less popular as a touristic destination. The questionnaire survey was started in the summer of 2018 in Budapest, among foreign and Hungarian tourists of different age groups. In the first round, I collected 354 evaluable questionnaires, so the survey was continued on by the second round, during the holidays in winter of 2019.

As my special goal was to explore the knowledge and attitudes, the experiences and aspirations of tourists about Libya, I wanted to ask the opinion of a randomly formulated sample. My idea was to ask tourists, and of course, I was interested in the opinion of Hungarian citizens as well.

I prepared the questionnaire in paper-based form and visited the most frequented places in Budapest, where tourists are present (Heroes' Square, Opera House, Saint Stephen's Basilica, Danube Corso) and I asked them to fill in the questionnaire. The Questionnaire is attached in Appendices (A4).

The final number of evaluable questionnaires was 500. 58.8% of respondents was female, 41.2% was male. Figure 17 shows the age groups of the respondents. The large proportion of respondents of age group between 18-30 years is partly because of the participation of Hungarian and international university students, but as they are very active in tourism activities during their study period, so they can be considered as potential visitors.

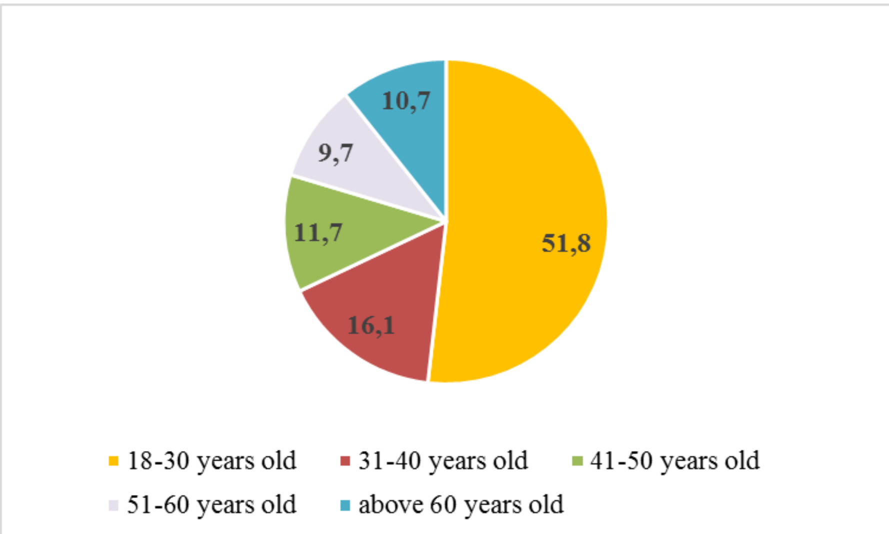


Figure 17: Respondents' age groups (%)
Source: own research

The employment status of the respondents is depicted by Figure 18. The figure shows that a large proportion of the sample represents employed people; the second large group is the group of students, which is also a determining player of tourism sector. Retired people represented only 9% in the sample.

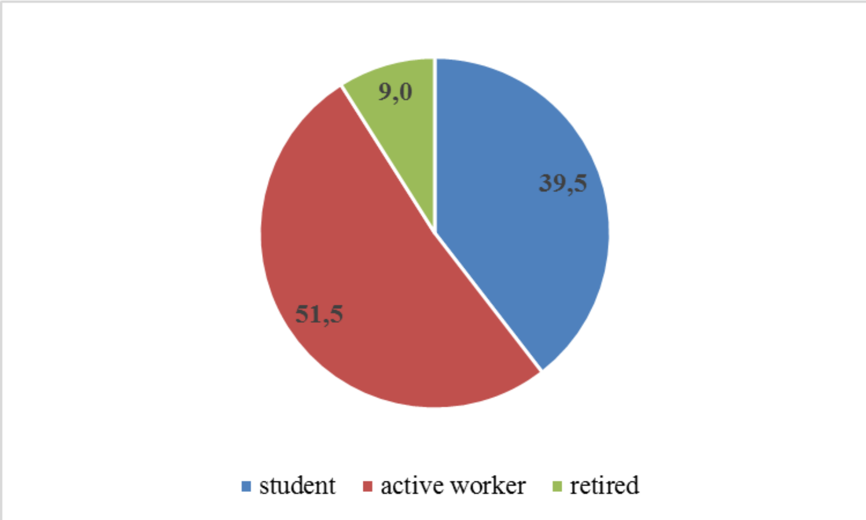


Figure 18: Respondents' employment status (%)
Source: own research

As one of the intentions of my research was to conduct a primary survey on a randomly selected sample, where the sample represents tourists who are active partners of the industry. I wanted to reach them directly, using a paper-based survey.

Table 16 describes the composition of the sample according to their nationality.

As it may be seen, the largest group of respondents represented Hungary. This number represents university students of different Hungarian universities, and Hungarian passers-by whom I met in the places where I conducted the survey.

The international respondents are those people whom I met among expats and the random visitors of Budapest. A limitation of the study can be that the survey was conducted at one location, but in my opinion, this city is among the most popular destinations of tourists and I could meet and survey a diverse group of people.

Table 16: Number of respondents from different countries

Country	n	Country	n	Country	n	Country	n
Hungary	150	Slovakia	7	Romania	3	Serbia	2
USA	43	Turkey	7	Tunisia	3	Syria	2
United Kingdom	32	Denmark	6	Australia	2	Switzerland	2
France	19	Japan	6	Argentina	2	Ukraine	2
Italy	13	Germany	5	Austria	2	Albania	1
Azerbaijan	12	India	5	Brazil	2	Colombia	1
Canada	12	Portugal	5	Cambodia	2	Croatia	1
China	12	Czech Republic	4	Cameroon	2	Kosovo	1
Finland	11	Ecuador	4	Egypt	2	Morocco	1
Greece	10	Mexico	4	Georgia	2	Palestine	1
Israel	9	Netherlands	4	Iraq	2	Philippines	1
Spain	9	Pakistan	4	Kazakhstan	2	Puerto Rico	1
Slovenia	8	Sweden	4	Kenya	2	South Korea	1
Belgium	7	Vietnam	4	Mongolia	2	Thailand	1
Iran	7	Chile	3	Namibia	2		
Poland	7	Ghana	3	Norway	2		
Russia	7	Nigeria	3	South Africa	2		

Source: own survey

All of the respondents had experiences in tourist trips, as it was checked by Q19 ("Have you ever been on a tourist trip before?"), where 92.6% of respondents answered with "yes".

In Q20, I was interested in the number of trips they have done previously, where a wide range of answers were given, but majority of the respondents indicated that they participated at more than 10 visits. 33.2% of respondents have done less than 10 tourist trips in their life, 52.8% of respondents have done 10-50 visits, and 14% of respondents participated at more than 50 tourist trips. Based on these answers I concluded that the sample may represent good quality for further research.

4.2.2. Statistical methods of analysis

Decision trees analysis and a logistic binary regression (logit) model were applied to explore the factors influencing the willingness to visit Libya.

The Chi-square Automatic Interaction Detection (CHAID) was used to explore the combinations of socio-demographic characteristics and attitudes towards tourism products that best differentiate respondents based on their willingness to visit Libya. In the international literature can be found the application of the decision trees method to the identify factors distinguishing certain groups of actors in the tourism sector. For example, BYRD and GUSTKE (2016) used the decision trees analysis to identify tourism stakeholders. MAEDA et al. (2016) built decision trees to explain what kind of combination of characteristics is important to attract foreign tourists and domestic tourists to Japan.

The predicted (dependent) variable in the analysis is the intention to visit Libya. The number of categories of the predicted variable was determined in two by merging the Yes and Maybe categories. The predictive (independent) variables can be grouped into three categories: (1) socio-demographic characteristics (gender, age, citizenship), (2) awareness about Libya, (3) travel habits (requirements concerning tourism, preferred types of tourism).

A binary logistic regression model was used to quantify the effect of factors on the willingness to visit Libya. E.g. ABUAMOUD et al. (2014) built the binary logistic regression model to examine factors affecting the willingness of tourists to visit cultural heritage sites in Jordan.

The binary logistic regression model has been developed for analysing relationships between dichotomous dependent variable (intention to visit Libya: (0) No, (1) Yes/Maybe) and independent variables used in the CHAID. The model was constructed using the Forward Stepwise method. The impact of the factor has been found to be statistically significant if the p-value is less than or equal to the significant level (alpha) of 0.05. The goodness of fit of the logistic regression model was confirmed by the Hosmer and Lemeshow test.

Segmentation of tourists based on their requirements and preferred types of tourism was conducted using K-Means clustering. The cluster analysis was run on the binary variables, so the final cluster centers indicate the proportion of respondents for whom the specific factor is important.

A Chi-square test was applied to explore significant differences in tourism consumer behaviour among age groups and countries. The significant differences were obtained based on the adjusted standardized residuals. An adjusted standardized residual having absolute value that exceeds about 2 indicates a significant difference between categories.

5. RESULTS AND THEIR DISCUSSION

5.1. Classification of tourism resources of Libya

Dissertation's **Research Objective 1** is: *To identify and classify tourism resources in Libya (as cultural heritage and natural heritage) and to relate them to different types of tourism.*

To answer this objective, *tourism resources and types of tourism* in Libya is to be determined and categorized. Tourism in developing countries should be discussed in a development framework. Culture emerges as an essential element in the new tourism policy in most developing countries including Libya. Culture remains important for economic reasons and provides useful tools to stimulate economic development. Therefore, further measures are required to protect and promote the cultural heritage.

As the fastest growing and one of the most profitable industries in the world, tourism offers opportunities for the economic development in developing countries. However, the problems in the tourism sector in these countries are mainly associated with mass tourism. As researches observed mass tourism is always foreign controlled, unplanned, short term, environmentally unsustainable and culturally destructive ((BURNS 1997, ROBINSON and NOVELLI 2005). Niche tourism is a newer term, which refers to products, services or interests that are shared by a small group of people. This type of tourism covers tourism products and services which serve a specialised segment of the tourism industry. For more appropriate development, developing countries need small scale, locally owned, integrated, planned, long term, environmentally sustainable and culturally integrated developments that increase local multiplier and spread effects, greater community participation in tourism planning and more attention for the cultural and environmental sustainability of tourism projects (BURNS 1997).

Based on my observations and experiences as Libyan citizen, and by analysing relevant documents and literature *I collected and classified the tourism resources of Libya*. For this work, I also used my own knowledge obtained at schools, my experiences obtained through my visits throughout my mother country, Libya.

I also built on the information of the given references and on the information provided by Libya-related websites such as *Temehu* (WWW.TEMEHU.COM s.a.), *Cruise Libya* (WWW.CRUISELIBYA.COM s.a.*), Atlas Obscura* (WWW.ATLASOBSCURA.COM s.a.).

Following the systems listed in the dissertation's literature review, it is seen that cultural and natural resources play an important role in tourism. According to Travel & Tourism competitiveness index framework (SCHWAB et al. 2015) described on Figure 3, natural and cultural resources represent an important pillar of tourism competitiveness. These resources are also described as pillars of tourism product by KHALIFA (2010), on Figure 4, where these are considered as competitive advantages. In case of Libya it is also true, as there are unique natural, heritage, cultural and created resources. In the destination competitiveness model of DWYER and KIM (2003) (Figure 6) natural resources and heritage are the so-called endowed resources, which makes the base of tourism resources. The model of RITCHIE and CROUCH (2003) on destination competitiveness (Figure 7) calls the natural and heritage resources as core resources and attractors, and considers also as basic resource. Based on these, I summarized and categorized the most important and less known attractions of Libya.

5.1.1. Cultural resources – Cultural / Heritage tourism

Tourism refers to the numerous niches or specialty travel forms of tourism that have emerged over the years, such as cultural tourism, agro-tourism, eco-tourism, wild-life tourism, trekking, marine and beach tourism and many others. Culture is one of the most complex phenomena. Heritage is defined (MILLAR 1991) as the natural cultural and built environments of an area. Cultural tourism or cultural heritage tourism (or just heritage tourism) is a branch of tourism oriented towards the cultural heritage of the location where tourism is occurring. Historically, cultural tourism was the main theme of tourism, and also refers to visiting a location where visitors have family roots. Cultural heritage is an expression of the ways of living developed by a community and passed on from generation to generation, including customs, practices, places, objects, artistic expressions and values. As part of human activity cultural heritage produces tangible representations of the value systems, beliefs, traditions and lifestyles and as an essential part of culture as a whole, it contains these visible and tangible traces form antiquity to the recent past. Cultural heritage and tourism are dynamic areas of development in everywhere in the world, cultural tourism is the part of the switch in emphasis from manufacturing to service industry (WEAVER and OPPERMAN 2009).

Tourism policy aims in developing countries including Libya remain targeted on economic growth, employment potential and foreign exchange earning with regional economic development To achieve these aims the continued expansion and improvement of facilities and infrastructure in all existing centres of tourist activity are the main planning objectives

(BANDARA 2001). More recently, governments have given attention to quality tourism or expansion of special interests tourism like heritage tours, nature tours, adventure tours etc. Some of these will use culture as a major and necessary resource and will therefore lead to socio cultural impacts of tourism and host guest conflicts.

5.1.1.1. World Heritage attractions

When taking a sight into the UNESCO World Heritage List, it can be seen there are important historical places in Libya which are almost unknown for the wide public, and their number is almost the same when compared with the two most frequent tourism destination countries in North Africa (Table 17.).

Table 17: World Heritage sites in North African countries

Egypt	Libya	Tunisia
Abu Mena	Archaeological Site of Cyrene	Amphitheatre of El Jem
Ancient Thebes with its Necropolis	Archaeological Site of Leptis Magna	Archaeological Site of Carthage
Historic Cairo	Archaeological Site of Sabratha	Medina of Tunis
Memphis and its Necropolis, Pyramid Fields from Giza to Dahshur	Rock-Art Sites of Tadrart Acacus	Punic Town of Kerkuane and its Necropolis
Nubian Monuments from Abu Simbel to Philae	Old Town of Ghadamès	Kairouan
Saint Catherine Area		Medina of Sousse
		Dougga / Thugga

Legend: grey boxes are on the List of World heritage in Danger

Source: own compilation based on data at UNESCO http://whc.unesco.org/en/list/

The treats to the rich heritage is caused by environmental and human factors, with the dangers are associated with urban expansion, mining and oil fields, extreme weather events, pollution and vandalism (BENNETT and BARKER 2011; RAYNE et al. 2017). The Libyan sites were put on the endangered list due to the instable situation in 2016. The Committee noted the high level of instability affecting the country and the fact that armed groups are present on these sites or in their immediate surroundings. It invoked the damage already incurred and the serious threat of further damage to explain the decision (https://whc.unesco.org/en/news/1523/). Table 18 summarizes the different heritage localities in Libya.

Table 18: Number of identified heritage localities in Libya

Type of heritage	Number
World Heritage sites	5
Other Archaeological Sites	12
Monuments	50
Religious Buildings – Old Mosques	25
Religious Buildings – Old Churches and temples (including 2 synagogues)	11
Cemeteries	4
Museums	32
Libraries	17
Archives	1
Total	117

Source: The table is based on public accessible information primarily obtained through the internet (ICOMOS website (s.a.) and the observations and experiences of the author.

Most of the above data shows the status of the cultural sites before the political conflicts, it could not be estimated how many sites and institutions suffered serious damage during the civil war period. The following summary about Libya's cultural heritage used the sources of the UNESCO website. As part of a historical region valued by many successive empires, numerous rich cultural and archaeological sites are located in present-day Libya. Besides the five World Heritage sites, Libya has other outstanding archaeological sites, mainly of Greek and Roman origin, some of whom are without doubt the largest and most incredible sites in the Mediterranean. It has also some unique Neolithic sites and some sites with outstanding rock art. It also of course has the remains of many historic towns, some in ruins, some still in use today. The *World Heritage Sites* in Libya are the following: Archaeological Site of Cyrene (from 1982), Archaeological Site of Leptis Magna (from 1982), Archaeological Site of Sabratha (from 1982), Old Town of Ghadamès (from 1986) and Rock-Art Sites of Tadrart Acacus (from1985).

Archaeological Site of Cyrene, birthplace of Saint Mark, the Evangelist

Located North-eastern Libya not far from Benghazi. It was once one of the principal cities in the Hellenic world, "Athens of Africa," and founded by the Greeks in 631 BC. It was established as a Roman province in 74 BC. Cyrene preserves a necropolis complex which is numbered among the most extensive of the ancient world, as well as several temples. An early Christian basilica and valuable mosaics are also part of the site. This is the birthplace of the Saint Mark, the Evangelist; he was born in Cyrene in Pentapolis, the eastern part of Libya, west of the border with Egypt. St. Peter, who was married to a relative of St. Mark's father, took care of St. Mark and considered him a son. The Eastern Orthodox and the Coptic Orthodox Churches believe him to be the first Pope of Alexandria. He was martyred in 68 A.D.

