

Sustainable Tourism Policies and Overtourism Risk in Destination Management: The Case of Alanya

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ABSTRACT

Problems caused by overtourism are currently a major concern in the most visited destinations. Awareness of overtourism and the amount of news about reactions to overtourism has been increasing around the world recently. Overtourism has been frequently discussed by journalists in media, researchers in their research and politicians in their search for solutions. It also causes some negative impacts and reactions against tourism in destinations. Sustainable tourism policies should be developed to minimize the negative impacts and prevent potential reactions before they occur. The research aims to identify these necessary sustainable tourism policies for destinations at risk of, or struggling with, overtourism. The research was carried out in four stages, demonstrating the overtourism risk in Alanya, determining the negative impacts of tourism in the study area, examining international reports, and generating a list of proactive sustainable tourism practices and policies for destinations by document analysis. Long-term planning, involving destination stakeholders in the planning process, and the continuous monitoring of the tourism impacts on the destination are among the main results. Sustainable tourism policies and practices are enriched with concrete examples. The research results are expected to be a guide for decision-makers in the destinations at risk of, or struggling with, overtourism.

KEYWORDS

Sustainable Tourism Policies, Sustainable Practices, Destination Management, Impacts of Tourism, Overtourism, Alanya.

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1. Introduction

Overtourism was defined by Goodwin (2017: 1) as a state of “hosts or guests, locals or visitors, feel that there are too many visitors and that the quality of life in the area or quality of the experience has deteriorated unacceptably”. It is a new phenomenon of intensive negative impacts of tourism perceived by residents or visitors in destinations (Dods & Butler, 2019; Çevirgen & Çelik, 2023). It is also related to perceiving crowdedness and exceeding carrying capacity in a specific area. In fact, overtourism has emerged as a result of rising wealth in communities, increasing leisure time in human life, easier travel and mobility and the desire to explore popular destinations. Of course, increment in the social media usage has also affected the occurrence of overtourism phenomenon (Song & Wondirad, 2023). There is a global trend to share the picture from a popular attraction and that trend prods others to take a photo at the same place. In addition to this, the possibility of having too many visitors at the same place at the same time is enhanced because of increasing global mobility. As a result of this, the carrying capacities of places are exceeded and the physical, social, cultural and economic environments of the destinations are negatively impacted by overtourism.

Of course, tourism contributes economic development of the destinations and improves socio-cultural and environmental aspects of communities but if it cannot be managed in a sustainable manner, it can leave some negative impacts such as cost of living, pollution, or cultural degeneration (Roberts, Renda, & Pinto, 2022). These negative impacts generate dissatisfaction in the visitor experience and decrease residents' quality of life. In addition to these, emerging negative perceptions towards overtourism are also causing conflicts of interest between stakeholders in destinations. For this reason, many destinations faced some concrete reactions from residents in recent years (Rodriguez, 2023; Williams, 2023). For instance, some posters expressing the negative feelings of residents were attached to the walls in the city centre of Barcelona in 2018 (Charlton, 2018). However, there are such destinations that have been affected by these negative impacts but have not been faced with concrete reactions yet. It can be said that those destinations have the risk of overtourism issues in the near future as underlined by Butler in 2018. Therefore, sustainable tourism policies are becoming mandatory for destinations to overcome issues caused by overtourism. Sustainable tourism policies should be evolved with the aim of minimizing the negative impacts and preventing potential reactions before they occur by taking a proactive perspective (Tosun & Çalışkan, 2011).

It is crucial to design management instruments and generate policies for minimizing negative issues and preventing overtourism issues before they occur in a proactive and sustainable manner (Gonzalez-Reverte, 2022). Therefore, Alanya, one of the destinations that may face overtourism issues soon, was chosen as a study area. Alanya is a coastal mass tourism destination in southern Türkiye. It is located on the Mediterranean coast, is also one of the destinations at risk of overtourism and is used as a case destination in the research. Despite the large volume of tourism in the international tourism market, there have not been any serious concrete reactions yet as a result of overtourism in Alanya. However, if it is not properly managed in a sustainable manner and with proactive policies, it is predicted that Alanya may have potential reactions to the negative effects of overtourism (Çevirgen & Çelik, 2023). It emphasized that more destinations can be faced with overtourism issues soon (Butler, 2018). From this point of view, the research aims to develop required sustainable tourism policies and practices for destinations at the risk of, and struggling with, overtourism. In this context, answers to the following research questions were searched by the authors.

