

# Tourism Issues in North Macedonia in Conditions of Global Pandemic (Tour Guiding Challenges)

## **Kliment Naumov**

University St. Kliment Ohridski-Bitola, North Macedonia

ORCID: 0000-0002-3086-0656

E-mail: [kliment.naumov@uklo.edu.mk](mailto:kliment.naumov@uklo.edu.mk)

## **Ivanka Nestoroska**

University St. Kliment Ohridski-Bitola, North Macedonia

ORCID: 0000-00029208-8446

E-mail: [ivanka.nestoroska@uklo.edu.mk](mailto:ivanka.nestoroska@uklo.edu.mk)

## **ABSTRACT**

*The subject of the paper covers issues connected with the influence of the Covid 19 to the national tourism and hospitality turnover with a special focus to tour guiding as a very sensitive element of the tourism system. More specifically, the paper achieved the following individual theoretical goals in establishment of clarity in the distinction of terms related to safety operations in times of pandemic in tourism and hospitality. Countries where tourism plays an important role in the gross GDP, such as Croatia and Montenegro, announced at the beginning of the summer that they were Covid free destinations. Whereas the situation in North Macedonia was much different and the official authorities issued realistic reports. Measures were inappropriate; one can enter the country without a pcr test. Tour guiding and deadly pandemic don't go together. The majority of tour guides search other ways of providing incomes. Many of them, accepted any job just to be able to survive the health and financial crisis. Tour guides are smart people with universal knowledge and competences. They are able to seize any chance to be engaged and see opportunities where lots of people see risks. Keywords: Tourism, Hospitality, Tour Guiding, COVID19*

*Keywords:* Tourism, Hospitality, Tour Guiding, COVID19

## **INTRODUCTION**

Tourism used to be a multidimensional phenomenon of the time before the breakout of the health crisis with the Covid 19 virus, including many different factors for its operational activities. An essential element for the sustainable development of tourism in any tourist destination is the participation of all active stakeholders with special emphasis on their mutual cooperation. One of the most specific stakeholders in the tourism system are the tour guides. Tourism is a diverse industry and therefore it involves many different stakeholders for its operational activities.

“An essential element for sustainable tourism development in any tourist destination is the participation of active stakeholders and the cooperation between them. Among all, the tour

guides play a major role in the tourism industry since tourists need to have a clear picture of the country and its offer, laws, rules and regulations and other expected behavioral patterns” (Naumov, K., 2020, 1).

“The experts of tourist information, namely, the tourist guides, are a highly qualified professional class and in continuous training” (Carvalho, L., 2021, 46). They play a really active role by allowing tourists to get a clear picture of the country and the visited destination. “Their function in the whole tourism story is the proper interpretation of the totality of all the aspects of the destination with all their features like laws, rules, customs, regulations and other expected patterns of behavior” (Naumov, K., 2020, 5).

The COVID-19 was declared as a pandemic by WHO on the 12<sup>th</sup> of March 2020. Since that moment it significantly impacted the global economic, political, socio-cultural systems. The health communication strategies and measures like the physical distancing as the most preferred one, furthermore the travel and mobility bans, community lockdowns, the stay at home - stay safe campaigns, the self - or mandatory - quarantine, curbs on crowding) have halted global travel, tourism and leisure. The year that passed has been a very sensitive period where the relationship between the pandemic and travel was interdependent.

“Until February 2020, the perspective of having the best tourism season ever prevailed amongst all stakeholders in the sector – more hotels were being built, more restaurants were opening, more events were being promoted, more people were planning to travel, and obviously the professionals were preparing themselves to give an appropriate response to the ever-growing tourism industry’s demands” (Brito & Carvalho, 2021, 1).

The positive scenario envisioned up to February 2020 happened to be only a mirage. “Suddenly, the hospitality industry started to see their reservations cancelled and many tourism professionals went home to work online, if they were lucky enough, because many of their counterparts simply lost their jobs” (Brito & Carvalho, 2021, 1). The sanitary crisis exalted with the creation of an army of unemployed hospitality professionals struggling with a high level of subsistence.

“The tourist flows of the Republic of N. Macedonia until the moment of the Coronavirus outbreak were at a crossroad waiting to be decided whether the tourism development should move in the direction of mass and devastating tourism or in the direction of selective and sustainable approaches with a pronounced development effect”(Naumov, K., 2018, 752).