Archaeological Site of Leptis Magna

Located 130 km East of Tripoli, at the coast. It was founded by the Phoenicians in the first millennium BC and is considered to be a unique artistic realization in the domain of urban planning. At its zenith, in 200 B.C., the harbour city was the third greatest Roman city in Africa after Alexandria and Carthage. Leptis Magna's golden age came between 120 and 220 AD when numerous splendid buildings were constructed, including a magnificent new forum. The city was destroyed during the Arab conquest of 642 and its ruins disappeared under the desert sands for nearly 1,300 years until 1920 when archaeologists uncovered. Today, the highlights include the Severan Basilica, an amphitheatre for 16,000 spectators, thermal baths, temples and villas.

Archaeological Site of Sabratha

Located 70 km West of Tripoli. It began as a Phoenician trading-post at the end of a caravan route that served as an outlet for the products of the African hinterland and was part of the short-lived Numidian Kingdom. The site shows an amphitheatre, a reconstructed theatre that once had a capacity of 5,000 seats, a forum encircled by columns as well as several temples and early Christian churches.

Old Town of Ghadames

It is located 600 km Southwest of Tripoli within the triangle between Libya, Tunisia and Algeria. Known as "the pearl of the desert" and stands in an oasis. It was a crossing point for important caravan routes. The fortified city is one of the oldest pre-Saharan cities and an outstanding example of a traditional whitewashed architecture with its overhanging covered alleys that create what is almost an underground network of passageways and, at the top, open-air terraces reserved for women.

Rock-Art Sites of Tadrart Acacus (Prehistoric Cave Art)

These preserved treasures are believed by the Tuareg to be lessons from their ancestors and as such are true history of the Great Sahara Desert. This rocky place has thousands of cave paintings in very different styles, dating from 12,000 B.C. to A.D. 100. They reflect marked changes in the fauna and flora, and also the different ways of life of the populations that succeeded one another in this region of the Sahara. Numerous rock art sites are known in Libya, including some of the finest paintings and engravings yet recorded. Together these represent one of Libya's most valuable heritage assets, and they form a crucial part of the wider cultural heritage of North Africa. However, the rock art is extremely vulnerable to degradation and destruction by a range of environmental and human agents.

5.1.1.2. Heritage Sites in the Tentative List for potential World Heritage

In 2020, the World Heritage Centre hosted a meeting to support Libya, where the Department of Antiquities (DoA) of Libya presented the state of conservation of World Heritage sites in the country. The meeting raised the removal of Old Town of Ghadamès from the List of World Heritage in Danger, and updated Libya's Tentative List for potential World Heritage nomination, which means the first step of nomination process (https://whc.unesco.org/en/news/2094/ s.a.). Three ancient heritage sites were listed in 2020 at the Tentative List of UNESCO): Archaeological site of Ghirza, Archaeological Site of Ptolemais, Haua Fteah Cave.

Archaeological site of Ghirza

The site consists of a cluster of circa 40 structures ranging from small, one-room buildings to large fortifications, a temple and two burial grounds with richly decorated mausoleums made of ashlar. Each necropolis contains a monument whose function is still unknown and might indicate the two leading families in Ghirza. This concentration of mausoleums compared to other pre-desert settlements seems to indicate Ghirza as a privileged centre. A large temple of an unknown deity sits at the edge of the settlement. The presence of numerous offerings such as bowls, fragmented statues and altars suggests, in both the temple and mausoleums, an active cult.

Archaeological Site of Ptolemais

The ancient city of Ptolemais is situated along the Mediterranean coast about 110 km east of the modern city of Benghazi, It occupies a narrow space (about 2 km wide) between the sea and the lower spurs of the Jebel el-Akhdar (Green Mountain). The city began as a Greek settlement founded in the 7th century BC and functioned as a port for the city of Barka (24 km inland). The city later controlled the line of the Roman road to Cyrene. In the Hellenistic period (mid-3rd century BC) the settlement was replaced by a new city called Ptolemais, founded by Ptolemy I or Ptolemy III. The Ptolemies were also interested in developing port cities as part of their strategic plan to maintain a naval force in the eastern Mediterranean. The later history's memories make the site more unique. There is evidence of Arab conquest of North Africa in late 10th to early 13th centuries. The Italian occupation in the early 20th century created a colonial town which was built next to the ancient harbour area and Italian fortifications and small forts in the area were also constructed in the area. A large number of archaeological treasures and ruins that were found in the region: statues, including those of the Libyan Medusa and Cleopatra, columns, tablets, burial and funerary objects, and several mosaic floors, from the Punic, Greek, Roman and Byzantine periods. One of the most unique exhibits of the museum is a price tablet showing prices of goods in the Roman empire, dating to the 301 A.D.

Haua Fteah cave

The Haua Fteah cave is a huge semi-circular rock-shelter in the lime stone escarpment of the Jebel el-Akhdar (the Green Mountain) with the lip of the rock about 60m above the ground and a half circle roof diameter of about 80m. It is located in the Cyrenaica region (North-Eastern Libya) about 8 km to the East of the city of Soussa. The site was identified as a likely site of early human occupation the excavations in the 1950s by the University of Cambridge established that the Haua Fteah cave contains a 14 metre-deep record of human occupation, dated at the time from circa 80,000 years ago to recent centuries. Human mandibles found at depth in the 1950s excavations have been shown to be fully 'modern human', i.e. Homo sapiens. The Haua Fteah cave therefore has a uniquely long cultural record of our species that is unrivalled at any current World Heritage Sites.

5.1.1.3. Other cultural heritage and monuments

Medinas

'Medina' is the Arabic word for town, and 'suuq' for market. The two mix in Old Tripoli, as in other cities and towns in this part of the world. Historians trace the origins of the medina of Tripoli back to Roman times. The Harbor Monument stands at the historic gates of the medina. Other well-known medinas can be found in Sirt and Dahra. Often the Old Towns house several monuments like ancient religious buildings.

Red Castle in Tripoli

It was built at the site of the Roman Castrum, the Roman fortified camp. The first fort was built in the 7th century. In the 16th century the new fortifications were added. During the centuries the fort has evolved into a citadel with a labyrinth of courtyards, alleyways and houses, surrounded by high defensive walls. Until the 20th century the castle was the seat of power in the area Tripolitania. The total area is more than 10.000 square meters.

Castle Qasr Libya

The building goes back to the Greek period (4th century B.C.), as it was called Olbia. The complex is mainly known for the 6th century Byzantine church with a stunning mosaic floor panels. The eastern church was discovered in 1957, and the western church in 1964.

Murzuq Castle

Murzuq castle is situated in the Fezzan region, southwestern part of Libya. The city is built in arabic/touareg style. Under Ottoman rule (from 16th until early 20th century) Murzuq was at times the capital of Fezzan. The fortress (castle) is a Turkish defensive construction. An old and impressive mosque is next to the fortress, both are built of clay.

Villa Silene

The small villa Silene is located close to the archaeological city of Leptis Magna. The villa dates back to the Byzantine period, it was a private house of a wealthy family from Leptis Magna. The villa was discovered under sand layers in the 1970s, in excellent condition and with well-preserved rooms and mosaic floors.

Sabha Castle

Sabha Castle (known by other names as Fort Elena or Fortezza Margherita) is a castle located in Sabha city in Sabha District, Libya. It was built during the Italian colonial period.

Qasr al-Haj

The castle was established in the middle of the 12^{th} century. The structure of the castle is circular with a main entrance gate. It was used as a resting and a meeting point for the pilgrims in their way to the coastal cities (Qasr al-Haj means The Pilgrims' Castle). The castle were originally used for storing products of local people. Each family in the village had a designated place.

Museums (Archaeological museums in the archaeological sites)

Libya has a long history and has been in contact with many other civilizations, from pre-historic age to the modern age, passing through so many ages. The museums in Libya focus on Greek, Roman, Byzantine and Arabic antiquities. Libyan museums are hardly known outside Libya. They are rarely listed in or covered by any of the specialist publications and organisations, and despite the fact that Assaraya Alhamra Museum being one of the most valued museums in the world, largely for its unique collection of artifacts dating from the Stone Age to the present day. Libyan museums are not promoted at all, for example, none of them has a website.

5.1.1.4. Religious places – Religious tourism

Old mosques

The Muslims arrived in North Africa during the first half of the 7th century A.D. It took nearly five centuries for Islam to reach the various communities of the Sahara desert, as it is still advancing today across sub-Saharan Africa. It is difficult to say how many mosques there are in Libya but it is evident that it is almost impossible to find a street or an area that does not have a mosque. Some mosques were named after the tribe that built the mosque; while others were named either after a holy man or after an influential ruler.

Churches

Important representative of Christianity is Saint Mark, the evangelist, who was born in Cyrene, and he established Christianity in Libya. The largest Christian group in Libya is the Coptic Orthodox. The Coptic (Egyptian) Church is known to have historical roots in Libya long before the Arabs advanced westward from Egypt into Libya. However there is a Roman Catholics followed by a small Anglican congregation in Tripoli, Orthodox communities other than that of the Egyptian Copts include the Russian Orthodox, Serbian Orthodox, and the Greek Orthodox. They have been supporting each another and have been in good fellowship.

5.1.1.5. WWII memories – Military/War Tourism

Libya is rich in memories for military and war tourism related to the Second World War as the country witnessed many of the biggest battles in the early years of WWII. These sites have growing interest to visitors; many sites have Italian, British and Australian descent. Tobruk is one of the key areas for WWII tourism containing a number of different sites to visit, monuments and memorials, the Commonwealth Cemetery, English Cemetery, French Cemetery and German Cemetery, battlefield trenches in the desert, Australian field hospital (Fig Tree Hospital), and Rommel’s operations room.

It is also close to several battlefield sites which form another element of war tourism potential. The landscape in certain areas is full of well-preserved relics of WWII, and the war machinery preserved from rust and corrosion. Aircraft, armoured vehicles, tanks and other machinery are protected due to the desert climate. Visiting these places should be in the form of guided tours.

5.1.2. Natural resources and related tourism types

5.1.2.1. Sea and coastline – Beach tourism, Marine tourism, Leisure tourism

As it was mentioned before, Libya has a long coastline. The coastline from Tunisia is characterised by a lack of gulfs and bays, with very few bays at wadi mouths. The port of Tripoli’s rocky headland and the sand to the west of the country. The beaches on this part of the coast are white sand, low, but in some areas reaching 10 m of sand dunes. The coastline part from Tripoli to Misuratah features medium height rocky formations, small sea headlands and some narrow bays at wadi mouths (Wadi Kaam, Wadi Lebda (i.e. Leptis). The height of this part is due to the contact of the foothills of the western mountain (Nefusa Mountains) with the sea with continuous wave action on this sandstone/limestone coast.

The longest stretch of the Libyan coast is from Misuratah to El-Magroon (680 km), with domination of sandy shores: the Eastern and middle parts represented by flat sandy coasts, whilst the western part (near Misuratah) features higher sand dune beaches East from El-Magroon coastal slopes are dominating, with coastal lagoons and caves. The most elevated Libyan coasts are in the eastern direction, some limestone coastal formations reach more than 100 m (Ras Hilal and Lathroon), with the Green mountain running down to the sea. The beaches in this part of the coast vary from narrow sandy beaches to gravelly or rocky forms. The remaining coasts vary from low to medium height rocks to gravel coasts, with limited small sandy beaches, in some places less than 1000 m long (IUCN 2011).

Libya's warm Mediterranean climate makes the country as an ideal location for beach resorts and its sandy north coast beaches have significant tourist potential, of course, with appropriate infrastructure for beach and marine tourism, as a pat of leisure tourism.

5.1.2.2. Sahara Desert and Oases – Desert tourism and Mountain tourism

Libya has great potential for desert and camel trekking tours, which is an emerging tourism type (WILLIAMS and SOUTAR 2009). The south of the country is the Libyan Desert, part of the Sahara and it contains historic artefacts. The Libyan Desert is an area of outstanding beauty, with palm trees and oases and covered in vegetation in many areas. The desert possesses significant potential for adventure tourism, which has experienced increased global demand over recent years (WILLIAMS and SOUTAR 2009; BUCKLEY 2010).

The Ubari sand sea and dunes (Idehan Ubari) has special blue coloured hypersaline lakes and fresh-water wells in southwestern Fezzan. The southwest part of Libya, a region called Fezzan is the heart of the Sahara, full of sand seas, wadis, mountains, plateaus, oases.

Treks are arranged to the extinct volcanoes of Waw and Namou, with 547 meters height with a 4-kilometer-wide caldera and explosion craters. Tourism may cause severe negative impacts on the environment, flora and fauna, water sources, and local population as well, so this type of tourism should be organized in a sustainable way. Of course, this tourism type will always be a 'niche' market (WTO 2007).

Libya has considerable potential for developing different types of desert tourism based on its scenery and the possibility of expeditions, trekking, camping, desert biking, camel riding. The development of desert-related tourism offers new opportunities like in neighbouring countries.

The Acacus Mountains may be explored by jeeps or camel tours in the form of guided trips. The Nafusa Mountains may be accessed from Tripoli with a wild and varied landscape while Green Mountains (Jebel el-Akhdar) have a picturesque Mediterranean appearance. So called sinkholes (it is a natural hole in the earth's surface that has deep distances underground) are common in Libya's Green Mountain area and could form another primary attraction as they are rich sources of geological and natural curiosity. It may be a new attraction for extreme sports and adventurers (AHMAD 2018).

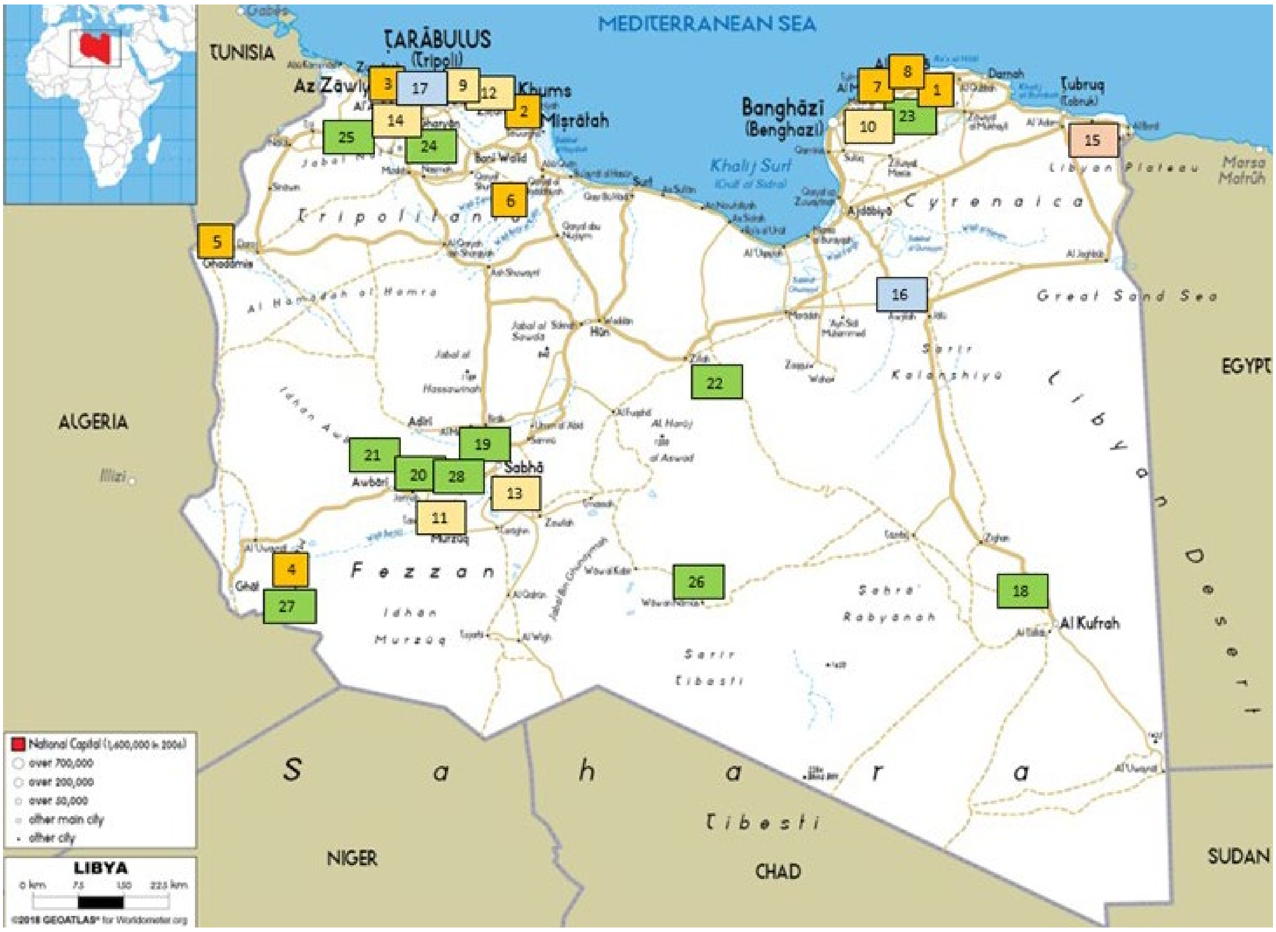
5.1.3. Summary and categorization of Libya's core tourism resources

The assets listed in the above subchapters make Libya an exceptional country for tourism, but it shall be noted, that these tourism types represent a niche market, not a typical mass tourism such as leisure tourism at resort places. Therefore, the target groups of tourists shall be explored consciously and also the ecological feature of tourism should be considered, as many of these attractions are in a sensitive environment. Table 19 and Figure 19 summarize and show the core tourism resources of Libya. Of course, this is not a full list of all tourism attractions of Libya, but includes the most relevant attractions which could be an initial set of destinations in the country. A main strength and uniqueness of the Libyan attractions are that they are almost unknown (which was confirmed by my primary research results) heritage, preserved partly by the absence of tourism and it could be more and more interesting for the tourism industry. The attractions cover a wide range of historical ears, from prehistoric, ancient, to Islamic civilization and 20th century.