RQ 1. Is there any risk of overtourism in Alanya?

RQ 2. What kind of negative impacts of tourism have been determined in Alanya?

RQ 3. Which policies and practices towards managing overtourism and sustainable tourism were developed in the past?

RQ 4. Which policies and practices can be applied for destinations at risk of, or struggling with overtourism?

In the first part of the study, the historical background of overtourism and its negative impacts have been examined. Afterward, the literature on destination management and sustainable tourism policies was provided. In the next part, the research methodology was explained and the risk of overtourism was determined. Thus, the findings and results were given to answer determined research questions. Finally, research implications, some national and international examples of sustainable practices and suggestions for future research were presented.

2. Literature Review

2.1 Overtourism and Its Negative Impacts

Overtourism has been counted as one of the challenges that destinations will face in the near future (Butler, 2018). It is related to excessive tourism growth, negative impacts of tourism and exceeding the carrying capacity in a specific area. In 2001, it was referred by the Sydney Morning Herald for explaining the state of tourism growth related to underfunding and overtourism in the ancient city of Pompei (Milano, Novelli, & Cheer, 2019a). However, the term disappeared for 15 years and it has become a popular term to explain the intensive negative impacts of tourism in overvisited destinations after the report of Andrew Sheivachman from Skift.com in 2016 (Sheivachman, 2016). Thereafter, the term “overtourism” has started to be discussed in detail by academia (Butler, 2018; Gonzalez, 2018; Koens, Postma, & Papp, 2018; Milano, Cheer, & Novelli, 2018). According to the World Tourism Organization (WTO), while the number of international tourist arrivals was 692.6 million in 2001, it reached 1.460 million tourists internationally before the COVID-19 Pandemic in 2019 (WTO, 2002; UNWTO, 2021). On the other hand, intense international mobility and the pressure on the socio-cultural, physical, and economic environment have increased in popular tourist destinations. In addition to this, an increment in the usage of the internet and social media caused to rise in the popularity of attraction in destinations (Song & Wondirad, 2023). All these developments caused the emergence of overtourism awareness and more feelings about the negative impacts of overtourism in destinations (Papadopoulou, Ribeiro, & Prayag, 2022; Çevirgen & Çelik, 2023).

The term overtourism is defined as “the impact of tourism on a destination, or parts thereof, that excessively influences the perceived quality of life of citizens and/or quality of visitors experiences in a negative way” in 2018 (UNWTO et al., 2018: 4). Accordingly, symptoms of negative impacts on residents’ quality of life or visitors’ experience must be seen in a destination facing overtourism. In line with this, the symptoms of overtourism have been revealed in Barcelona, Berlin, Budapest, Ljubljana, Montreal, Munich, and so forth (O’Regan, Salazar, Choe, & Buhalis, 2022). For instance, strong reactions and a group of people against tourism have appeared in Barcelona (Hughes, 2018). Moreover, an event named “Collapse Tourism Day” was organized instead of celebrating “World Tourism Day” in Barcelona on the 27th of September, 2023 (ABDT, 2023). That situation is called tourismphobia and causes a social movement against tourism (Milano, Novelli, & Cheer, 2019b).

In fact, overtourism and its results are due to the negative impacts of tourism. Although some benefits of tourism exist such as economic growth, employment opportunities, and better landscaping, some negative impacts can occur such as pollution, price inflation and social conflicts (Baltacı & Çevirgen, 2020; Çelik & Çevirgen, 2021; Frleta, 2022; Roberts et al., 2022; Buitrago-Esquinas, Foronda-Robles, & Yñiguez-Ovando, 2023). This situation causes conflicts of values between the environmental, economic and socio-cultural resources of the destinations (Çelik & Buhalis, 2022). Ideally, a sustainable development approach, which aims to minimize the negative impacts and maximize the positive impacts, is needed to be implemented while managing the destination with paying regard interests of the destination. A sustainable development approach can be hard to actualize in destinations struggling with overtourism. Because, different stakeholders have diverse interests (Buhalis, 2000). For example, tourism businesses focus on economic benefits and desire more tourists while residents care about their quality of life and want to preserve their socio-cultural structure. Hereby, these destinations face residents’ reactions against tourism. Because, the quality of life of residents is negatively affected by tourism activities in destinations struggling with overtourism (Buitrago & Yñiguez, 2021). The quality of life comprises economy,