The coronavirus pandemic is a great opportunity to slow down and to focus on the future tourism development and innovative solutions in terms of sustainability. “Many tourists want not only enjoyable but memorable and in some cases meaningful experiences, including the opportunity to co-create experiences that are customized and personalized to their interests and needs” (Weiler, B. & Black, R., 2015, 375). This implies the need for training programs to equip guides with the knowledge and skills to apply these principles, and many training programs may well do this. “However, the links between the teaching of specific interpretation principles and the guide's capacity to enrich the visitor experience have not been examined in any formal way” (Weiller & Walker, 2014, 93). The blank period during the coronavirus pandemic needs to be utilised for investment in knowledge and skills development by the tour guides in accordance with the scopes of action of the associations where they belong.

The World Tourism Organization called on innovators around the world to make cutting-edge solutions to accelerate the recovery of tourism. The Healing Tourism Solutions Challenge was launched by the World Tourism Organization (WTO) with the support of the World Health Organization (WHO) and aimed to identify startups with ready-to-implement ideas to mitigate the impact of COVID-19 on the sector.

“The initiative attracted more than 1,100 applicants from 100 countries. Of the 30 applications accepted in the shortlist, nine were selected by a panel of sectoral leaders, including WTO Secretary-General Zurab Pololikashvili. Those were applications for smartphones and computers that would contribute to reducing the rate of spread of the virus. The general topic was the health of the World's population, because without it, there would never be tourism. Also as an option were specified websites where amazing photos would be placed from places around the world, in order to capture the touristy atmosphere of the places people would like to visit”(WTO, 2020).

“But on the other hand many tourism professionals seem to have certain limitations in terms of using new technologies, since many of those, working today, were not born in the digital age” (Carvalho, 2021, 46). Many tour guides have been forced to accept these technologies and sometimes tend to look at these new ways of communicating in a sceptical way, mainly because they do not properly know how to use them. These professionals are constantly facing the need to learn how to use these new tools, which have become essential for both their personal and professional lives.

## **LITERATURE REVIEW**

It is not inherent for any disease to spread so rapidly anywhere in the world. Whenever there is a flu epidemic or other illness, one hemisphere of the planet is always spared. But with the corona virus this is not the case. It has spread to every point of the globe. “The world is in a deep and unrepeatably crisis that is thought to be far more terrible and with greater consequences than the great recession of the beginning of the last century” (Naumov, K., 2020, 251). Tourism is currently suffering the biggest losses as all tourist and catering facilities are closed to prevent further spread of the infection. Several days were needed to completely stop the tourist movements. The borders of almost all countries in the world are closed to foreign visitors, the airports are no longer functioning. Each country has individual measures to deal with the COVID 19 pandemic, and border closure is the first and most general measure taken by all countries in the world. The spread of the disease will be prevented only if the movements of the population Worldwide are stopped. In this case, tourism is the greatest enemy to the health of all mankind and is doomed indefinitely. Simply put, tourism has already failed because in the last two months no tourist movements have been observed, except at the local level, in countries where the measures are not too rigorous. Covid-19 is a disruption to the socio-technical landscape.

“The World Tourism Organization predicted that in 2020, international arrivals would have dropped by 70%, which is would be so far the largest drop ever registered, and only on an optimistic note that things really should start to get better from the middle of 2021; they predict it will take 2½–4 years to get back to the 2019 levels” (Widtfeldt, J.M. and Charlotte, B.K., 2021, 42).

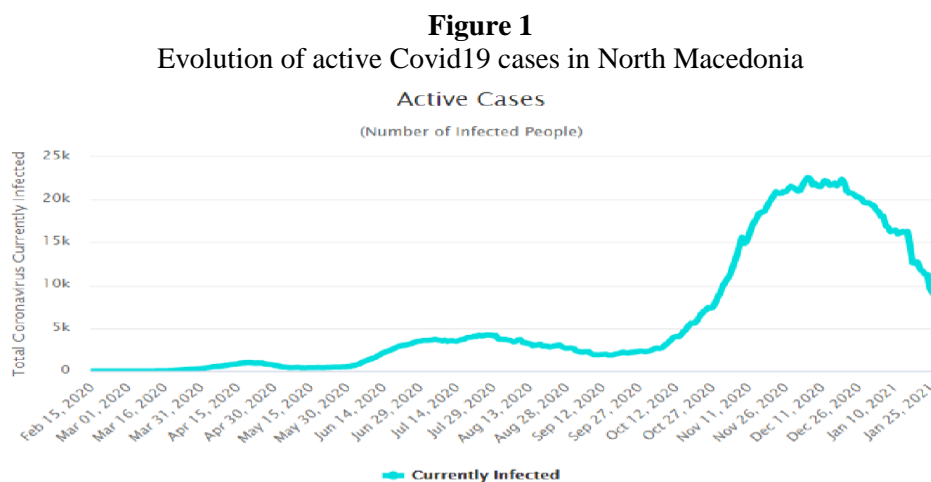
Tourism workers faced job losses already in the first month of the propagation of the Coronavirus, hoping that restrictive measures would soon be eased and they could expect a restart. But the restart is a distant fantasy and as the time passes it seems impossible.