Table 19: Categorization of Libya's identified cultural and natural tourism resources

Core resources		Examples in Libya	Activities, Tourism types
CULTURAL RESOURCES	Cultural attractions under World Heritage	World Heritage archaeological sites: - *Archaeological Site of Cyrene* - *Archaeological Site of Leptis Magna* - *Archaeological Site of Sabratha* - *Rock-Art Sites of Tadrart Acacus* - *Old Town of Ghadamès* UNESCO tentative list attractions: - *Archaeological site of Ghirza* - *Archaeological Site of Ptolemais* - *Haua Fteah cave*	Cultural / Heritage tourism
	Other cultural attractions	Medinas (marketplaces) Castles and palaces: - *Red Castle in Tripoli,* - *Castle Qasr Libya,* - *Murzuq Castle,* - *Villa Silene,* - *Sabha Castle,* - *Qasr al-Haj* Museums, open air archaeological sites	Cultural / Heritage tourism
	World War II sites	WWII memories - *Tobruk (Cemeteries, Rommel's operation room)* - *battlefields in the desert (WWII Trenches, Australian field hospital (Fig Tree Hospital)*	Military/War Tourism Cultural / Heritage tourism
	Religious places	- *Islamic (ancient and modern mosques)* - *Christian (cathedrals, Coptic churches, St. Mark's birthplace in Cyrene)*	Religious tourism Cultural / Heritage tourism
NATURAL RESOURCES	Geography, water (seaside)	Seaside Resort places Coastline	Beach tourism, Marine tourism, Leisure tourism
	Landforms, rural scenery, water	Sahara Desert (Libyan desert) Oases: - *Kufra,* - *Sebha,* - *Germa,* - *Ubari sand sea and lakes,* - *Zallah* Mountains: - *Jebel el-Akhdar (Green Mountains),* - *Gharyan,* - *Nefusa Mountains,* - *Volcano of Waw an Namus,* - *Acacus Mountains*	Desert tourism Adventure tourism Mountain tourism

Source: summary of own research



Legend:

1	Archaeological Site of Cyrene	15	Tobruk and neighbouring area
2	Archaeological Site of Leptis Magna	16	Atiq Mosque
3	Archaeological Site of Sabratha	17	Tripoli old town
4	Tradart Acacus	18	Kufra
5	Old Town of Ghadamès	19	Sebha
6	Archaeological site of Ghirza	20	Germa
7	Archaeological Site of Ptolemais	21	Ubari lakes
8	Haua Fteah cave	22	Zallah
9	Red Castle in Tripoli	23	Jebel el-Akhdar (Green Mountains)
10	Castle Qasr Libya	24	Gharyan
11	Murzuq Castle	25	Nefusa Mountains
12	Villa Silene	26	Volcanoes of Waw an Namus
13	Sabha Castle	27	Acacus Mountains,
14	Qasr al-Haj	28	Gaberoun Lake

Figure 19: Place of main tourism attractions (core tourism resources) of Libya

Source: The original map from WWW.WORLDOMETERS.INFO (s.a.)
https://www.worldometers.info/img/maps/libya_road_map.gif,
numbering and sights by own research and editing

As it is seen on the Map of Figure 19, there are three, well recognizable regions with different attractions, where different tourism destinations are close to each other:

- near Tripoli, on the North-Western part of the country,
- near Benghazi, on the North-Eastern region,
- in the Fezzan region.

Some unique, mostly natural tourism resources are far away (like Volcanoes of Waw an Namus, Kufra, Zallah) but, as Figure 20 shows, even these attractions may be visited by plane, through motorway or main roads. It shall be noted, that due to safety reasons, these tours always should be guided tours under the supervision of local guides.

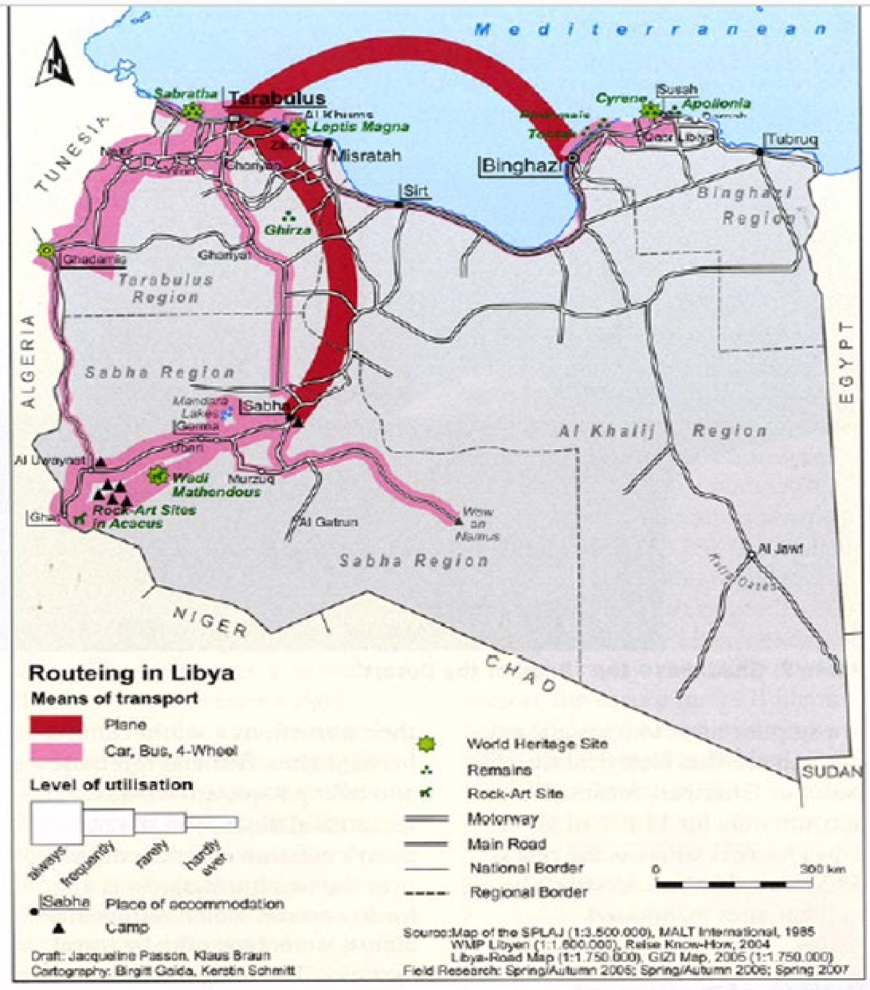


Figure 20: Pattern of tourist routes and modes of transport in Libya

Source: BRAUN et al. (2008, p. 20)

These cultural regions are in line with findings of PASSON (2008), who recommended three main tourism types for visitors of Libya: cultural tourism, by sightseeing of prominent historical and cultural sites from the ancient and Islamic time period (Tripoli and Benghazi regions);

cultural and adventure/desert tourism by sightseeing of prominent historical and cultural sites in connection with a desert journeys (Tripoli and/or Benghazi with Fezzan region near Sabha); and sightseeing tours to the prominent natural attractions, such as the Acacus Mountains, oases and lakes near Sebha, combined with a short visit to historical-cultural sites (PASSON 2008).

By the content of 5.1 Chapter, my Research Objective 1**: "***To identify and classify tourism resources in Libya (as cultural heritage and natural heritage) and to relate them to different types of tourism."* is fulfilled. **Based on a wide document analysis, literature review and own observations, I listed and categorized the core tourism resources of Libya (cultural and natural resources) and the related tourism types. The map (illustrated by Figure 19) and summary (Table 19) may be a tool for the tourism strategy of Libya.**

5.2. Libya's tourism – a situation analysis

Dissertation's ***Research Objective 2*** is *to conduct a tourism-related situation analysis for Libya by using a STEEP analysis*.

By this analysis, I collected and categorized the positive and negative factors affecting tourism sector of Libya, and their possible impacts. These possible impacts made an appropriate base for conducting further strategic analysis (SWOT and SOAR), and these impacts were confirmed by the responses of the surveyed sample of my questionnaire survey.

The positive impacts are those which should be considered when strategic actions are planned and implemented, while negative impacts are those which should be eliminated or avoided through implementing the strategy.

5.2.1. Macro-environment: STEEP analysis

To get a complex view about the tourism sector, the STEEP analysis was chosen by the researchers, which describes and analyses the social, technological, economic, environmental and political factors, which influence the country's development and particularly the tourism sector itself. This analysis of the macro-environment formulates a good basis for starting to generate recommendations and strategic plans for the future.

The main features that influence the macro environment of Libya from the aspects of tourism industry is the political instability and the previous and present weak governmental interest in the tourism-marketing sector, as it was mentioned earlier in the dissertation. This is the main point of the weak position of the sector. Preparing the STEEP analysis, I focused on the positive and negative factors and I also indicated the possible impacts of the mentioned factors. The situation analysis was made based on the literature review results, document analyses (i.e. different statistical data, reports and own observations and experiences of the researcher (Table 20.).

Table 20: STEEP analysis of Libya from tourism-related aspects

		Factors	Impacts
S	+	- living traditions - diversity in culture - well-educated young people	- unique entertainment for visitors - diverse program opportunities - possible employees or actors of tourism sector
	–	- social insecurity - social differences - lack of entrepreneurial attitude - unemployment of young people	- fear of travel to Libya - lack of small businesses and local services - opportunity for new workplaces
T	+	- well-built infrastructure and transport facilities before the Arab spring	- good basic infrastructure, infrastructure development renovation/reconstruction
	–	- post-crisis infrastructure problems - lack of info communication - poor business information - lack of R&D	- infrastructure development, renovation/reconstruction is needed - need for foreign investments
E	+	- wealth in oil and non-oil mineral resources - wealth of archaeological resources - wealth in natural resources - growing GDP	- well-based economy - well-based financial sources - unique, not well-known tourism destinations may attract visitors
	–	- high unemployment rate - one-pillar economy (high dependency on oil and gas sector) - lack of small and medium sized enterprises	- new policy developments are needed - need for small business development
E	+	- good natural environmental features - long, sandy seaside - touristic attractions - good climate - special attractions (desert, oases, desert mountains, rocks)	- unique, not well-known tourism destinations may attract visitors - different forms of tourism may build the base of tourism industry
	–	- environmental impacts of crisis	- renovation/reconstruction is needed
P	+	- formation of Government of National Unity on 10th March 2021 - new elections in December 2021	- positive signs towards future political stability
	–	- political instability in recent years - regional conflicts - refugee crisis - terrorist attacks in recent years	- political factors were the main barriers of tourism development

Source: own summary

From the social aspects, the most important positive factor is the rich and less known Libyan cultural heritage. The diversity of culture is manifested in everyday life; tourists may find the modern life's values and the old traditions of the different tribes in cuisine, hospitality, cultural programmes, sport and entertainment programmes. Libyan people are friendly and they keep their traditions, culture, music and cuisine. The young generation is open for new cultures and many of the educated young people speak languages (mostly English and French). The overall features of Libya would allow competing in the stage of international tourism. The high unemployment among young age groups may motivate young people to be motivated joining to the tourism and hospitality sector. The negative factors like social insecurity, social differences, and the presently weak entrepreneurial attitude may be solved by consciously planned policy measures in the field of development of entrepreneurship, through trainings, and special supporting measures. The increasing number of small businesses (handicrafts, catering, tourism services, etc.) could help in solving unemployment problems and the swift from one-pillared national economy to more pillars. Human resource training and education is an important task which must be strengthened in the private sector, to match customers' (i.e. the guests') and industry needs, and to open cultural and religious dimensions which could improve the poor industry image. The sustainability of the tourism sector is an important goal, which could raise the respect and prestige of tourism and hospitality sector, but as it was underlined, sustainable tourism needs more and better-educated

The technological background shows a diverse picture. On one hand, there are good infrastructure and transport facilities, which were built and still were not destroyed during the crisis years. Of course these good features may be found in the big cities and the coastline. The other parts of the country suffer from post-crisis infrastructure problems and lack of good infrastructure and communication. There are weak points in tourism-related infrastructure:

- lack of accommodation in terms of both quantity and quality for international tourists close to the principal attractions (classical archaeological sites, coastal areas, desert sights),
- the shortage of airlines services,
- the shortage of excellent hotels, decrease in the quality of services at local hotels,
- the lack of tourism programmes and recreational services,
- the lack of reliable public transport services,
- lack of road signs posting at places of interest in foreign language,
- inadequate road maps of Libya, and for the principal towns and cities,

- lack of information centres at the site areas,
- despite the large number of restaurants, only a few that are of an acceptable standard to international tourists,
- lack of adequate entertainment or cultural activities organized for presentation to visitors,
- poor range of Libyan souvenirs and handicrafts.

There is a lack of awareness and image, the tourism promotional tools are poor, and there is a negative image of the country as a tourist destination, Libya's brand as a tourism destination does not exist, it shall be built, there are good experiences in Egypt.

The economic factors were introduced in the previous part of the dissertation. Libya' economy is built on oil and other natural resources. This is reflected in GDP, employment data and the shortage of small enterprises. Tourism resources remained unexploited and were not was not preferred in the previous regimes. The country's wealth represents a well-based economy, the country has own, well-based financial sources and unique, not well-known tourism destinations that may attract visitors. Based on these new policy developments are recommended to use the still unexploited resources of tourism, and build a second pillar of the economy in the future. Of course, this process will need the political stability and peace.

The environmental factors are mostly positive: Libya has an extremely large land area, has a special natural environment with mountain areas, deserts and the longest seaside in the Mediterranean. The overall features of Libya would allow competing in the stage of international tourism. The most significant tourism constituents of Libya are the following:

- excellent natural resources (site, weather, climate, geographic nature, surface, waters, vegetal life, animal life, development and other natural resources);
- good weather and climate (temperatures, wind, humidity, rains, plants and forests);
- outstanding geographic features (mountains, rivers, sea, valleys, rocks and deserts, desert lakes, about 1700 km long seaside area).

The political factors are the most crucial barriers of development in the present days. The political instability and regional conflicts, and the refugee crisis are still present, but recently we can witness the new development processes towards the peace. Although Libya presently cannot be considered as a safe destination, but there are promising political movements such as the presently conducted Libya's Political Dialogue Forum, which opened on 1 February 2021 in Geneva. The Forum's goal was to choose a new temporary executive to lead the country through a transition until elections scheduled for December. The Libya's House of Representatives confirmed the Government of National Unity on 10th March 2021 as the country's interim administrative authority, to lead the country until the elections in December 2021.

5.2.2. Concluding remarks and recommendations related to STEEP analysis

Libya has a good potential for tourism sector as the location of the country is excellent, it can attract many tourists, but the image of the country must be changed. After re-establishing the political situation and security, a growing interest for Libya as a tourist destination should be built. The political and social security is the most important issue. Supposing the peaceful status of the country two elements should particularly be considered, i.e. securing the borders of the country and balancing between local values and demands of tourists.

Quality improvements in tourism marketing are needed, as it is an important component of income for several sectors, not only tourism sector (such as manufacturing, other services, private transportation, food production etc.). Therefore, there is an urgent need to develop human resources, particularly indigenous personnel, for delivering quality services for tourists, as well as enhancing general skills of the local workforce, the skills and knowledge that education and training shell bring through special trainings and courses for new entrepreneurs.

Although the country has a well-educated workforce, but they do not work in private sectors, or they establish enterprises in other countries. Some policy changes are needed to support them, as Libyans are interested to start business; the entrepreneurial dynamism is high among Libyan people. Activating the legal and technical framework for SMEs support programs will make this sector more flexible and can make of this sector as a tool for economic growth in the reconstruction phase in Libya by expanding tax exemptions and facilitating legal procedures.

Financially, the creation of financing products suitable for small enterprises or adopting programs for financing and lending to SMEs on terms of easy payment by banks in a manner that leads to access to the best productivity and quality. To take advantage of international experiences in restructuring the economy by focusing on supporting small and medium-sized enterprises in the post-conflict phase is also a helpful tool of quality improvements.

An important limitation of the analysis is that it does not address the COVID situation and its effects on tourism. The pandemic brought a very new situation for the tourism sector all over the world. Tourism activities have dropped significantly, pushing the sector into a serious crisis. The crisis brought a special situation, as presently there is not much difference between the tourism sector of Libya and its neighbours, but this is only the result of the pandemic. Nevertheless, the post-COVID situation could bring additional opportunities for Libya if the sector's condition could improve. By the content of 5.2 Chapter, my Research Objective 2: "*To conduct a tourism-related situation analysis for Libya by using STEEP analysis*" is fulfilled. **Based on a wide document analysis and literature review I conducted a STEEP analysis for Libya's tourism sector and summarized the Libyan tourism sector's main positive and negative influencing macro-environmental factors and their impacts**.