health, environment, education, safety and security, and culture and leisure dimensions (Berbekova & Uysal, 2021). For instance, tourism causes an increase in the cost of living which is negatively related to the economic dimension of residents' quality of life (Çevirgen & Kesgin, 2007; Frleta, 2022; Roberts et al., 2022; Çevirgen, 2023). This can be explained by social exchange theory which is a kind of cost-benefit analysis made by residents (Tam, Lei, & Zhai, 2023). In fact, the problems are based on the perception of unfair distribution of resources, benefits and costs between destination stakeholders. In this situation, the negative impacts of tourism are more felt by residents and it is thought that their quality of life is negatively affected by tourism activities (Çevirgen & Çelik, 2023). This is also related to community wellbeing which is one of the policy implications of sustainable tourism agenda expressed by UNEP and UNWTO in 2005. On this occasion, destination decision-makers need to interfere in order to come through existing issues with sustainable tourism policies. Destination Management Organizations (DMOs) play a key role in determining these needed policies, actualizing the sustainable tourism development approach and paying regard interests of the destination.

2.2 Destination Management and Sustainable Tourism Policies

Destination management is crucial to ensure sustainability in destinations. It has become a profession and a significant trend in today's world (Morrison, 2024). It is defined by UNWTO (2019: 10) as "the coordinated management of all the elements that make up a tourism destination (attractions, amenities, access, marketing and pricing)". DMOs manage the destination and one of their functions is strategic planning and policy-making (Çelik & Buhalis, 2022). It cannot be discussed that policy and planning are essential for tourism destination management. More environmental and host-friendly practices in development, planning and policymaking are needed to reduce several issues due to tourism, as well as to overcome overtourism and tourismphobia in tourism destinations (Saarinen, 2006; Milano et al., 2019b). This can only be achieved with sustainable tourism policies. Hereby, the quality of life and well-being of the community should be integrated into tourism policies by decision-makers or DMOs (Berbekova, Uysal, & Assaf, 2024). Ensuring coordination, collaboration and governance between destination stakeholders is among the responsibilities of DMOs (Reinhold, Beritelli, & Grünig, 2019), which is also a necessity for actualizing sustainable destination management.

International and national organizations have also followed the issue closely and have produced different publications to address the issues of overtourism. Several reports published on the sustainability of tourism (Tosun & Çalışkan, 2011; Spilanis, Le Tellier, & Vayanni, 2012) and various policies for overcoming overtourism presented by international organizations, such as spatial and time-based dispersal of visitors, stimulating new visitor itineraries and attractions, reviewing and adapting regulation among others (McKinsey & Company and WTTC, 2017; Peeters et al., 2018; Toposophy & HOTREC, 2018; UNWTO et al., 2018). All these developments show that the overtourism phenomenon is becoming more important by the day, and there is a need to develop sustainable tourism policies and review legal structures for applying regulations and incentives to overcome the problems of overtourism (UNWTO et al., 2018). Following updated regulations and innovative incentives of other destinations and internationally recognized organizations is also crucial and should be considered by destination decision-makers.

Farsari (2012) mentioned that it is important to conceptualize sustainable tourism policies and ensure economic, environmental and socio-cultural sustainability in destinations. In the literature, these three dimensions (economic, environmental and socio-cultural) are called the pillars of sustainability (Mihalic, 2020). It is also emphasized that there is not any unique recipe for sustainability in destination (Farsari, 2012). Therefore, the aim of this research is to determine issues specific to Alanya and develop sustainable tourism policies in order to minimize negative impacts in the destinations at the risk of, or struggling with, overtourism.