“Tour guides as tourism workers are the most impacted, because not only did they not have a job in the season 2020, it is assumed that the same situation will drag on for several more years. The world is entering deeper and deeper into an economic crisis and North Macedonia at an even faster pace” (Naumov, K., 2020, 252).

Tourist arrivals in the coming period will be very small, almost negligible. In fact, no one can predict what will happen next.

## RESEARCH METHODOLOGY

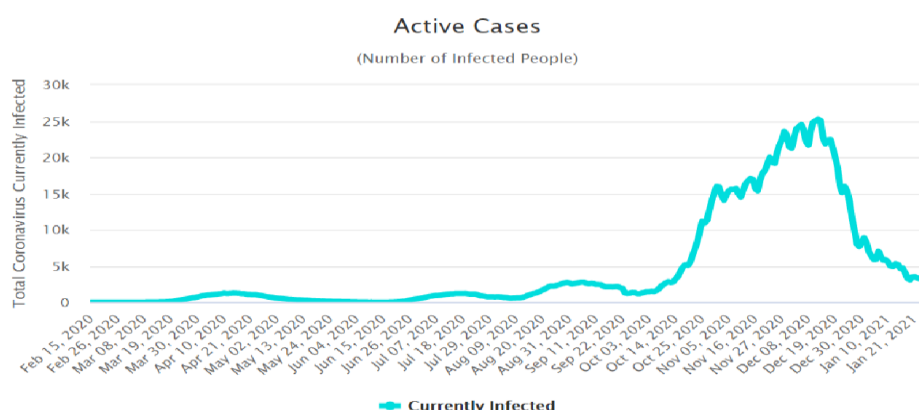
Cabinet and field research was conducted with the appropriate application of a series of quantitative and qualitative methods based on different principles. A cabinet comparative analysis was made following the situation in terms of tourism and Covid19 protocols and reports during the period March- October 2020 in Republic of North Macedonia and Republic of Croatia in order to determine whether the authorities in both countries acted to improve the balance of tourist flow or reciprocally to mitigate the spread of Covid19. A research sample of 50 tour guides was questioned in order to bring a conclusion if they still saw themselves in the same role. In 2017 a research was conducted regarding the self-perceptions of tour guides with the same population. The research elaborates the willingness to continue being a tour guide. The location of the research is the Region of Ohrid, the country’s major tourist destination.



source 1 Worldometers.info

“According to the official reports of the health and governmental authorities of the Republic of North Macedonia the peak of the contamination was reached in mid-December 2020, after which, the number of active COVID-19 cases have been steadily decreasing. On 25 January, the country had 420 active cases per 100 000 inhabitants and 91 555 cases in total (vs. 2 768 per 100 000 and 57 451 cases in total on 25 December). Since December 2020, the Government of North Macedonia has declared a state of crisis, somewhat slowing down the gradual deconfinement plan (in place since May 2020)” (OECD, 2021).

**Figure 2**  
Evolution of active Covid19 cases in Croatia



source 2 Worldometers.info

“After a sharp increase in the number of coronavirus infections in late October, the epidemiological situation in Croatia progressively worsened. The number of new cases reached record high levels mid-December, with up to 4 620 new daily cases. The situation began to stabilize towards the end of the year, and on 27 January, 857 new cases were recorded. The number of total cases up to date stands at 230 359. On 29 December, central Croatia was struck by a magnitude 6.4 earthquake, causing casualties and severe material damage. The earthquake was the second one to hit Croatia in 2020, after the Zagreb earthquake in March, and has added to the difficulty of tackling the pandemic” (OECD, 2021).