5.3. Primary research about Libya

Research Objective 3 of my dissertation *is to identify the tourism segments and types, which are most likely to be successful for developing Libya's tourism*, *based on a primary* research *about the knowledge and perceptions of the international audience about Libya as a touristic destination*. By the primary research, my goal was to explore the knowledge, experiences and image of respondents about Libya and to find some similar experiences about their knowledge of the neighbouring countries in North Africa.

5.3.1. General questions about the region (North African countries)

After the first, demographic section, the second section of the questionnaire was related to North Africa. 72.2% of the sample has never visited North African countries. Those who visited the region mostly visited Egypt, Tunisia and Morocco (Figure 21).

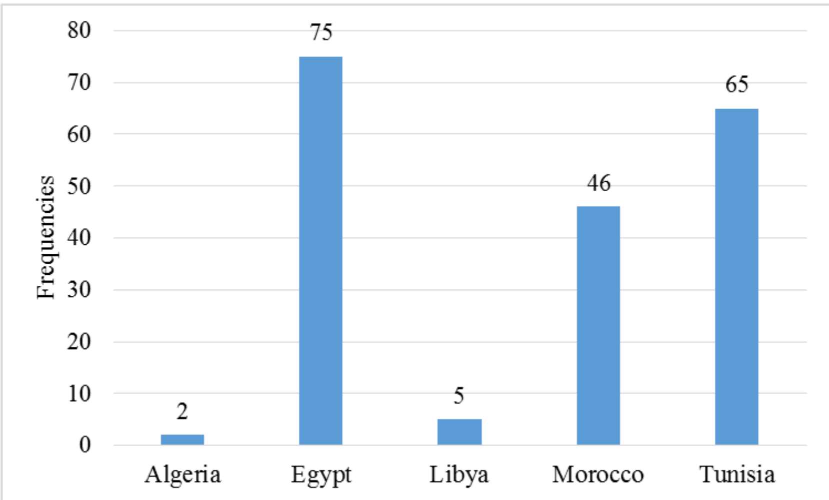


Figure 21: Number of "yes" responses for Q2 "Have you ever visited any North African country?" (n=500)
Source: own research

For the question about their intentions to visit North Africa in the future, 168 respondents (33.6%) answered with "yes", 76 (15.2%) with "no" and 256 respondents (51.2%) have not decided and underlined the answer "maybe". For Question 4, "If yes, which country would you like to visit?" the most frequent answers were Egypt and Morocco, but Tunisia, Libya and Algeria were also mentioned (Figure 22).

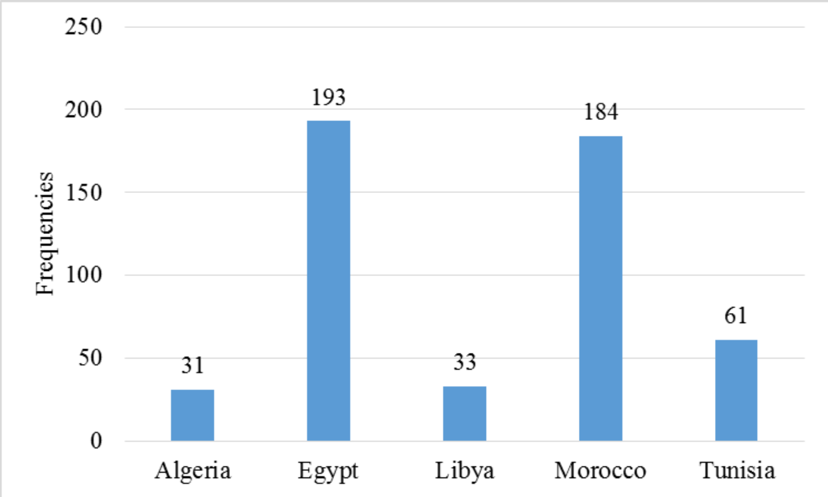


Figure 22: Number of responses for Q4 "If yes, which country would you like to visit?"
Source: own research

Next question Q6 was related to the reason of choosing the selected country. As it is seen on Figure 20, the most attractive is the seaside, the cultural attractiveness, the tourism infrastructure, the reasonably low price, the safety. Ancient heritage, good food, climatic features (lots of sun) and friendly people were less frequently mentioned (Figure 23).

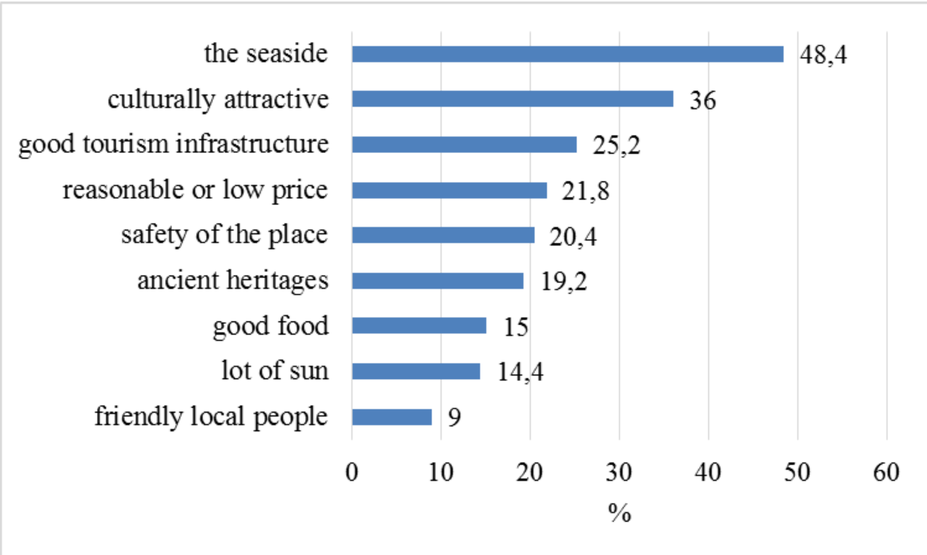


Figure 23: Percentage of number of responses for Q6 "What is the reason that you would choose this country?"
Source: own research

From these general questions and replies it may be concluded that the surveyed sample of randomly selected tourists have a view about North African countries as it is known in general: seaside, cultural attractions, good infrastructure, reasonable price, which are the main components of typical mass tourism: having leisure time at seaside resorts.

5.3.2. Libya as tourism destination according to potential visitors

As Research Objective 3 is related to Libya as a touristic destination, the third section of my questionnaire was related directly to Libya. To explore the situation I discuss my results according to the three hypotheses which are discussed in the following.

5.3.2.1. Knowledge and experiences about Libya's tourism attractions (H1 hypothesis)

Hypothesis 1: *Libya does not have the image of a tourism destination, tourists do not have information about the touristic attractions of Libya.*

As an introduction, Q7 was a simple question related to the knowledge of the location of Libya. Slightly more that 75% of the respondents could give proper answer, the rest of respondents answered badly or indicated as unknown, or did not answer. Q8 was related to the information of the respondents about Libya. Only 3.2% of the respondents selected the answer "I have many information", 42.8% of respondents indicated that they have some information, and 54% answered that they have no information about the country. A large proportion of the respondents have no or have limited information about the tourism places of the country, although it has a frequented place in North Africa.

These information show that there is only no or just a weak image about Libya. This was also proved by the responses on Q9, which was about the associations of the respondents if they hear the name of the country. The range of the answers showed that the respondents have a very stereotypical image of Libya.

The most frequent responses were related to the recent political problems. According to the frequencies of the answers the word 'war' was mentioned most frequently, 82 times, Libya's former leader's name 65 times, 'civil war' 35 times, 'Africa' and 'Muslims' 27 times, 'Arabic' 22 times, 'revolution' and 'desert' 20 times, 'not safe' 18 times, 'conflict' 16 times, 'refugees' 14 times, 'oil' and 'poverty' 13 times, 'hot weather' 9 times, and Tripoli, the capital city was mentioned 7 times. All other names and indicators such as sun, terrorism, sea, beauty, food, beach, ancient history, trouble, Leptis Magna, camels, sand, and Sahara were mentioned less than 5 times.

It may be stated that mostly the political features are known, from the natural features and tourism-related features much less associations were detected, namely 'desert', 'hot weather' and other words like sun, sea, beauty, food, beach, ancient history, Leptis Magna were mentioned rarely. *This clearly shows the lack of information about Libya as a country which could be visited as a tourist, which means that there is no tourism-related image of Libya for the wider public.* For official policymakers to build the tourism brand or image for Libya should be among the first most important steps.

Responses for Q10 ("Have you ever visited Libya?"), revealed that only 1% of the sample has ever visited Libya, which may be rooted in that the country has never had tourism promotion in the previous decade, and the lack of tourism services. It shall be highlighted that the sample was a randomly selected sample of tourists, or potential tourists.

A more nuanced background was given by the responses for Q11, Q12, Q13, Q14, Q15 and the four sub-questions of Q16 (Table 21). Those respondents, who had information about tourist places in Libya (Q12) mentioned the names of Tripoli, the capital, Benghazi city, Sabratha, Leptis Magna, Ghat, Acacus and the beaches.

Table 21: Percentage of "yes" answers of respondents for questions Q11, Q13, Q15, Q16

No.	Questions related to information and knowledge	(%)
Q11	Have you information about tourist places in Libya?	4.0
Q15	Have you known any place related to Christian religion in Libya?	4.4
Q13	Have you heard about UNESCO protected sites in Libya?	8.8
Q16	Do you know that in Libya there are attractive climate	17.2
Q16	Do you know that in Libya there are long beach	20.8
Q16	Do you know that in Libya there are oases and lakes in the desert	23.8
Q16	Do you know that in Libya there are ancient archaeological cities	33.6

Legend: yellow coloured blocks – cultural and heritage tourism, green blocks – natural tourism
Source: own research

The frequency for these answers was low, which refers to that Libya is almost unknown for foreigners. In these questions, the highest number of positive answers ("yes") were related to the ancient archaeological sites in general (33.6%) but and more than 90% of the respondents have never heard about the UNESCO protected sites in Libya, which are the most important attractions of the country. Those who have heard about them (8.8%) could give the name of

Leptis Magna, Ghadames, Cyrene, Sabratha, Acacus and a general answer “Roman places” in Q14, but many respondents could not give the proper name of the heritage sites. Less than 5% have heard about places related to Christian religion in Libya. These information may be connected to improvement of cultural and heritage tourism.

A higher number of positive answers were related to the climatic features, beaches, oases, desert and desert lakes, which refers to natural resources and the related tourism types, as leisure tourism, beach tourism, marine tourism, or desert tourism.

Based on the above presented results, according to the opinion of a randomly selected group of tourists and potential tourists, my first hypothesis *Libya does not have the image of a tourism destination, tourists do not have information about the touristic attractions of Libya* is approved.

5.3.2.2. Factors influencing the willingness to visit Libya (H2 hypothesis)

Hypothesis 2: *Factors influencing the willingness to visit Libya could be determined and categorized.*

For analysing the results related to H2 hypothesis I collected the questions by which the intention to visit Libya may be analysed.

For the question Q17 “Would you like to visit Libya in the future?” 17% said “yes”, 32.5% said “no” and most of the answers (50.5%) were “maybe” (Figure 24).

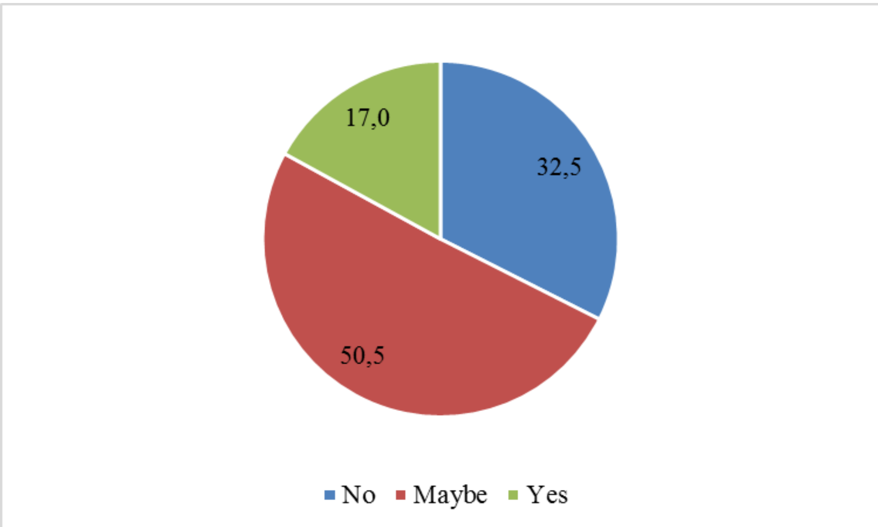


Figure 24: Answers for Q17 “Would you like to visit Libya in the future?” (%)
Source: own research

It is interesting to compare these results with the responses for Q3: “Would you like to visit any North African in the future?”, which shows that Libya is not among the top destinations of North Africa (Figure 25). 3 times more “yes” answers were given for North Africa, and 32.5% voted by “no”, but it is promising, that the result of “maybe” responses is more than 50.5%. The reason of this hesitating opinion is to be discussed in the next steps.

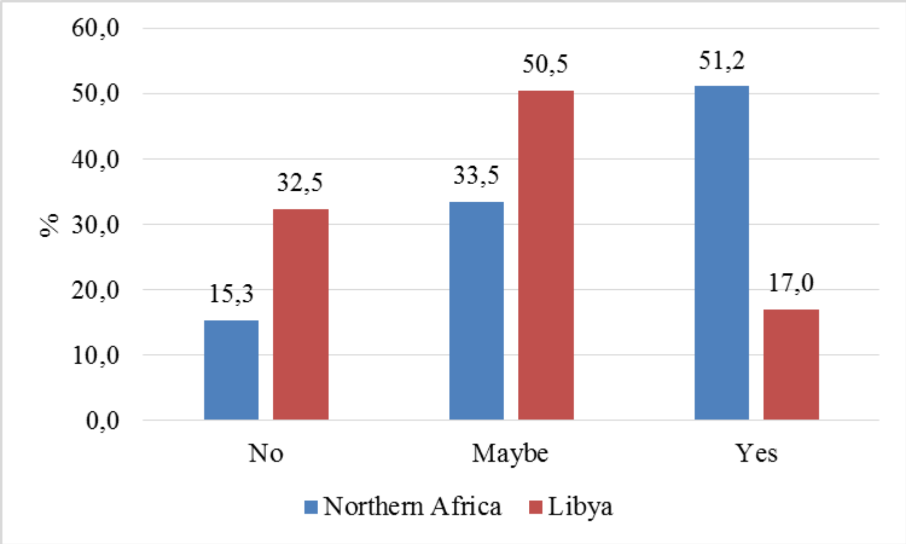


Figure 25: Comparison of answers for Q3 “Would you like to visit any North African country in the future?” and Q17 “Would you like to visit Libya in the future?” (%)
Source: own research

In Q18, the question was related to the reason of not visiting Libya. This question was answered by those who gave “no” answers about visiting Libya in the future. Figure 26 shows the results.

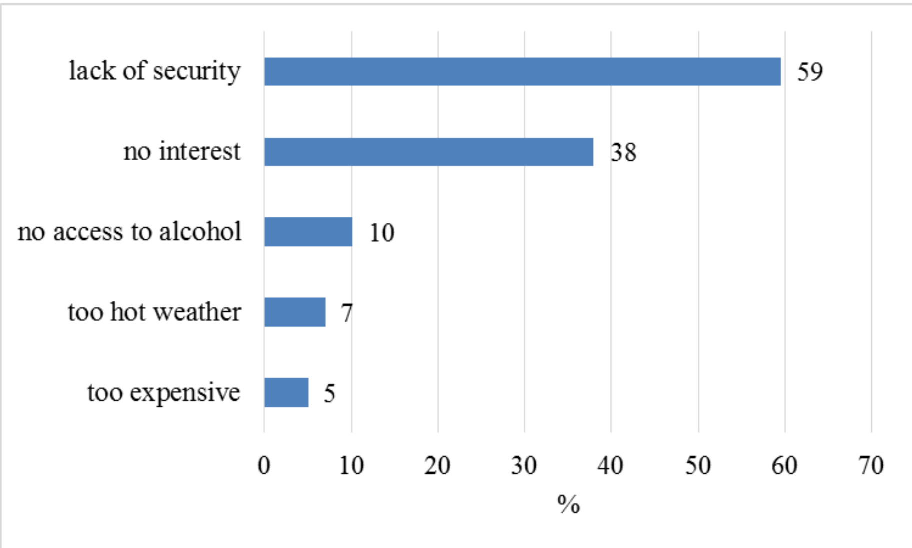


Figure 26: Answers on Q18 – reasons why not to visit Libya (% of respondents giving “no” answer for Q17)
Source: own research

The most important reasons of negative answers were the lack of security and no interest towards the country. The answer of "no access to alcohol", which was mentioned in previous studies (ABUHARRIS and RUDDOCK 2005a; BIZAN 2009) as an obstacle of tourism seems less important (only 10% of responses).