3. Methodology

This research aims to identify necessary sustainable tourism policies for destinations at risk of, or struggling with, overtourism. A document analysis technique, a qualitative research method, was used in the

research. Bowen (2009) mentioned that document analysis is a research technique based on a systematic review and evaluation of related documents. It provides a confluence of evidence that breeds credibility and reduces potential biases (Bowen, 2009). Although the document analysis method has limitations like working on limited information and having fewer opportunities to check bias, it also has some strengths like dealing with fewer ethical concerns, conducting an unobtrusive form of research, being a cost-effective method and giving the opportunity to do research that would be hard with other methods (Morgan, 2021). During the document selection process, authenticity, credibility, representativeness and meaning factors were considered as indicated by Kridel in 2015. Selected documents were chosen by considering the suitability of the research purpose to increase representativeness. The reports of internationally recognized organizations and publications of authors studying in the field were used in the research to strengthen authenticity and credibility. The content of the publications was checked by the authors to prevent meaning issues.

The research was carried out in four stages. In the first stage, the risk of overtourism in Alanya has been proved by considering the volume of tourism in Alanya and using scientific criteria in the literature. In the second stage, the negative impacts of intensive tourism development were determined by examining the previous research conducted in Alanya. In the third stage, the relevant reports prepared by internationally recognized organizations related to practices and policies towards managing overtourism and sustainable tourism development were examined by the authors. In the final stage, a list of proactive sustainable practices and policies special to Alanya was presented in order to be a guide for other destinations at risk of, or struggling with, overtourism.

3.1 Overtourism Risk in Alanya

Alanya is one of the most visited destinations in the Mediterranean coastline of Türkiye with 8 million international and domestic visitors annually in 2022 (ACCI, 2023). Sea, sun and sand (3S) tourism-based mass tourism dominates the destination. It has also several historical and natural attractions such as Alanya Castle, Red Tower, Shipyard, Dim River and Cleopatra Beach among others with a surface of 1756 km² (Alanya Municipality, 2023; Governorship of Antalya, 2023). According to ACCI (2023), the population of Alanya was 364.180 and total bed-nights (short-term apartment rentals such as Airbnb excluded) in Alanya were 24.045.515 in 2022.

The phenomenon of overtourism is essentially associated with intensity (bed-nights/ population) and density (bed-nights/km²) in tourism (Peeters et al., 2018; Duignan, Everett, & McCabe, 2022; Pérez Garrido, Sebrek, Semenova, Bal, & Michalkó, 2022). On the other hand, the intensity and density of tourism determine the degree of negative impacts caused by overtourism. Therefore, it is important to calculate the risk of overtourism quantitatively to reveal the magnitude of the potential negative effects of tourism. According to Peeters et al. (2018), tourism intensity (bed-nights/capita) and density (bed-nights/km²) were expressed as the main causes of overtourism. Therefore, these two calculations can be considered for demonstrating overtourism risk in destinations. Percentiles were determined from less risky (1st) to the riskiest (5th) for European destinations (Peeters et al., 2018).

Based upon the study of Peeters et al. (2018), tourism intensity and density values were calculated in Alanya and presented together with the number of visitors, total bed-nights and population in Table 1. Although the total number of tourists and bed-nights in Alanya decreased in 2020 and 2021 due to the COVID-19 Pandemic process, it reached 2019 levels again in 2022 with the rapid recovery of the destination. According to Table 1, it is proved that Alanya has been ranked in the 5th percentile among the riskiest destinations. According to Peeters et al. (2018), tourism density values were between 2278-37290 and tourism intensity values were between 9.58-70.73 in the 5th percentile. Values for tourism density and intensity were found as 13693.35 and 66.03 based on the numbers in 2022 in Alanya. Therefore, overtourism risk in Alanya has been demonstrated by the authors, which was the first stage of the research. (RQ1). The high risk of overtourism in Alanya requires the review of current and future tourism policies and practices within the proactive approach. Because, excluding the COVID-19 pandemic process, Alanya continues to be an attractive destination with an increasing number of tourists and population (Table 1).

This means that the risk tends to increase in Alanya in the future. Although Alanya was not included in the study of Peeters et al. (2018), it is placed among the highest risky destinations in the current situation in terms of tourism density and intensity values together with Prague, Venice and so forth.