The Croatian officials announced on the 23<sup>rd</sup> of May 2020 that for the first time there is no one infected with the Covid19 virus after the 9<sup>th</sup> of March. They immediately started issuing protocols for restarting the tourism and hospitality industry. After the 27<sup>th</sup> of May they allowed up to 100 persons in closed space within the HO-RE-CA objects and up to 300 in open space. Since the 30<sup>th</sup> of May 2020 they have allowed sport tournaments without the presence of spectators. After a two-month economic blockade brought the Croatian economy almost to the brink of collapse, it was decided that accommodation would not close in the event of a new wave of epidemics. This decision was brought by the Headquarters for Civil protection. The former minister of Tourism in the Croatian Government, Gari Cappelli in one of his interviews stressed out that Croatia practically invented the Covid-free pass. The strategy for the restart of the Croatian tourism according to him was very good and brought the tourist overnights to 50% in comparison to the previous year. The reduced number of flights was one of the reasons for the low number of visits. The Croatian authorities did their best to revive one of the most significant economic branches because everything was planned ahead for the exception of the transmission of the virus. Until the end of the main tourist season there were no restrictions. But every victory brings sacrifices that in this case would be called collateral damage. After the end of October they could no longer hide the numbers of people who contracted the deadly virus and the situation got out of control.

The situation in Croatia was significantly more complicated compared to N. Macedonia, yet Croatia announced a Covid free situation just before the beginning of the summer season and the officials of N. Macedonia were not capable of doing the same.



COVID 19 Protocols	?	?	?	?	?
Protocols in transport	?	?	?	?	?
Visitors sites protocols	?	?	?	?	?
Other measures	?	?	?	?	?

Please specify\_\_\_\_\_

8. Are the so far taken measures by the government in function to mitigate the dispersion of Covid19?

NOT AT ALL		MIGHT BE		VERY MUCH
1	2	3	4	5

9. How effective are the government's measures in coping with the pandemic and helping tourism to restart?

Not Effective		Neutral		Extremely effective
1	2	3	4	5

10. What is your city of residence? \_\_\_\_\_

11. What age group are you in?

Under 18	18-28	29-39	40-49	50-60	61+
----------	-------	-------	-------	-------	-----

12. Are you male or female?

M F

13. What level of education have you achieved?

High School	College	University	Postgraduate Degree
-------------	---------	------------	---------------------

**Table 1**  
Characteristics of the research sample

Variable		Characteristics of the research sample	
		Frequency	%
gender	male	31	62.0%
	female	19	38.0%
Age	18-28	2	0.4%
	29- 39	17	35.4%
	40-49	14	29.2%
	50-60	13	27.0%
	61 +	4	0.8%
Educational level	High school	11	20.8%
	College	5	49.4%

	University	31	27.9%
	Post graduate degree	3	1.9%

1. What concerns you mostly about your future engagement as a tour guide?

Regarding the first question 47 out of 48 respondents or 98% chose COVID19 as a great concern for their future engagement as tour guides, probably knowing that recently 2 of their fellow colleagues lost their lives after being diagnosed with the disease. As for the second option 27 out of 48 or 56% of the respondents pointed out this concern. The pandemic resulted with lack of opportunities for language practice. Languages are a living matter that with absence of practice have a fast pace of deterioration. Before the coronavirus pandemic guides were able to speak foreign languages frequently and now with no engagements they are at danger of losing them at a rapid rate. The language will deteriorate in one's mind if one doesn't keep it active. Only 10% of the respondents or precisely 5 tour guides marked the third answer about forgetting stories. As for the 4th option the rate of concern was greatest and all the respondents stressed out the general quality reduction in all the spheres connected with their activities. 100% of the guides marked this answer as probably most concerning. Not being active for more than 1 year has a high price. The 5th option was also marked by 100% of the respondents and that is losing contact with the partners. During the precovid19 period the active tour guides had many clients who came to the destination via various partner organizations. The pandemic impacted the functioning of the travel agencies and tour operators bringing them to a state of bankruptcy, which is connected with the answer no. 6. Guides are probably not afraid to be replaced by the technology since only 2 respondents pointed out this option in the questionnaire. But the danger lies in ignorance. There are many attempts to replace the human factor with smart gadgets and softwares especially after the outbreak of the pandemic. Even the World Tourism Organization propagates these options for the sake of safe travel.