From these answers it may be drawn the most important barrier for tourists to visit Libya is the lack of security. No interest opinion may be derived from the lack of information and the poor image of Libya as a tourism destination.

The answers were analysed further, for exploring the reasons of the answers. A Classification Tree was created for No and Maybe/Yes responses for Q17, where the results of CHAID are presented by Figure 27.

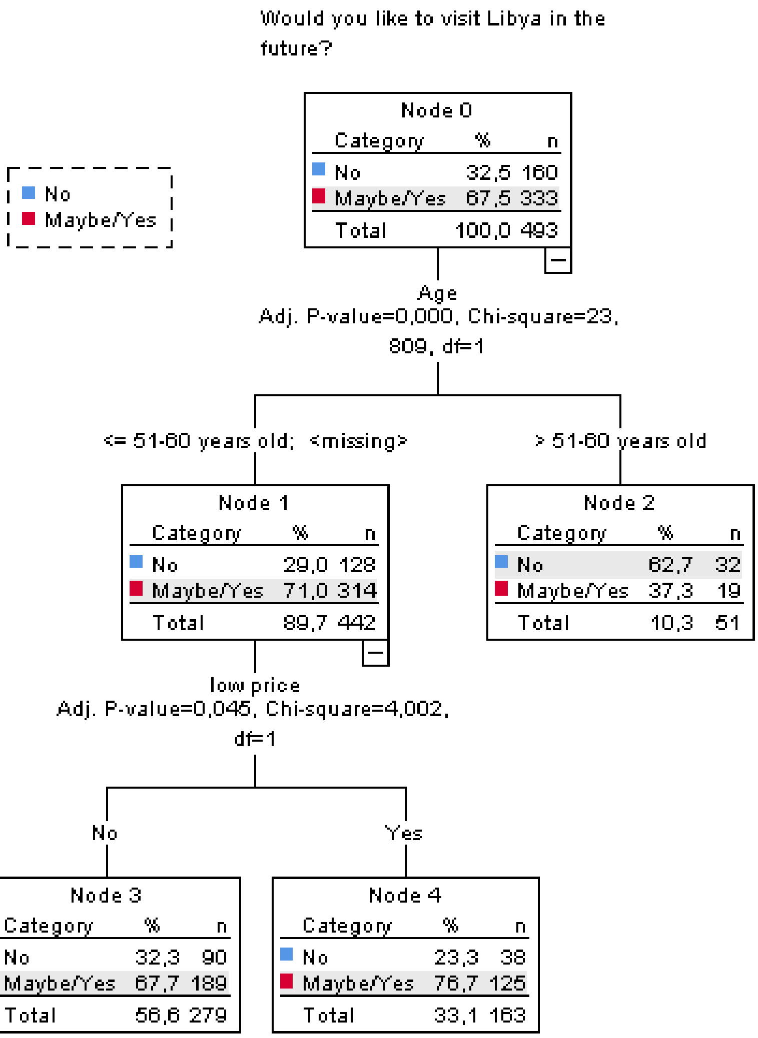


Figure 27: Classification Tree created for No/Maybe/Yes responses for Q17 "Would you like to visit Libya in the future?"

Source: own research

62.7% of those over 60 would not travel to Libya, compared to 29.0% of those in other age groups. This result suggests that younger age groups are more open for visiting the country. For younger age groups, the next important decision factor is low price: for whom low prices are important, would visit Libya at a significantly higher rate (76.7% vs. 67.7%). In this case, a more detailed analysis is needed to explore the needs, attitudes, desires of the probable visitors' group.

Table 22: Investigating the effect of factors influencing willingness to visit Libya using a binary logistic model (Forward method)

Variables in the Equation									
								95% C.I.for EXP(B)	
		B	S.E.	Wald	df	Sig.	Exp(B)	Lower	Upper
Step 1	Country group(1)	-0.629	0.225	7.780	1	0.005	0.533	0.343	0.829
	Constant	1.181	0.183	41.590	1	0.000	3.256		
Step 2	Age			12.919	4	0.012			
	Age(1)	1.324	0.382	12.039	1	0.001	3.758	1.779	7.938
	Age(2)	0.852	0.434	3.850	1	0.050	2.345	1.001	5.492
	Age(3)	1.036	0.470	4.846	1	0.028	2.817	1.120	7.084
	Age(4)	0.937	0.494	3.597	1	0.058	2.553	0.969	6.724
	Country group(1)	-0.613	0.232	6.975	1	0.008	0.541	0.343	0.854
	Constant	0.120	0.374	0.103	1	0.749	1.127		
Step 3	desert tourism (ref. group: not preferred)	0.845	0.377	5.027	1	0.025	2.327	1.112	4.870
	Age (ref. group: above 60 years old)			12.459	4	0.014			
	Age (18-30 years old)	1.300	0.383	11.515	1	0.001	3.670	1.732	7.776
	Age(31-40 years old)	0.820	0.436	3.543	1	0.060	2.271	0.967	5.335
	Age(41-50 years old)	1.058	0.473	5.004	1	0.025	2.880	1.140	7.275
	Age(51-60 years old)	0.915	0.497	3.397	1	0.065	2.498	0.944	6.612
	Country group (ref. group: non-EU)	-0.640	0.234	7.476	1	0.006	0.527	0.333	0.834
	Constant	0.059	0.376	0.025	1	0.875	1.061		

Legend: B: coefficient for the constant, S.E.: standard error, Wald: Wald chi-square test, df: degree of freedom, Sig.:significance, Exp(B): exponentiation of the B coefficient, C.I.: Confidence Intervals

Source: own research

Table 22 shows how the structure of the model was completed in three steps, which means that the effect of three factors proved to be significant in terms of willingness to visit Libya:

- the country-group (EU or non-EU),
- the age, and
- the preference of desert tourism (preferred/not preferred).

From the above three main conclusions could be drawn:

- Citizens of an EU Member State would be less likely to visit Libya (Exp(B)=0.527, p=0.006).
- The age group of 18-30 year olds would be more likely to visit Libya than those over 60 years of age (Exp(B)=3.670, p=0.001).
- Adventurers who like desert tourism would be more likely to visit Libya (Exp(B)=2.327, p=0.025).

Table 23: Classification table for the binary logistic regression

Observed			Predicted: Would you like to visit Libya in the future? No	Predicted: Would you like to visit Libya in the future? Maybe/Yes	Predicted: Percentage Correct
Step 1	Visit_to_Libya_2cat Would you like to visit Libya in the future?	No	91	39	70.0
		Maybe/Yes	158	127	44.6
	Overall Percentage				52.5
Step 2	Visit_to_Libya_2cat Would you like to visit Libya in the future?	No	59	71	45.4
		Maybe/Yes	79	206	72.3
	Overall Percentage				63.9
Step 3	Visit_to_Libya_2cat Would you like to visit Libya in the future?	No	56	74	43.1
		Maybe/Yes	66	219	76.8
	Overall Percentage				66.3

Source: own research

This model cannot be used to predict the willingness to visit Libya because the three-factor model predicts the “No” category in only 43.1%, but the model is suitable for demonstrating the effect of factors (Table 23).

Another important question for creating tourism products is to determine how long journeys or leisure trips are required by the visitors. In Q22, I asked which is the preferred lengths of tourist trips. Answers are visualized by Figure 28.

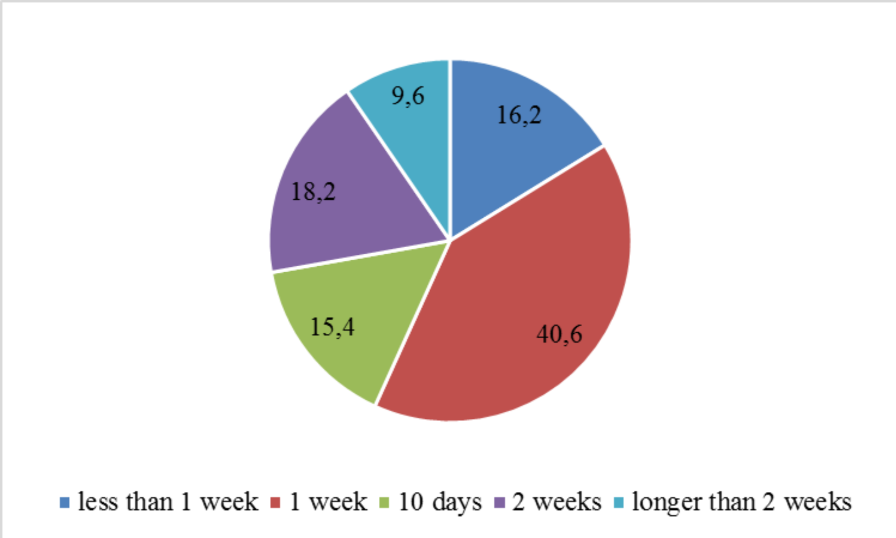


Figure 28: The preferred length of visits (% of the sample)
Source: own research

As it is seen, the majority of the respondents preferred the 1-week stay, less than 1 week and 10 days stay were second and third popular answers. This is also an important result as designing tourism packages for visitors is a highlighted step of developing tourism strategy. Based on these results, the *most preferred length of stay is 7-10 days*, for which length, the frequencies of charter air services should be planned.

As a next step, it was important to determine the travelling habits of potential visitors. Q25 was related to the travel habits of respondents: "If you go for a tourist trip are you going alone or not?". For this question, respondents could choose more answers. The frequencies of the responses showed that respondents usually go for a trip with family (249 responses) and friends (252 responses), with their spouse (89 responses), alone (53 responses) or in groups (48 responses). Q26 was related to the restricted availability to alcoholic beverages due to Libya's religious reasons. It may be an important question for some tourists, as it was mentioned previously. The answers of the respondents of my survey showed that 64% of respondents could stay away from alcohol during their touristic trip. (This issue related to access to alcoholic drinks was already mentioned in Q18 and it may be stated that access to alcohol is not an important issue for visitors.)

Q27 was related to the requirements/desires of respondents related to tourism trips. Figure 29 summarizes the results.

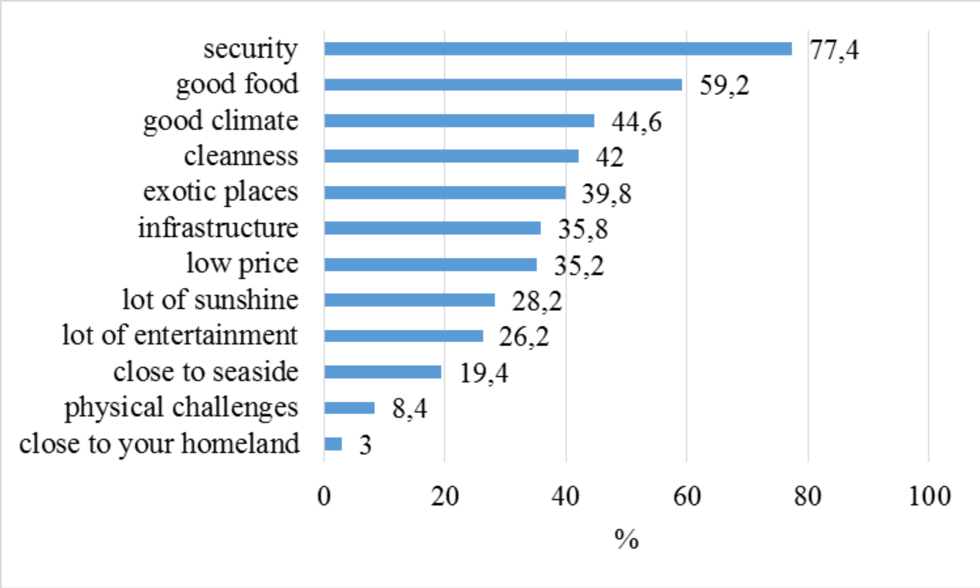


Figure 29: Answers for Q27 "What is your requirement concerning tourism? (% of respondents)

Source: own research

It is seen that security is the most important requirement. This confirms that without stable and protected circumstances tourism sector cannot be developed, as this is the most prioritized requirement of future tourists. Security depends on the political stability, which was already discussed in the STEEP analysis. Hopefully the promising situation and the new elections will bring the stability for Libya.

As a summary, my research revealed that only 17% of the respondents wants to visit Libya and more than 50% is hesitating. The willingness to visit Northern African countries shows a better image (see Figure 23). The main reason of not visiting Libya is the lack of security. There is a significant difference between age groups: 67,2% the people in the 60+ age group do not want to visit Libya, while in the other age groups the result of negative answer was 29%.

The results of binary logistic model confirmed that citizens of EU member states are less likely wish to visit Libya, while those who are interested in desert tourism are more open towards visiting Libya.

Based on the above presented results, according to the opinion of a randomly selected group of tourists and potential tourists, my second hypothesis *Factors influencing the willingness to visit Libya could be determined and categorized* is approved.

5.3.2.3. Correlation between different groups of potential tourists and types of tourism (H3 hypothesis)

Hypothesis 3: *There is a correlation between different groups of tourists and types of tourism.*

Another important information for tourism planning is related to the expectations and requirements of tourists in relation with tourism types. Tourism resources and related tourism types were previously analysed by RQ1, and this aspect was investigated by Q28 of the questionnaire (Figure 30). The information related to the preferred tourism types is among the most important steps of building the tourism image of Libya and the tourism strategy building for the country.

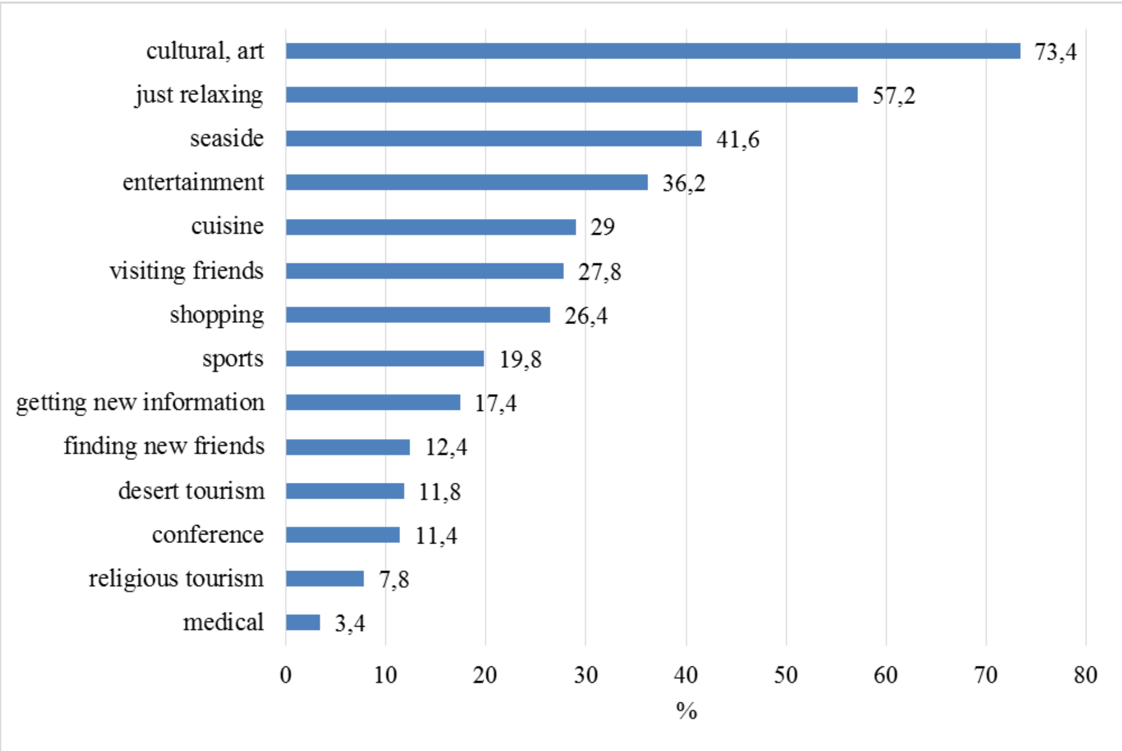


Figure 30: Answers for Q28 "Which kind of tourism do you like?" in relation with preferred tourism types (% of respondents)
Source: own research

As it is seen from the results cultural and art is the most preferred type, which is related to cultural/heritage tourism, the tourism type which bears the most tourism resources in Libya (see Table 19). Next most preferred tourism activities are just relaxing, seaside, entertainment, cuisine, shopping, which are typical mass tourism type. Typical niche product/tourism types – like desert tourism, religious tourism – were mentioned much less. An important information is about visiting friends, which may represent tourists having acquaintances in the country and expats who are living abroad but have links in their homeland.

In Table 24 the results of the cluster analysis is displayed. Based on the results of clustering process, four clusters were formulated based on the requirements concerning tourism, in the examined sample: 1. *"Seaside vacationers"*, 2. *"Cultural tourists"*, 3. *"Adventurers"*, 4. *"Mixed (Mix of cultural tourism & seaside vacation with visiting friends)"*.