Table 1. Calculations of Overtourism Risk in Alanya (2018-2022)

Year	Number of visitors	Total Bed-nights	Population	Tourism Intensity (bed-nights/population)	Tourism Density (bed-nights/km ^{2*})
2018	5.680.359	20.279.791	312.319	64.93	11548.86
2019	6.693.646	23.066.231	327.503	70.43	13135.67
2020	2.462.735	6.922.211	333.104	20.78	3942.03
2021	5.538.697	16.731.773	350.636	47.72	9528.34
2022	8.080.308	24.045.515	364.180	66.03	13693.35

*Surface area of Alanya: 1756 km²

Source: Own Elaboration based on ACCI, 2020; ACCI, 2022; ACCI, 2023; Çevirgen & Çelik, 2023; Governorship of Antalya, 2023; TSI, 2023.

4. Findings and Results

4.1 Negative Impacts of Tourism in Alanya

The negative impacts of tourism were determined by examining previous studies in Alanya. Nine research consisting of book chapters, journal articles, international reports and conference papers have been found between the years of 2007 and 2023. The negative impacts were divided into three groups, physical, socio-cultural and economic impacts by authors as presented in Table 2.

Rapid construction, decrease in agricultural areas, increasing pollution problems (noise, waste etc.), traffic congestion, environmental concerns, and pressure on the physical environment based on exceeded physical carrying capacities can be counted among the negative physical impacts of tourism in Alanya. Increasing urban population due to uncontrolled migration and visitor numbers, cultural degeneration, decreasing residents' quality of life due to intense workload and tourism activities during the high season, loss of local architecture and rapid urbanization were found as negative socio-cultural impacts of tourism. Finally, the increasing cost of living, high level of regional economic dependence on tourism and specific markets, loss of fertile agricultural lands, rising land and housing prices due to high demand can be given as some examples of negative economic impacts of tourism in the region (Çevirgen & Kesgin, 2007; Tosun & Çalışkan, 2011; Spilanis et al., 2012; Bayrakçı, 2014; Bayrakçı & Zencir, 2018; Baltacı, 2021; Çevirgen, 2023; Çevirgen & Çelik, 2023). By demonstrating Table 2 and presenting all the negative impacts of tourism in Alanya, the second stage of the research has been accomplished by the authors (RQ 2).

Table 2. Previous Studies on the Impacts of Tourism in Alanya

Authors	Publication Type	Method/Research Area	Negative Impacts		
			Physical	Socio-cultural	Economic
Çevirgen (2023): 210, 213-214, 217	Book Chapter	Review study/ Tourism in Alanya	<ol style="list-style-type: none"> 1. Rapid construction (facilities, second homes, etc.) started with mass tourism in the 1980s and continues today. 2. Decrease in agricultural areas and concretion. 3. Pressure on the environment and natural resources due to the increasing population, especially during the summer months 4. Increasing noise pollution and traffic congestion 5. Exceeding physical carrying capacities 	<ol style="list-style-type: none"> 1. The ongoing rapid urbanization 2. Increasing urban population due to migration from within and outside of the country 	<ol style="list-style-type: none"> 1. Increasing cost of living 2. Regional economic dependence on tourism
Çevirgen & Çelik (2023): 6	Conference Paper	Quantitative/ Residents in Alanya	<ol style="list-style-type: none"> 1. Causing significant pollution problems 2. Generating traffic congestion 	<ol style="list-style-type: none"> 1. Increasing crime rates (robbery, violence, etc.) 2. Causing loss of local culture 3. Increasing drug abuse and alcoholism among locals 	----
Baltacı, (2021): 226, 230	Journal article	Quantitative/ Residents in Alanya	<ol style="list-style-type: none"> 1. Residents' concerns about environmental sensitivity 2. Numerous large-scale facilities for mass tourism 	---	<ol style="list-style-type: none"> 1. Increasing dependence on the tourism sector 2. The contribution of tourism to residents' quality of life is not at the desired level
Çelik & Çevirgen (2021): 188-189	Journal article	Qualitative/ Accommodation Managers in Alanya	<ol style="list-style-type: none"> 1. Wastes 2. Excessive construction 3. Noise pollution 4. Reduction of natural and agricultural lands 	<ol style="list-style-type: none"> 1. Excessive immigration 	<ol style="list-style-type: none"> 1. Limited product diversity 2. Cheap price policy 3. Low service quality 4. Excessive dependence on tourism 5. Seasonal economic activity
Bayrakçı & Zencir (2018): 60, 63-65	Book Chapter	Review study/ Tourism in Alanya	<ol style="list-style-type: none"> 1. Construction and concretion 2. Conversion of agricultural lands into hotels 	<ol style="list-style-type: none"> 1. Changing family and cultural structure of society (Nevertheless, the residents maintain their conservative structure) 	<ol style="list-style-type: none"> 1. Decreasing the impact of agriculture on the economy and turning to tourism
Bayrakçı (2014): 919-924	Conference Paper	Oral History Method/Impacts of Tourism in Alanya	<ol style="list-style-type: none"> 1. Construction of hotels and concretion in agricultural lands 	<ol style="list-style-type: none"> 1. Uncontrolled migrations 2. Migrants create discrimination by forming associations or groups 3. Changing family and cultural structure, e.g. marriages with foreigners 4. Increasing crime rates 5. Changing consumption habits, e.g. food culture, clothing, shopping, manufactured housing 6. Decreasing social relations of residents working in the tourism sector due to intense workload during the summer period 	----
Spilanis et al., (2012): 18, 23, 29-30, 36, 39	International Report	Review study/ Sustainable tourism in the Mediterranean (11 Destinations from 8 Countries)	<ol style="list-style-type: none"> 1. Pressure on natural and other resources due to the intense urbanization process 2. Environmental pressure caused by second homes 	<ol style="list-style-type: none"> 1. Social pressure created by second homes 2. Changing demographic structure and increasing population due to migration 3. Intensive urbanization due to tourism 4. Increasing urban population by up to 4 times during the summer months 	<ol style="list-style-type: none"> 1. Alanya is a mature international 3S destination and should be prepared for the stagnation stage 2. Tourism is the main sector of the regional economy 3. Presence of very large industrial-scale facilities in the region 4. Highly dependent on international tour operators and specific markets 5. The need to create product diversity and the issue of seasonality 6. Increasing costs for destination management and rejuvenation stage 7. Quality of life issues