2. Would you guide groups despite the high risk of contracting covid19? The opinion of the respondents was divided almost 50:50. The slight majority of the guides or 52,1% (25 out of 48) responded positively and answered Yes. The rest of the respondents 47,9% or 23 answered No. This makes people think that tourism workers are losing hope at a high rate.

3. If your answer about the previous question was "Yes" please specify if you would allow yourself to be vaccinated as a precondition to work as a guide? At this point of the survey something very odd occurred, the question was answered by all the respondents and only 5 tour guides (10%) were in favour of vaccination. The rest of the respondents or 43 out of 48 (90%) answered negatively. There is a great deal of doubt in the prevention of Covid19. As a result of this question, the suspicion is confirmed that tourist guides do not believe in mitigating the situation and a new restart of tourism. They even go so far as not to make their own contribution to the fight against this disease, which would result in the eventual normalization of tourist flows. Although this seems like a very selfish moment, deeper analysis needs to be made in terms of this attitude. The tourist guides were covered by only two packages of the total 6 package measures implemented by the Government of the Republic of North Macedonia. The help they received was minor and therefore they remain skeptical as silent protesters.



4. On the scale from 1 to 10, where 10 is the most probable and 1 is the least probable, how would you rate the probability of the international tourism restart in N. Macedonia?

**Table 2**  
Probability rating for restart of the international tourism in N. Macedonia

	Frequency	%
Rating 1-5 (lowest probability)	34	70,8%
Rating 6-8 (medium probability)	12	25.0%
Rating 9-10 (highest probability)	2	0,4%
Total	48	100%
Mean value	2.82	

The majority of the respondents expressed their personal opinion regarding the probability of international restart of the tourism flow in N. Macedonia as least probable. From the total number of respondents 20 marked the lowest grade of probability which is almost 42%, 7 guides or 14.5% marked the value 2, 1 respondent or 2% marked the value 3, 4 respondents or 8.3 % marked the value 4 and 2 guides or 4% of the respondents marked the value 5. In other words 71% of the respondents are not optimistic about the restart of tourism in the country and have equally lost hope about their future engagements as tour guides. Only 25% of the total respondents have a medium optimistic point of view regarding the future development of the situation in favor of the restart of international tourism in the country. And finally, just 2 of the respondents gave the highest score of probability for restarting tourism. The mean score is 2.82 on the scale of 1-10 and the prognosis is not bright at all. It is obvious that tour guides lost any hope of re engagement in near future.

5. What is the most important in case of pandemics?

Upon this question the answers of the respondents were quite bizarre.

All of the questioned tour guides marked the first option ***To stay safe and healthy.***

Further, only 31% or 15 respondents stressed out the option ***To earn money.***

The third option ***To be able to pay the bills*** was chosen by 94% of the tour guides or a total of 45 respondents.

The option no. 5 ***To get vaccinated and continue working*** was pointed out by only 5 respondents or 10%, which matches the 3rd question of the survey. There is no readiness on the side of tour guides to be included in the process of immunisation against covid19. The results are like this probably due to the lack of exact data on the success of vaccines. It is still early to see the effect of vaccination, but on the other hand there are constant rumors about possible harm to the health of those who would be vaccinated.

The responses regarding the 6th option ***To avoid being in contact with people*** were staggering 87.5%. At this point it can be seen that there is a great amount of doubt on the side of tour guides whether to work again in the near future.

And finally 12,5% of the respondents were in favour of the option ***To keep being in contact with people.*** At this point there is a deviation connected to the 3rd question of the survey of

2.5%. Guides can easily change their minds and take a health risk to earn money in near future.

As for the 8th option the greatest majority of the respondents 46 or 96% specified that the government needs to subsidise them with financial support until the moment of the complete eradication of the pandemic.

6. Do you still see yourself working as a tour guide in near future?

**Table 3**  
Probability of keeping the profession as a tour guide in near future

	Frequency	%
Absolutely yes (5)	18	37,5%
Yes (4)	22	46,0%
I might work (3)	6	12,5%
No (2)	1	2,0%
Absolutely not (1)	1	2,0%
Average mark (SD)	4,15 (0,83)	

This issue was covered for the needs of the paper because it covers the willingness to work as a guide in near future. For the third time can be noticed doubtfulness compared to the answers given in the previous questions of the survey. The majority of the respondents or 83.5% see themselves working as tour guides in near future. Only 12.5% have an indecisive answer and 4% answered negatively to this question. Again the moment of hope plays a significant role in the near planning of the future. Tour guides are optimistic regarding the mitigation of the pandemic and the soon re-establishment of the international tourism flow.