Table 24: Segmentation of respondents based on their requirements and attitudes toward tourism products using K-means clustering

Requirements concerning tourism, preferred types of tourism	Clusters			
	Seaside vacationers (n=108)	**Cultural tourists (n=189)**	**Adventurers (n=119)**	**Mix of cultural tourism & seaside vacation with visiting friends (n=84)**
security	0.9	0.8	0.6	0.9
infrastructure	0.4	0.3	0.1	0.8
cleanness	0.7	0.3	0.2	0.6
good food	0.8	0.4	0.6	0.8
good climate	0.7	0.2	0.6	0.5
low price	0.5	0.2	0.4	0.5
a lot of sunshine	0.8	0.1	0.2	0.1
close to a seaside	0.6	0.1	0.1	0.2
close to your homeland	0.0	0.0	0.1	0.0
exotic places	0.5	0.1	0.8	0.4
physical challenges	0.1	0.1	0.1	0.1
a lot of entertainment facilities	0.3	0.1	0.4	0.5
just relaxing	0.8	0.4	0.5	0.8
cultural, art	0.6	0.7	0.8	0.9
religious tourism	0.0	0.1	0.1	0.1
medical	0.0	0.0	0.1	0.0
entertainment	0.3	0.2	0.5	0.7
sports	0.2	0.1	0.2	0.3
seaside	0.7	0.2	0.3	0.6
desert tourism	0.1	0.1	0.2	0.2
visiting friends	0.2	0.0	0.3	0.9
shopping	0.5	0.1	0.3	0.3
finding new friends	0.1	0.0	0.2	0.2
conference	0.1	0.1	0.1	0.3
cuisine	0.3	0.2	0.3	0.5
getting new information, acquire new skills	0.1	0.0	0.3	0.4

Note: values in cells equal the proportion of respondents who selected a specific factor.

Source: own research

As it is seen security is the most important requirement for all clusters, but culture and arts, relaxing and good food are also those requirements which are important for all clusters.

For *"Seaside vacationers"* those requirements are dominant which are related to holidays spent at resort places, although they have a slight intention towards culture and arts. For this cluster, the recommended tourism type is leisure and beach tourism, where special cultural entertainment and sport programs are also suggested.

For *"Cultural tourists"*, culture & arts and safety were the highly preferred factors (with dark green coloured blocks). It is a typical niche tourism type, but this cluster could be the most important for Libya as the cultural heritage is very special and unexplored. The visitors in this cluster require a well planned, safe, and substantial journey, which might be categorized according to different topics (for example antique, WWII, Islamic or Christian sights). In my opinion, this is the tourism type which should be the most important for Libya, as a flagship project.

For the cluster of *"Adventurers"*, the main factors are exotic places, culture and arts, safety and good food, climate and entertainment. It is interesting that desert tourism, sports and physical challenges were not among the most influencing factors. It is probably due to the lack of information and the missing promotion of these tourism activities. The natural resources (deserts, desert lakes combined with visiting mountains could be a good destination mix for these visitors.

The "*Mixed"* (*Mix of cultural tourism & seaside vacation with visiting friends*) cluster was formulated by those preferred factors which were similar as for *"Seaside vacationers"* and *"Cultural tourists"*, but in this cluster visiting friends and the related entertainment, relaxation, culture, good food and good infrastructure are the most important factors. Many of these tourists might be from neighbouring countries, or have family roots in Libya or Northern Africa.

As a next step, the comparison of willingness to visit Libya and the different clusters were explored which is visualized by Figure 31.

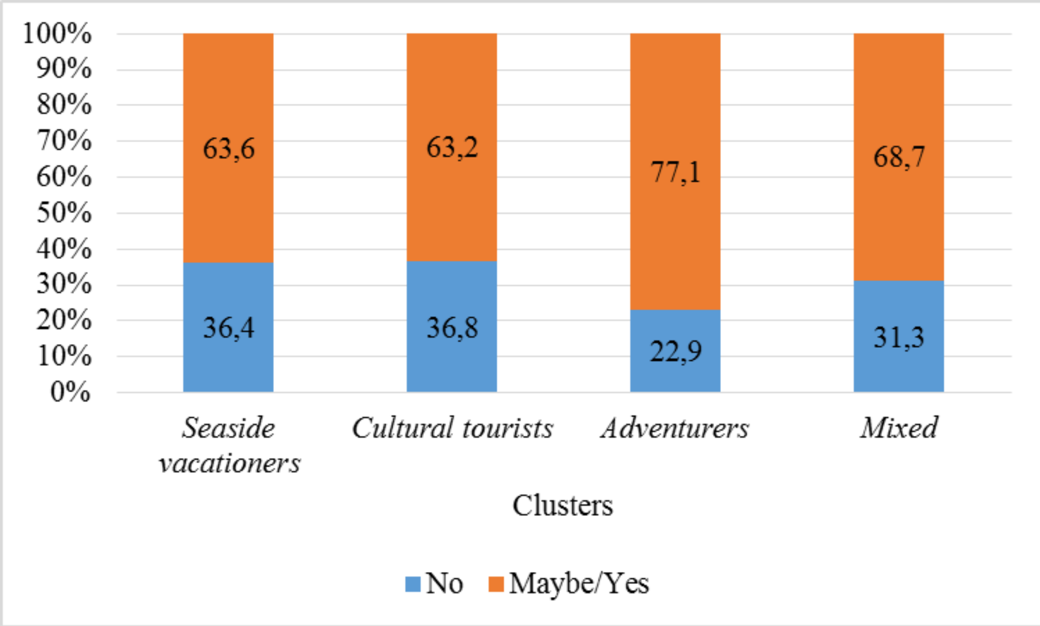


Figure 31: Comparison of clusters based on willingness to visit Libya (%)

Source: own research

Based on the results of the chi-square test (Chi^2 = 7.322, df=3, p = 0.042), a significant difference can be justified between the clusters formed on the basis of requirements and preferences concerning tourism in the proportion of those who would or would not visit Libya. Those belonging to the „*Adventurers*" cluster would visit Libya in a significantly higher proportion (adj. Std. Residual = 2.5) compared to the other clusters.

The results of the Chi-square test (Chi^2= 6.664, df=12, p<0.001) show a significant difference among the age groups in the ratios of clusters completed based on the attitudes towards tourism products (Figure 29).

Next step of the analysis was to find the relations between the age groups on and the different clusters (Figure 32).

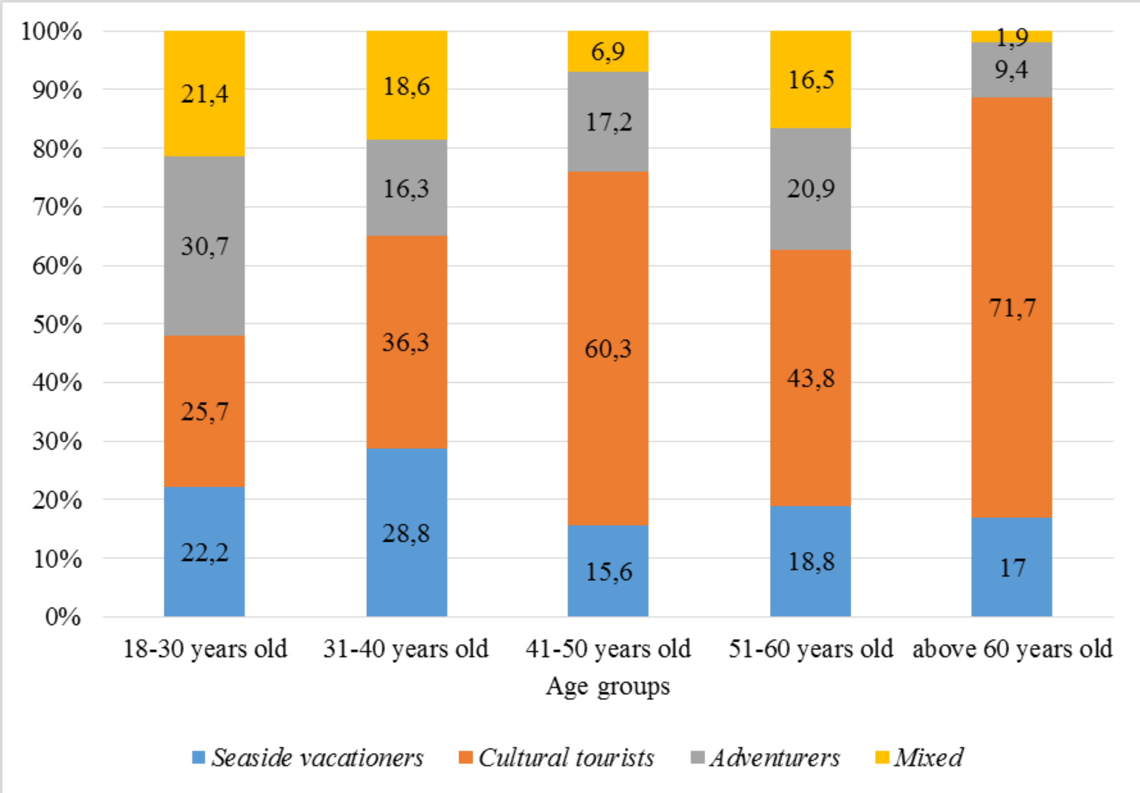


Figure 32: Percentage distribution of the number of respondents by clusters for age groups (%)

Source: own research

18-30 year olds belong to the group of *"Adventurers"* in a significantly higher proportion (adj. std. residual = 3.9), and significantly lower (adj. std. residual = -5.9) in the *"Cultural tourists"* cluster. The age groups who are interested mostly in *cultural tourism* are typically in the 60+ age group and 41-50 years old group. *"Seaside vacationers"* is almost equally represented in all groups.

I analysed the country groups of respondents as well, by creating two groups: EU and non-EU tourists. Due to the high number of represented countries, the sample could not be analysed without this grouping. Based on the results of the Chi-square test (Chi^2= 13.792, df=3, p=0.003) the significant difference can be stated between the EU and non-EU tourists in the ratios of clusters completed based on the attitudes towards tourism products (Figure 33).

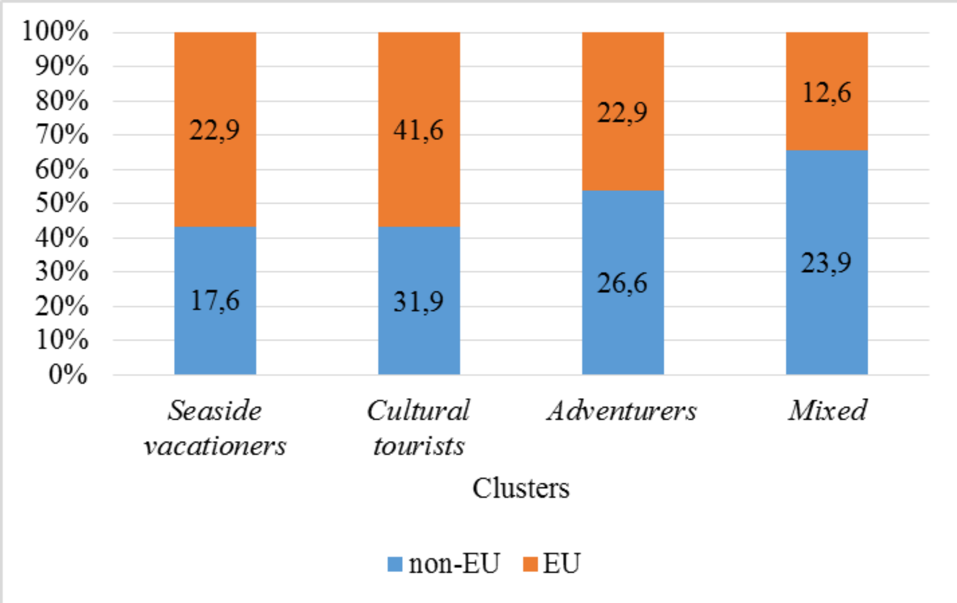


Figure 33: Percentage distribution of the number of respondents by clusters for EU and non-EU groups (%)

Source: own research

The *"Cultural tourists"* cluster is more significantly represented (adj. std. residual= 2.1) in the group of tourists from the EU Member States. A significantly higher proportion (adj. std. residual= 3.2) of non-EU tourists are those who visit their friends and also prefer cultural and recreational tourism so they represent the *"Mixed"* cluster (Figure 31).

Based on the above presented results, according to the opinion of a randomly selected group of tourists and potential tourists it is confirmed that tourists may be categorized according to different clusters based on the different influencing factors. I created four clusters based on the sample, which represent the requirements and interests of the tourists towards, Libya as a destination. The four clusters are: 1. *"Seaside vacationers"*, 2. *"Cultural tourists"*, 3. *"Adventurers"*, 4. *"Mixed (Mix of cultural tourism & seaside vacation with visiting friends)"*.

I also confirmed that the significant correlations are between the willingness to visit Libya, age groups and country groups of origin. Therefore, my third hypothesis: *There is a correlation between different groups of tourists and types of tourism* is approved.

5.4. Strategic analyses of Libya’s tourism sector

Dissertation’s ***Research Objective 4*** *is to conduct strategic analyses and to recommend strategic actions for building the fundamentals and ensure sustainability of the Libyan tourism sector by using the methods of SWOT analysis and SOAR analysis*.

For answering the questions raised by RO4, after the comprehensive work of literature review and document analyses a SWOT analysis was prepared.

5.4.1. SWOT analysis of Libya’s tourism sector

The first version of the SWOT analysis about Libya’s tourism sector was already published (ALAMMARI et al., 2016), which was reconsidered, broadened and updated for the dissertation. In the SWOT analysis, I used the information gained from literature sources, my own experiences and observations. In the beginning of 2021, positive signs appeared in the political situation, which hopefully will support the development process.

The SWOT analysis is displayed by Table 25. The structure and the order of facts in the SWOT reflect the importance of the given statements. The recommended strategic actions will be summarized in Conclusions and recommendations chapter.

Table 25: Tourism-related SWOT analysis of Libya

Strengths	*Opportunities*
- Strategic location (close to Europe, the potential main market) - Part of Mediterranean culture - Beautiful nature (long coast-line, untouched deserts, unique desert and oasis cultures, natural attractions) - Climate is suitable for tourism in the winter and summer season - Many archaic, historic and cultural heritages of more than 10 000 years - Five sites on UNESCO World Heritage list - Existing road, sea-port and airport infrastructure in the whole country linking the cities and smaller settlements - English is spoken - Rich culture, traditions and cuisine - Young population - Government's policy started for diversification of the economy, a priority can definitely be tourism sector	- Increasing tourism marketing and creation of a brand that identifies Libya - Diversification of tourism products - Better use of strategic location of the country (e.g. for short holidays) - Better conservation, maintenance and development of cultural, historical and natural attractions - Investments in tourism infrastructure, attracting FDI into the sector - Financial situation of the country is better than competitors, thus the financial background is stable - Sponsoring international events (e.g. conferences, meetings, sport events) - SMEs can be supplier of/partners in bigger tourism projects - Cooperation with neighbouring countries - Post-COVID opportunity for development
Weaknesses	***Threats***
- Lack of security - Lack of tourism infrastructure, Lack of quality accommodation - Bureaucratic barriers for FDI - No detailed tourism strategy of state and no regulatory frameworks - Still bad international image of Libya - Few information about Libyan tourism opportunities - Heritage and archaeological sites are not protected or maintained well - Most focus on oil, no effective management of tourism sector - Lack of accurate information and statistics about tourism activities, workforce, number of international tourists or tourism businesses - No well-trained human resource in tourism sector - Few SMEs especially in tourism and tourism-related sector - Alcohol is forbidden - Strict rules for tourists (due to religious and cultural reasons)	- Ongoing fragile political situation - Migrant crisis from Sub-Saharan Africa - Competition with neighbouring countries and other Mediterranean countries (Egypt, Tunisia, Turkey, Greece, etc.) - Not enough skilled labour in the industry - Outbound migration of young people

Source: own research

The strategic location (closeness to the Mediterranean), the natural and cultural resources are the *most important strengths* of the country as a tourism destination. The infrastructure is available, but needs improvements. The tourism sector could be a good employment option for young Libyans, as many of them try to find their fortune abroad. There are promising intentions from the policy-makers side to diversify economy – if tourism will be a supported sector in the future, a successful development process might start.

Knowing and detecting *weaknesses* is a first step of problem solution. The most important weaknesses are related to politically stable state, safety and related problems (like bureaucratic barriers), by diminishing past decade's political problems the new development process may start. If tourism strategy is formulated, the weak image about Libya may be improved, a new country brand could be built. For this, a well-managed tourism-information board should be formulated, which should create and launch promotion and informational campaigns. Boosting the tourism sector will attract and accelerate the involvement of small businesses, which may bring important social benefits. Religious and traditional restrictions will still exist, but by a conscious management and information, it will not stop visitors. (Nevertheless, the results of my primary research showed that alcohol consumption is not among the obstacles of visiting Libya.)