Tosun & Çalışkan (2011): 34-36, 45, 47, 58, 61, 72	International Report	Review study/Profile of sustainability in Alanya	1. Visual pollution and the banalization of the scenic caused by unplanned and ugly buildings 2. Occurrence of noise pollution 3. Traffic congestion and insufficient parking areas	1. Many buildings, such as second homes and tourism facilities, are not built in compliance with the local architecture. 2. It is a more crowded city than many larger cities due to the increasing population in the summer months. 3. Intensive migration from within and outside the country 4. Reverse migration from Alanya due to rising real estate prices	1. Over-dependency on the tourism sector 2. Loss of fertile agricultural lands 3. Many summer houses are only used for a few months. 4. Rising land and housing prices with high foreign demand for real estate
Çevirgen & Kesgin (2007): 317, 318	Journal article	Quantitative/ Local authorities and NGOs in Alanya	-----	1. Decreasing quality of life due to intense tourism-based migration 2. Causing rapid and uncontrolled urbanization	1. Increasing the cost of living in the region 2. Tourism is the main driver of the regional economy

Source: Own Elaboration

Table 3. Summary of Negative Impacts of Tourism in Alanya

1	Over-construction and concretion	PHYSICAL IMPACTS
2	Pressure on the environment and natural resources (waste production and water pollution, etc.)	
3	Traffic congestion and insufficient parking areas	
4	Noise pollution	
5	Rapid and unplanned urbanization	SOCIO-CULTURAL IMPACTS
6	Increasing urban population due to internal and external migration	
7	Reverse migration	
8	Increasing crime rates	
9	Degeneration of local culture and architecture	
10	Dissatisfaction due to increased demand for social and cultural services during high season	
11	Weak social relations of tourism workers due to intense workload during high season	
12	Increasing costs of living in the region	ECONOMIC IMPACTS
13	Loss of fertile agricultural lands	
14	Economic dependence on tourism	
15	Seasonal tourism activities and job opportunities	
16	High dependence on tour operators, 3S tourism, specific markets and products	
17	Rising prices of housing and land due to high demand	PHYSICAL, SOCIO-CULTURAL AND ECONOMIC IMPACTS
18	Decreasing the quality of life of residents	

Source: Own Elaboration based on Table 2.

The impacts of tourism gathered from previous research were summarised by the authors in Table 3. They were classified into three categories physical, socio-cultural and economic impacts. Negative impacts were explained in detail in the following paragraphs.