7. Does the Government make efforts to improve the situation of tourism within the country? This question covered the key moment of governmental action in terms of balancing public health with helping the business sector, in this case the tourism and hospitality industry. The 6 key components were brought into question regarding the tour guides point of view. The **Vaccination** as an issue was graded very negatively with 100% of the respondents marking the option **Fell below expectations**. It is evident that the vaccination rate in the country is the lowest in comparison to the countries in the region. Less than 9% of the total population have received at least one dose of vaccination and a double dose have received only 1,2% of its citizens by the 12th of May 2021. Regarding the **Financial measures** for mitigation of the Covid19 economic crisis the vast majority of the respondents making more than 85%, marked the option **Fell below expectations**, probably because of not receiving any financial help from the Government. Only 78 tour guides out of 1200 at national level received direct financial aid (sum of €:1050) from the government. The rest of the 7 guides (15%) chose the option **Satisfactory** regarding the financial measures probably because they were included in the fourth aid package of the government. As for the **Restrictive measures** 45 out of 48 guides or 94 % responded **Fell below expectations**. In addition to the question most of the respondents explained that they are not happy with the restrictions and the protocols issued by the

government. The rest of the respondents or 0.6% marked the option *Satisfactory*. The *Covid19 Protocols* were assessed as *unsatisfactory* by the respondents with a total mark of 1.5. In addition to this point tour guides pointed out that the protocols are confusing or not existent. There is not a single protocol defining the work of tour guides and safe pedestrian movement of organized groups. The *Transport Protocols* were assessed as *Satisfactory* with an average score of 3.1, where 5 is the maximal value and 1 is the minimum. Probably this neutrality in the opinion of the travel guides is the lack of mobility and many periods of confinement with absence of traveling opportunities. The *Visitor Sites AntiCovid Protocols* were assessed as satisfactory with 100 % of the respondents choosing the number 3 on the scale from 1 to 5. What is additionally very interesting many of the tour guides specified the problems of finding closed tourism attractions with a notice: Closed due to Coronavirus pandemic. In other words the authorities failed in the attempt to implement safety protocols in the sphere of tourism.

8. Are the so far implemented measures by the government in function to mitigate the dispersion of Covid19? The answers of this question were with a very negative score bordering between 1 and 2 on the scale from 1 to 5, where 1 is extremely negative and 5 is extremely positive value. From the total respondents 83.3% chose the value 1 and the rest 16.7% chose value 2. There was not a single positive assessment. This is a confirmation about the nonchalant and negative attitude of the State in terms of Covid19 prevention and vaccination.

## CONCLUSIONS

Tourism momentarily is on a long standby. People are not even able to save money for other means than the basic needs and therefore the tourism industry will continue to suffer. The whole world is in crisis with lots of job losses on a daily basis. Tour guides were the first tourism workers who lost their jobs and will be the last to restart their activities. Perhaps now it is the time for tour guides and other tourism and hospitality stakeholders to start working on improvement of skills and knowledge. In order to be able to restart tourism a special guarantee about safety is requested. Thus, programs and itineraries must be adapted to the new reality, which will predominate until vaccines start working, or the virus suddenly disappears. Many guides saw their names on the list of unemployed people, although the state in many European countries granted them a subsidy. That was obviously not enough to keep the lifestyle most guides had before; some guides decided to change activity, working in a number of different sectors, from real estate companies to call centres, taking advantage of their communication and interpersonal skills. To overcome the present situation, those who stayed in the guiding business kept on studying to requalify themselves through further academic education, themed webinars, practical training, while also either creating their own walking tours or attending new walking tours planned and executed by their fellow colleagues. These sudden alternatives have become the positive side of the crisis. Previously guides were blamed for being very passive. Now they have the opportunity to reinvent themselves by becoming more creative, inventing new tours. Regarding the contribution of guides in the fight against the coronavirus pandemic the situation is not so bright in N. Macedonia. The majority of tour guides are anti vaccers, even though various tour guides associations in the country demand immediate vaccination for their members. Furthermore guides find the preventive measures rather repressive. In other words they want the crisis to stop but are not ready to do nothing about it.