Opportunities represent a wide range of optional development activities. The most important is tourism-related marketing strategy, which is totally missing at present. Tourism products shall be determined according to tourism types, (cultural/heritage, historical, religious, beach/marine, leisure tourism etc.) by formulating special "packages". The other side of development opportunities is related to building a proper infrastructure for the tourism sector by involving and improving tourism services' sector. Cooperation with neighbouring countries would be an important strategic decision, as COVID pandemic stopped tourism sector everywhere.

Threats are partly related to the fragile political situation of the past decade and the refugee crisis, which is a serious problem of all Mediterranean countries. The competitors of Libya's tourism sector are the neighbouring countries, which advantages are hard to be reached in short term, but by cooperation and creating the unique brand for Libya may bring success in long-term.

As one of the most important threats (and it was seen from the STEEP analysis, too) is political instability and the question of safety. This problem was also confirmed by results of the primary research, as one of the most relevant reason of not visiting Libya was the lack of safety according to the inquired tourists.

For addressing the problem of safety and to find the appropriate crisis-related steps, there are good examples in international literature. There are many researches on how tourism businesses and destinations respond to crises, which show that marketing communication, cost reduction, improving the product and government support for the destination are the most important tool. MANSOUR et al. (2019) summarized recent studies about tourism destinations experience ongoing crises, when tourism companies discontinued operating under such conditions, caused by mostly natural disasters and military conflicts. According to AVRAHAM (2015) tourism crisis recovery is mainly concerned with marketing and media management during and after the crisis. Immediately after the crisis, the focus shall be put on managing global media networks, public relations strategies and press conferences. These measures play a significant role in offering reassurance, restoring image and enhancing reputation overseas to stimulate bookings (BEIRMAN 2009). Tourism crisis management studies (AVRAHAM 2013, 2015), highlighted the importance of repositioning tourism destinations, rebuilding destination image and re-establishing tourist confidence through post-disaster and crisis communications strategies. BEIRMAN (2009) added that providing up-to-date information to the major tourism stakeholders (government bodies, tourism authorities and tourism-related companies) and towards the media and tourists is inevitable and important task. FAULKNER (2001) developed a Tourism Disaster Management Framework model, originally for natural disasters, where recovery stage starts with analysis, the followed by clean up and restoration with a massive media communication strategy. EVANS and ELPHICK (2005) prepared crisis management strategy for terrorism related crises, where the main task is communication; the crisis managers shall directly communicate and collaborate with government and authorities. PARASKEVAS and ARENDELL (2007) also focused on war and terrorism-related crises problems, their model focus on the importance tasks of strategy formulation, strategy implementation and management still during the crisis. In the post-crisis period, strategy monitoring and maintenance shall be managed in order to successful recovery.

These models are recommended for the policy-makers in Libya for building tourism strategy.

5.4.2. SOAR analysis for Libya's tourism sector

For finding the best directions of the Libyan tourism sector, I chose the so-called SOAR analysis, which is a relatively new strategic management tool, which in the past years became a popular model for tourism planning.

SOAR analysis is a strategic planning framework with an approach that focuses on strengths and seeks to understand the whole system by considering the opinion of the relevant stakeholders. As STAVROS and HINRICHS (2009) underlined, the elements of SOAR represent a development with an upward spiral (Figure 34).

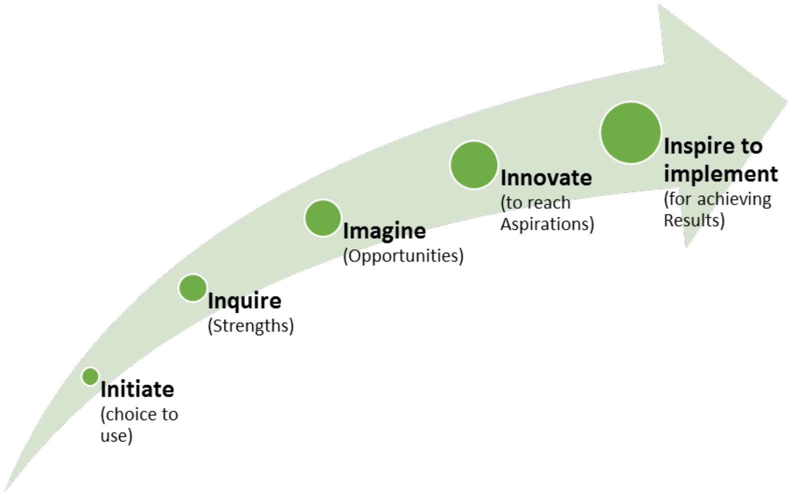


Figure 34: Elements of SOAR analysis

Source: own figure based on (STAVROS and HINRICHS 2009)

In this framework, the focus is on positive thinking of stakeholders of the tourism sector by initiating ideas, inquiring or analysing the current strengths, then imagine or dream about opportunities, and creating innovative ideas for our dreams, aspirations. Final step is inspiring the stakeholders to make the steps of realization, implementing the desired measures. This method was chosen to inititate finally inspire strategic actions for the Libyan tourism sector (ALAMMARI and DUNAY, 2021).

The next two tables (Table 26 and 27) summarize the answers for the questions formulated for the SOAR framework which initiates further strategic actions.

Table 26: SOAR analysis of Libya's tourism (1st part)

STRENGTHS What are our most important assets? What can we build on?	OPPORTUNITIES What are our stakeholders asking for? What are the market possibilities?
1. Archaeological sites from ancient Roman, Greek, Phoenician and Islamic era). 2. Coast with a length of 1900 km 3. Large area of desert with oases and desert lakes, mountains, and rocky areas. 4. Good climate with hot, dry summer, warm and rainy in winter, moderate in spring and autumn. Climate is varied with a Mediterranean climate in the north, and a continental desert climate in the south. 5. Favourable geographical location, as it is in the middle of the north of the African continent and its proximity to Southern Europe. 6. Natural environment with undisturbed natural values and areas. 7. Infrastructure network of long paved roads, several seaports and marine harbours, and airports. 8. Health status: the country is free of infectious diseases.	1. Libya's natural and geographic features, historical sites are favourable for being a new tourist destination for foreign tourists. 2. Tourism sector's improvement would bring economic growth for the country. 3. Tourism sector's improvement would increase employment opportunities, particularly youth employment. 4. Tourism activities would strengthen and improve the local population's identity and traditions. 5. Niche market opportunities (eco-tourism, adventurers, halal tourism, historical tourism). 6. Tourism activities may boost rural entrepreneurship. 7. Development of micro, small and medium-sized enterprises 8. Additional services (manufacturing, hospitality, local travel services) would be able to enter into the market. 9. COVID situation changed the tourism sector's structure worldwide, which may bring new opportunities for attracting future possible visitors.

Source: own compilation

The *strengths* are considered among the internal factors. Libya's tourism sector has not been properly exploited by officials in the past and present, despite the state's possession of material and human capabilities to take an interest in this sector in order to help develop the economy.

Libya's touristic sites as destinations are unknown to tourists, although the country enjoys its proximity to and opposite to southern Europe. It has a long coast with places for swimming and diving, and a vast desert in which there are lakes and oases that encourage the establishment of tourist activities such as car rallies and sand skiing. The archaeological sites are unique. There is a network of road roads that bring closer access to these places comfortably and at the lowest costs, and many airports with the possibility of reducing travel tickets for tourist groups to encourage them to undertake tourist trips. The climate also represents a process of attracting tourists because it includes the desert climate as well as the climate of the Mediterranean, which is generally represented as a hot, dry, warm summer, rainy in winter.

Opportunities represent external factors and conditions by which the state can improve the tourism sector when taking care of it. Opportunities are given from the different viewpoints of various stakeholders such as tourists, Libyan citizens, entrepreneurs and enterprises, the nation itself and the state.

Table 27: SOAR analysis of Libya's tourism (2nd part)

ASPIRATIONS **What processes are needed to be done?** **What are our dreams or wishes?**	**RESULTS** **What are our important and measurable outcomes?** **What do we want to be known for?**
1. Building image of Libya as tourists' new, exotic destination. 2. Wide collaboration between different stakeholders. 3. Building marketing and promotion strategy for the country's tourism. 4. More public facilities for the foreign visitors 5. Investment in human capital (training, education, entrepreneurship). 6. Investments into infrastructure. 7. Supporting entrepreneurship in rural areas by establishing small and medium enterprises for them and granting long-term youth bank loans with a grace period. 8. Increase the commitment of government and local authorities towards tourism activities and services. 9. Making Libya be a well-known tourism destination. 10. Reducing the high unemployment rate in the country. 11. Reducing the proportion of workers in the public sector. 12. Reviving the economy, increasing the GDP, and reducing the public debt. 13. Mission: introducing tourism-related considerations into the general reconstruction plan of the economy. 14. Trying to get rid of dependence on the export of oil.	1. Improve the overall public's knowledge about Libya's natural and cultural heritage through an intensive promotion program. 2. Establishing information and cultural centers for Libya's tourism. 3. Increase in the number of visitors. 4. Increase in tourism-related revenues. 5. Increase in the share of the tourism sector in GDP. 6. Diversification of tourism products (for various groups like age, family status, interest). 7. Competing with the neighbouring countries. 8. Improving and maintaining facilities for visitor sites. 9. Decrease of youth unemployment. 10. Improve the livelihood of local people and the nation. 11. Increase of safety measures. 12. Increase the level of infrastructure. 13. Decrease of economic migration of young age groups.

Source: own compilation

Aspirations are wide, it is important to generate ideas and work for their realization. The main task is to build the image of Libya as a tourist destination, in order to avoid delays of implementation when the present unstable political situation will be stabilized. In image building, the role of cultural attachés in the Libyan embassies abroad would increase the situation of tourism sector's acceptance (conferences and seminars as required and related to the tourism and cultural activity) in countries where they are represented as representatives of cultural missions to introduce the cultural heritage and the tourist attractions in which the country is rich.

The state currently aspires to advance this sector due to its economic importance. A first tourism conference was held on September 27, 2017 under the slogan "Tourism: Impact and Challenges", and the second conference on April 18, 2019 under the slogan "Libya is a tourist interface that requires discovery". The results of these conferences confirmed the state should take all necessary measures to advance the tourism sector to revive the economy and reduce the unemployment rate, to reduce the proportion of government sector workers by supporting small and medium projects related to tourism activity. The state should also seek for the collaboration of investors, like in the neighbouring countries, Egypt and Tunisia, where the tourism sector is active and shows a continuous developing trend.

Measurable *results* are important for evaluating the development process, the firs numbers that could show the development process are a number of visitors and the revenues generated by tourism, wider results are related to changes in national economy by decreasing the unemployment rate, particularly for young people, improving the proportion of tourism sector in revenues and GDP. These changes may lead to restructuring the presently one-pillared economy of Libya. The changes in the attitudes, motivations, and well-being of people both in rural and urban areas cannot be measured directly, but a decrease in the migration of young people would refer to this development.

The inspirations and suggestions given in the conducted SOAR analysis give the framework of building a realistic scenario for tourism-related developments in Libya.

As a conclusion, the main problems of Libya are connected to political and security factors, which should be considered as the first task to be done. Economic actions cannot be done without providing the necessary political environment, which requires cooperation between the various local and foreign parties to end the current conflict. If the strategic thinking process described in the study is started, and the preparation stages are accomplished in time, then the realization process may start immediately after the crisis ends.

6. CONCLUSIONS AND RECOMMENDATIONS

The purpose of this research was to show that Libya could be a successful future tourism destination, by which the one-pillared economy that is based on oil production could became a multi-pillared economy. This development is for long term, of course, but its economic and social effects may be seen in shorter terms as well.

The first step is to build the political stability and safety in the country. This is closer and closer, as one could see the positive development process in Libyan politics.

The next step – as it was clearly seen from this study – is to build the image of Libya as tourism destination, taking the consumers (i.e. visitors') needs and requirements into consideration.

Together with image building, the tourism infrastructure should be built or renovated, and the tourism product types shall be determined. Tourism product is a very complex product, which is composited by the attractions, the tourism-related services, hospitality, culture and atmosphere. Based on my researches I determined the following conclusions.

6.1. Conclusions

Research objective fulfilment & hypothesis justification are summarized as follows:

RO1: Done. Based on a wide document analysis, literature review and own observations, I listed and categorized the tourism resources of Libya and created a map of the cultural and natural resources of Libya (Chapter 5.1.).

RO2: Done. Based on a wide document analysis and literature review I conducted a STEEP analysis for Libya's tourism sector and summarized the Libyan tourism sector's main positive and negative influencing macro-environmental factors and their impacts (Chapter 5.2.).

RO3: Done. Based on the analysis of the results of my primary research, I identified the tourism segments and types, which are most likely to be successful for developing Libya's tourism and I justified my hypotheses:

- *H1: Libya does not have the image of a tourism destination, tourists do not have information about the touristic attractions of Libya.*
  Based on my results, according to the opinion of a randomly selected group of tourists and potential tourists, **my first hypothesis is approved** (Chapter 5.3.2.1.).

- *H2: Factors influencing the willingness to visit Libya could be determined and categorized.*

  The main reason of not visiting Libya is the lack of security. There is a significant difference between age groups: 67,2% the people in the 60+ age group do not want to visit Libya, while in the other age groups the result of negative answer was 29%.

  The results of binary logistic model confirmed that citizens of EU member states are less likely wish to visit Libya, while those who are interested in desert tourism are more open towards visiting Libya.

  Based on the above presented results, according **my second hypothesis is approved** (Chapter 5.3.2.2.).

- *H3: There is a correlation between different groups of tourists and types of tourism.*

  My results confirmed that tourists might be categorized according to different clusters based on the different influencing factors. Four clusters were formulated: 1. *"Seaside vacationers"*, 2. *"Cultural tourists"*, 3. *"Adventurers"*, 4. *"Mixed (Mix of cultural tourism & seaside vacation with visiting friends)"*. These clusters may summarize the interests of possible visitors. I also confirmed that the significant correlations are between the willingness to visit Libya, age groups and country groups of origin. Therefore, **my third hypothesis is approved** (Chapter 5.3.2.3.).

RO4: Done. I conducted a SWOT and a SOAR analysis to prepare Strategic actions concluded from the results of strategic analyses and the findings of the primary research (Chapter 5.4.).

As a summary, I compared my results with the content of the pillars of Tourism and Travel Competitiveness Index by the World Economic Forum (SCHWAB et al. 2015) in order to see which pillars were discussed by the dissertation, and which need further research work:

Pillar 1: Business Environment: Results of STEEP and SWOT analyses.

Pillar 2: Safety and Security: Not covered by the dissertation, needs further research.

Pillar 3: Health and hygiene: Not covered by the dissertation, needs further research.

Pillar 4: Human Resources and Labour Market: Results of STEEP analysis, employment data. A deeper analysis of relationships needs further research.

Pillar 5: ICT Readiness: Not covered by the dissertation, needs further research.

Pillar 6: Prioritization of Travel & Tourism:

- Effectiveness of marketing and branding to attract tourists to be improved, some recommendations based ny my research findings are given in Recommendations.

- Country brand should be developed, based on the results, conclusions and recommendations of the dissertation.
- T&T data were partly discussed due to lack of information, needs further research.

Pillar 7: International Openness: Not covered by the dissertation, needs further research.
Pillar 8: Price Competitiveness: Not covered by the dissertation, needs further research.
Pillar 9: Environmental Sustainability:

- Partly covered by the dissertation, needs further research,
- Sustainable tourism (niche tourism) is recommended for protecting unique natural and historical attractions as it is described by the results of the dissertation.

Pillar 10: Air Transport Infrastructure: Not covered by the dissertation, needs further research.
Pillar 11: Ground and Port Infrastructure: Partly covered by the dissertation, needs further research.
Pillar 12: Tourist Service Infrastructure: Partly discussed in the dissertation, needs further research.
Pillar 13: Natural Resources:

- Table 19 and Figure 19, where natural tourism resources were summarized and categorized.

Pillar 14: Cultural Resources and Business Travel:

- Table 17., Table 18., Table 19 and Figure 19, where cultural tourism resources were summarized and categorized,
- Business travel issues were not discussed by the dissertation.

6.2. Recommendations

For Government's commitment and involvement

Government's commitment is a significant perspective of tourism development, according to the results of the SWOT and SOAR analyses. The most important issues are:

- Political stability and safe environment,
- Building image of Libya as a new tourism destination, building marketing and promotion strategy,
- Investment in human capital (training, education, entrepreneurship),
- Reducing the proportion of workers in the public sector,
- Investments into infrastructure,

- Reducing the high unemployment rate in the country,
- Supporting entrepreneurship in rural areas by establishing small and medium enterprises and granting long-term youth bank loans with a grace period,
- Wide collaboration between different stakeholders is needed by the cooperation between government and local authorities towards tourism activities and services.

For tourism product diversification and their promotion

- Physical infrastructure improvements and marketing activities should be planned and implemented together,
- Diversification of the Libyan tourism products – mass tourism or niche tourism – is needed according to the needs of tourists. In fact, the image of Libya as a tourism destination is entirely based on historical places, desert and culture. The new image of Libya should focus on the cultural heritage, the natural beauties, the chequered, picturesque and diverse local culture; and the archaeological monuments of the country.