## REFERENCES

- Brito, L. M., and Carvalho, C. (2021). Reflections on How the COVID-19 Pandemic can Change Tour Guiding. *International Journal of Tour Guiding Research*, 2(1), 1-2. <https://arrow.tudublin.ie/ijtgr/vol2/iss1/2/>. [Accessed the 8th of April, 2021, 19.52]
- Carvalho, L. (2021). Portuguese Tourist Guides and the Digital Age. *International Journal of Tour Guiding Research*, 2(1), 46-62. <https://arrow.tudublin.ie/ijtgr/vol2/iss1/6/> [Accessed the 10th of April, 2021, 15.37]
- Huang, S. S., Hsu, C. H. C., & Chan, A. (2009). Tour Guide Performance and Tourist Satisfaction: a Study of the Package Tours in Shanghai. *Journal of Hospitality and Tourism Research*, 34(1), 3-33. 10.1177/1096348009349818
- Naumov, K. (2018). International Tourist Arrivals (the Dutch case) and Subsidizing as a Tourism Development Tool in the Republic of Macedonia. *Second International Scientific Conference EMAN 2018 Economics & Management: How to cope with disruptedtimes*, 1(1), 743. [https://emanconference.org/wpcontent/uploads/2019/04/zbornik\\_eman\\_2018\\_final\\_1.pdf](https://emanconference.org/wpcontent/uploads/2019/04/zbornik_eman_2018_final_1.pdf). <https://doi.org/10.31410/EMAN.2018.743>
- Naumov, K. (2020). Улога и значење на туристичкото водење за туризмот на Република Македонија [Doctoral dissertation]. Faculty of Tourism and Hospitality - Ohrid. [https://ftu.uklo.edu.mk/wp-content/uploads/2020/05/kliment-naumov\\_doktorska.docx](https://ftu.uklo.edu.mk/wp-content/uploads/2020/05/kliment-naumov_doktorska.docx)
- Naumov, K. (2020). Tourists Perceptions and Satisfaction Regarding Tour Guiding in the Republic of North Macedonia. *European Journal of Multidisciplinary Studies*, 5(3), 12-26. <http://journals.euser.org/index.php/ejms/article/view/4827>
- Organisation for Economic Co-operation and Development (OECD), (2021), The Covid-19 Crisis in Croatia, <https://www.oecd.org/south-east-europe/COVID-19-Crisis-in-Croatia.pdf> [Accessed the 7th of February 2021, 12.31]
- Organisation for Economic Co-operation and Development (OECD), (2021), The Covid-19 Crisis in North Macedonia, <https://www.oecd.org/south-east-europe/COVID-19-Crisis-in-North-Macedonia.pdf> [Accessed the 7th of February 2021, 11.17]
- Rabotic, B. (2010, 5 5). Tourist Guides in Contemporary Tourism. *International Conference On Tourism And Environment*, Philip Noel-Baker University, Sarajevo, Bosnia & Herzegovina., 1(1), 353-364. academia.edu.
- Weiler, B., & Black, R. (2015). The changing face of the tour guide: one-way communicator to choreographer to co-creator of the tourist experience. *Tourism Recreation Research*, 40 (3), 364–378. <http://dx.doi.org/10.1080/02508281.2015.1083742>
- Weiller, B., & Kim, A. K. (2015). Tour Guides as Agents of Sustainability: Rhetoric, Reality and Implications for Research. *Tourism Recreation Research*, 36(2), 113-125. Taylor and Francis Online. <https://www.tandfonline.com/doi/abs/10.1080/02508281.2011.11081313> [Accessed the 5th of January, 2021, 20.55]
- Weiller, B., & Walker, K. (2014). Enhancing the visitor experience: Reconceptualising the tour guide's communicative role. *Journal of Hospitality and Tourism Management*, 21(1), 90-99. 10.1016/j.jhtm.2014.08.001
- Widfieldt, J. M., & Berit, C. K. (2021). Guide - Entrepreneurs Developing Urban Ecotourism. *International Journal of Tour Guiding Research*, 2(1), 31-45. <https://arrow.tudublin.ie/ijtgr/vol2/iss1/5/> [Accessed the 12th of February 2021, 14:55]
- WORLD TOURISM ORGANIZATION. (2020). Calling on Innovators and Entrepreneurs to Accelerate Tourism Recovery. [www.unwto.org](https://www.unwto.org/calling-on-innovators-and-entrepreneurs-to-accelerate-tourism-recovery). from <https://www.unwto.org/calling-on-innovators-and-entrepreneurs-to-accelerate-tourism-recovery> . [Accessed the 5th of April 2020, 13.34]