As a summary, the recommended strategic actions are as follows:

Have a vision

- Taking ownership of Libya's general reconstruction plan, including the development of the tourism sector.
- Developing a vision and a development plan for the tourism sector that meets the consent of the citizens and matches the values, possibilities and needs of the country.
- Developing the necessary administrative and quality assurance systems for a planned, coherent and controlled development of the tourism sector.
- Aiming to distinguish Libyan tourism for its well-planned, sustainable and novel nature.
- Creating a unique and high-quality tourist experience by means of the country's vast economic resources.

Stop the deterioration of cultural and natural heritage

- Preventing any further depletion and destruction of national and world heritage, both natural and man-made.
- Implementing conservation and rehabilitation projects to reverse any damage that has occurred in the past (e.g. environmental clean-up, endangered plant/animal species protection, archaeological and intellectual heritage conservation).

Develop and support infrastructure

- Promoting forward-looking, sustainable and innovative ways of nation-building through all administrative, legislative and economic means.
- Developing modern and high quality civic, transportation and telecommunication infrastructure in Libya, including tourist areas.

Cooperation with local communities

- Ensuring that tourism development takes place in close coordination with all stakeholders and related sectors.
- Educating and inciting citizens to embrace forward-looking, sustainable and innovative ways of thinking in the country's reconstruction process, including tourism development.
- Educating citizens about Libya's cultural heritage and raising awareness of the potentials of the tourism sector.
- Holding conferences and tourist activities, and encouraging traditional craft industries.
- Granting bank loans for entrepreneurs, especially young people, to establish a variety of local initiatives related to the tourism sector.

Acquire and grow talent

- Valuing and incorporating local talent, knowledge, expertise and initiative in reconstruction projects, including tourism development.
- Attracting external expertise for a modern, forward-looking and innovative tourism development plan.
- Appointing qualified and experienced professionals to manage the tourism sector.
- Educating and empowering citizens to take a leading role in developing and managing an internationally renowned tourism sector.

Attract investors

- Creating international confidence in Libya by guaranteeing political stability in the country, and hence the safety and security of tourism experts, investors, companies, organizations and tourists.
- Inviting foreign investors to participate in the advancement of the tourism sector in accordance with internationally applicable controls (e.g. transparent administrative and quality assurance systems).

Start marketing, build the tourism image of Libya

- Introducing Libya to the international tourism industry with a clear vision, innovative ideas and high quality services.
- Promoting the Libyan tourism sector through participation in international tourism conferences and fairs (e.g. raising awareness of the cultural heritage and tourism industry products the country offers).
- Identifying potential consumers and reaching out to them directly by publicizing Libya's credentials as a tourist destination through a variety of channels.

6.3. Further research

In the light of the favourable political events, it is expected that the tourism of Libya will be a more highlighted sector of the national economy in the future. Therefore, a complex tourism strategy should be established based on the opinion and requirements of a wider group of stakeholders of the Libyan tourism industry: representatives of governmental offices, local officials, NGOs, tourism organizations and operators (travel agencies, airlines, destination management organisations, SMEs, hotels, restaurants, tourist attractions), transport companies, investors, communities and a wider range of domestic and international tourists. They – as the most important players of tourism industry – shall be explored and their background and aspirations

For planning future research, I would put focus on my research limitations. As present study did with tourism services and tourism infrastructure, it would be the base of continuing my researches, to make a summary or a list of other core tourism resources and stakeholders of tourism industry such as catering industry, accommodation providers, tourism services, tourism officials, etc.

Another limitation of the study was that it does not address the situation caused by COVID-19 pandemic and its effects on tourism. The pandemic brought a very new situation for the tourism sector all over the world, but the post-COVID situation could bring additional opportunities for Libya if the sector's condition could improve.

7. NEW SCIENTIFIC RESULTS

My research work focused on Libya's tourism sector based on two approaches. My desk research was based on literature sources, available secondary data, and official documents. My primary research focused on exploring the opinion of potential tourists.

Although there were different previous studies discussing the problems and challenges of Libya's tourism, I have not found evidence in the literature for my approach, to evaluate Libya as a tourism destination through the opinion of a randomly selected group of potential tourists. The results of my desk research and the findings of primary research were used to prepare strategic analyses, which may give a good base for finalizing the tourism strategy of Libya. Based on my researches I concluded the following new results:

1. **Based on a wide document analysis, literature review and own observations, I listed and categorized the core tourism resources of Libya (cultural and natural resources) and the related tourism types. By this summary, I created the map of Libya with its core tourism resources. These core resources represent the 13th (Natural resources) and 14th (Cultural resources) pillars of Tourism and Travel Competitiveness Indexes** by SCHWAB et al. (2015). The map (illustrated by Figure 19) and summary (Table 19) may be a tool for the tourism strategy of Libya.

2. Based on a wide document analysis, literature review and secondary data **I conducted a STEEP analysis for Libya's tourism sector and summarized the Libyan tourism sector's main positive and negative influencing macro-environmental factors and their impacts.** Based on the results of STEEP and findings of my primary research **I prepared the SWOT and a SOAR analysis of the tourism sector of Libya in order to formulate strategic actions for building tourism strategy.** The results of the strategic analyses formulated the base for my conclusions and recommendations. This was the first attempt of using SOAR analysis in this topic.

3. Based on the analysis of the results of my primary research, according to the opinion of a randomly selected group of tourists **I confirmed that Libya does not have the image of a tourism destination. Tourists do not have information about the touristic attractions of Libya.**

According to my research results, only 3.2% of the respondents indicated that they have proper information about Libya, 42.8% had some information, and 54% have no information about the tourism attractions of the country. People has mostly stereotypical image of Libya, mostly about the unfavourable political events in the past, and the general natural sights like the desert, the seaside and hot climate.

4. **I determined and categorized the factors influencing the willingness to visit Libya**. **Based on the results of binary logistic model, it is confirmed that the main reason of not visiting Libya is the lack of security.** The results of binary logistic model confirmed that older (60+) has the less intention to visit Libya, while in the other age groups the result of negative answer was only 29%. The results of binary logistic model confirmed that **citizens of EU member states are less likely wish to visit Libya**, while **those who are interested especially in desert tourism are more open towards visiting Libya.**

5. My results – based on the analysed sample of tourists – confirmed that **tourists may be categorized according to different clusters based on the different influencing factors. Four clusters were formulated: 1. *"Seaside vacationers"*, 2. *"Cultural tourists"*, 3. *"Adventurers"*, 4. *"Mixed (Mix of cultural tourism & seaside vacation with visiting friends)".*** These clusters may describe the interests of possible visitors. **I also confirmed that the significant correlations are between the willingness to visit Libya, age groups and country groups of origin.**

8. SUMMARY

The main goal of the research was to explore the possibilities of building the tourism sector as a new pillar of the Libyan economy. Presently, Libya's economy is built on oil sector, which plays important role not only in economic, but also social aspects as well. On the contrary, based on the country's geographical, historical and climatic features Libya could be a good touristic destination. The present lack of success in the tourism sector has multiple reasons that were discussed by the dissertation.

At the beginning of my research process, I created the four research question, which took me through different steps to the final results. The research process is summarized by Figure 35.

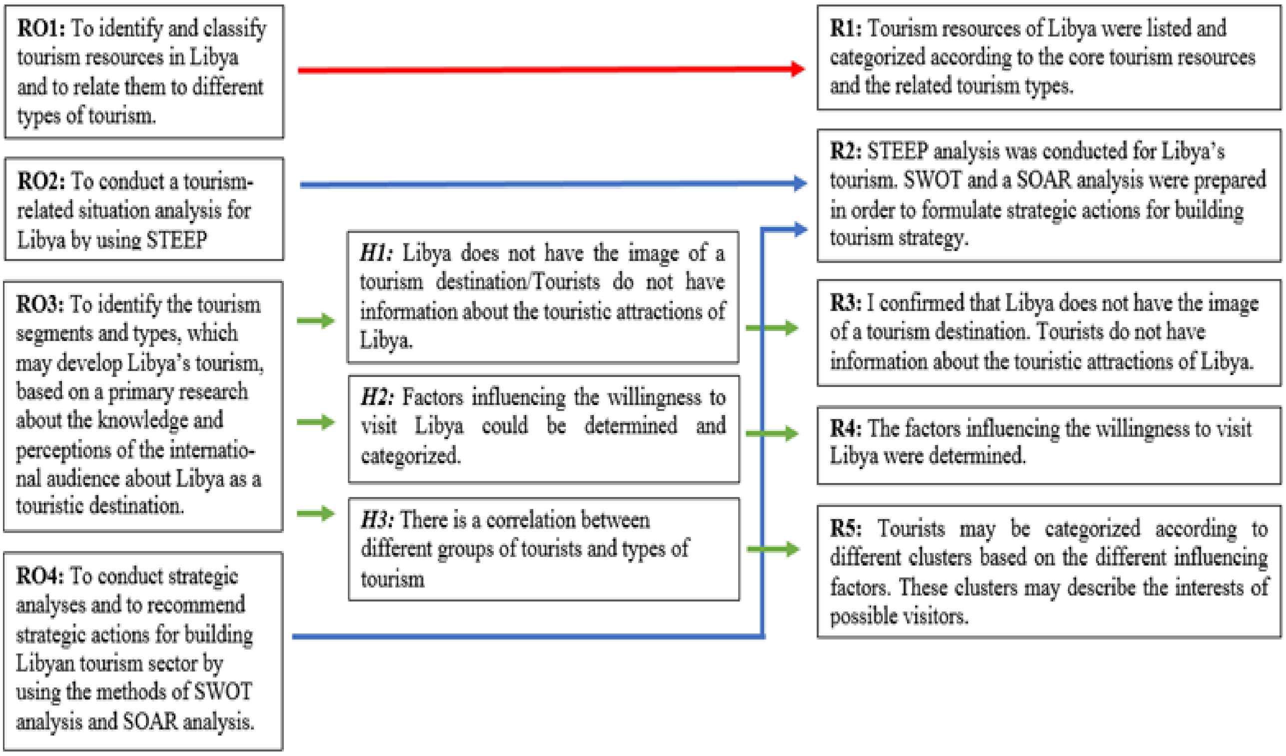


Figure 35: Relations between Research Objectives – Hypotheses – New Scientific Results

Source: own summary

In the author's opinion, tourism could be one of the key industries of Libya as it provides multiple opportunities for economic growth and improved livelihoods. The results of developments in tourism are multiple, from job creation and economic development, improvement of infrastructure, increasing domestic consumption and export diversification, preservation of cultural heritage and environmental values to even empowerment of women and marginalized people.

In my dissertation, I prepared the strategic analyses which are needed to start building the tourism strategy of Libya. In my STEEP analysis, I summarized the macroenvironmental factors and their impacts on tourism sector of the country. Based on my experiences and primary research results I created the SWOT analysis, and I applied SOAR analysis for the first time in this topic. The findings of these analyses made a good foundation for making recommendation for improving the tourism sector of Libya.

In my primary research, I determined and categorized the factors influencing the willingness to visit Libya. Based on my primary research results it is confirmed that the main reason of not visiting Libya is the lack of security. My results confirmed that tourists may be categorized according based on the different factors related to their interests, requirements and motivations towards tourism destinations. Based on my cluster analysis, I confirmed that an important segment of visitors (as a flagship project) could be the tourists interested in cultural tourism. Libya's outstanding and rarely known cultural attractions (World Heritage sites, religious places, other cultural attractions) would formulate a perfect destination for tourists. Another important group of future visitors could be those, who are interested in adventure tourism, as the mountain region, the Libyan Desert with desert lakes and oases could be an attractive destination for them. It is also important finding, that based on these results the different tourism packages and promotions may be determined.

Building a new pillar of the Libyan economy is a long process, but without a determined strategy, the realization process cannot be successful. After years of fragile political situation, presently, the Libyan political conditions seems to be solved as Libya's House of Representatives confirmed the Government of National Unity on 10th March 2021 as the country's interim administrative authority. The new elections will be held in December 2021, and now the nation shall prepare for the end of the crisis period and the reconstruction process.

Tourism sector may be a new pillar of the national economy, as the unexploited resources of Libya may formulate a new, attractive destination for visitors. By following the tourism crisis management experiences of other countries, by building a strong tourism strategy, by a wide international promotion, the tourism sector of Libya may be an emerging sector of the country.

APPENDICES

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A2. List of Figures

A3. List of Tables

A4. Questionnaire

SZENT ISTVÁN UNIVERSITY
FACULTY OF ECONOMICS AND SOCIAL SCIENCES
GÖDÖLLŐ

Doctoral School of Management and Business Administration

Dear Madam/ Dear Sir,

We request your kind and short attention in asking a contribution to a **PhD thesis about the tourism in Libya.** We kindly ask you to answer the following questions. It will help me to fulfill my PhD study. Thank you very much!

Ali Alammari, PhD student

I. General questions *(Please underline!)*

Gender: Male Female

Age:

18-30 41-50 above 60
31-40 51-60

Nationality: ……………………………………..

Education:

university/college secondary school /high school primary/elementary school

Job: *(Please, underline!)*

student employed
entrepreneur unemployed
freelancer retired

if employed, employer/ work type

government office work Other:………………
education physical work

II. Questions related to North Africa

1. **Have you ever visited any North African country (Algeria, Egypt, Libya, Morocco and Tunisia) before?** *(Please, underline!)*

   a) Yes b) No

2. **If yes, which one and when?**

   …………………………………………..……………………………………………

3. **Would you like to visit any North African country in the future?**

   a) Yes b) No c) Maybe

4. **If yes, which country would you like to visit?**

   ………………………………………………………………………………………..

5. **When are you planning to visit this country?**

   ………………………………………………………………………………………..

6. **What is the reason that you would choose this country?** *(You can choose **more options**, please <u>underline</u>!)*

reasonable or low price	good food
friendly local people	good tourism infrastructure
safety of the place	ancient heritages
lot of sun	culturally attractive
the seaside	other

<u>III. Questions related to Libya</u>

7. **Where is Libya located?**

   ……………………………………………………………………………

8. **What is your information about Libya?**

   a) I have no information b) I have some information
   c) I have many information

9. **What do you associate if you hear the name of the country "Libya"?**

   ……………………………………………………………………………………………

10. **Have you ever visited Libya?**

    a) Yes b) No

11. **Have you information about tourist places in Libya?**

    a) Yes b) No

12. **If yes, which one?**

    ………………………………………………………………………

13. **Have you heard about UNESCO protected sites in Libya?**

    a) Yes b) No

14. **If yes, which one?**

    ……………………………………………………………………..

15. **Have you known any place related to Christian religion in Libya?**

    a) Yes b) No

16. **Do you know that in Libya there are** *(Please, underline if your answer is "yes")*

    a) ancient archeological cities b) oases and lakes in the desert
    c) long beach d) attractive climate

17. **Would you like to visit Libya in the future?**

    a) Yes b) No c) Maybe

18. **If your answer is no, why not?**

    a) no interest b) lack of security c) too expensive
    d) no access to alcohol e) too hot weather f) other: …………….

<u>IV. Questions related to touristic consumption</u>

19. **Have you ever been on a tourist trip before anywhere?**

    a) Yes b) No

20. **How many trips you have done in your life until now? ……………………..**

21. How many tourist trips do you usually have per year? *(Please underline!)*

a) I don't have b) one time
c) more times d) depending on circumstances

22. How long time do you usually spend with tourism? *(Please underline!)*

a) less than one week b) one week c) 10 days
d) two weeks e) longer

23. Do you keep a part of your salary for tourism? *(Please underline!)*

a) Yes b) No

24. How much money do you spend usually for your trip? (approximately)

…………..……………EUR or ……………..………………$

25. If you go for a tourist trip are you going alone or not? *(Please underline!)*

a) alone b) with family c) with spouse
d) with friend(s) e) with a group

26. Can you stay away from alcohol during your tourist trip?

a) Yes b) No

27. What's your requirement concerning tourism? ***(Please, underline the relevant point(s)!)***

a) security b) infrastructure c) cleanness
d) good food e) good climate f) low price
g) a lot of sunshine h) close to a seaside i) close to your homeland
j) exotic places k) physical challenges l) a lot of entertainment facilities

28. Which kind of tourism do you like? ***(You can choose more options,*** *please, underline!)*

a) just relaxing b) cultural, art c) religious tourism
d) medical e) entertainment f) sports
g) seaside h) desert tourism i) visiting friends
j) shopping k) finding new friends l) conference
m) cuisine n) getting new information, acquire new skills
o) others: ……………………………………

29. Which tourist places do you prefer more? *(Please, underline!)*

a) inside the country b) in Europe c) USA d) South America
e) Asia (other) f) North Africa g) Middle East h) other
Why?……………………………………………………………………………………

30. Which period of the year you would prefer a touristic trip? *(Please, underline!)*

Spring Summer
Autumn Winter

31. What kind of problems you would be afraid of facing if you go for a tourist trip?

…………………………………………………………………

32. Have you ever heard the word "Halal"? *(Please, underline!)*

a) Yes b) No

33. Have you ever heard about "Halal" tourism? *(Please, underline!)*

a) Yes b) No

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