Over-construction and concretion can cause visual pollution and the conversion of agricultural areas to huge accommodation businesses creates *economic dependence on tourism*. This situation started in the 1980s and Alanya has been enlarged from both sides east and west (Çevirgen, 2023: 213). *Inappropriate structures for local architecture* have been built since that time (Tosun & Çalışkan, 2011). Second home demand has been increased by *international and domestic migration* to the region because of the warm climate in Alanya (Çevirgen & Kesgin, 2007). Recent global crises such as the Russia-Ukraine war caused

a mass migration wave to Europe (Başçılar, Karataş & Pak Güre, 2022) as well as Alanya. The population in Alanya is affected by all these developments, and it has a growing tendency. Because of *the rising cost of living* due to the increasing demand for all services and products, *reverse migration* has also existed in Alanya. It may cause *socio-cultural degeneration and pressure on the environment* in the region.

Pressure on the environment and natural resources were expressed among the negative impacts of tourism. It was recorded that Alanya has a very high density in terms of beds per km² when compared with similar Mediterranean 3S mass tourism destinations (Spilanis et al., 2012). This situation leads to some problems such as loss of biodiversity, an increase in solid waste production, pressure on water resources and so forth. It was mentioned that Alanya had 621 accommodation enterprises and approximately 180.000 bed capacity in 2022 (ACCI, 2023). This high capacity also brought rising waste production by large-scale hotels in the region together with increasing inhabitants. Together with the increased population, *traffic congestion and insufficient parking areas* were mentioned in the relevant research (Tosun & Çalışkan, 2011; Çevirgen, 2023). This can be seen as one of the leading problems in destination because of the increasing number of visitors and excessive migration. *Noise pollution* is also among the problems especially in the high season due to the animation activities of hotels and entertainment businesses in the heart of the city. Businesses need to consider current regulations about voice levels and the time of the entertainment activities to prevent potential reactions.

Unplanned urbanization is one of the reasons behind the problem. The increasing urban population due to internal and external migration is another situation in which Alanya needs to struggle. Increasing labour force necessity and second home demand brought seasonal and permanent migration to Alanya (Çevirgen & Kesgin, 2007). Alanya had visitors more than 8 million in 2022 and most of them visited during the high season between April and October. This situation may cause *residents' dissatisfaction with social, cultural and public services* because of insufficient capacity (Tosun & Çalışkan, 2011). Another negative socio-cultural effect is the weakening of the social relations of the residents. Tourism is a labour-intensive sector. Therefore, tourism workers have *weak social relations during the high season* (Bayrakçı, 2014).

Considering the negative economic impacts of tourism, *economic dependence on tourism* and *loss of fertile agricultural lands* are important issues in the region. While agricultural activities were at the forefront in the period between 1950 and 1980, tourism activities gained importance after the 1980s in Alanya (Çevirgen, 2023). *High dependence on tour operators and 3S tourism, seasonal tourism activities and job opportunities, rising housing prices, and increasing living costs* are emphasized as other economic issues in Alanya, which has become a mass tourism destination today. As a result, these negative physical, socio-cultural and economic impacts of tourism *decrease the quality of life* of the residents (Table 3). To minimize all these negative impacts in the region, there is a necessity to generate proactive policies and implement sustainable tourism practices. In line with this, practice and policy suggestions were examined by the authors in the following part.

4.2 Practice and Policy Suggestions

Many empirical or theoretical studies conducted by academics and organizations to generate sustainable tourism practices and policies for sustainability of destinations (Tosun & Çalışkan, 2011; Farsari, 2012; Spilanis et al., 2012; McKinsey & Company and WTTC, 2017; Toposophy & HOTREC, 2018; Peeters et al., 2018; UNWTO et al., 2018; Ruggieri, Calò, & Orthodoxou, 2020). In the first half of the 2010s, studies were focused on sustainable tourism development (Tosun & Çalışkan, 2011; Farsari, 2012; Spilanis et al., 2012). However, studies were started to focus on practices and policies for finding solutions to overtourism issues because of increased mobility and negative impacts of tourism, especially in the most visited destinations after 2017 (McKinsey & Company and WTTC, 2017; Toposophy & HOTREC, 2018; Peeters et al., 2018; UNWTO et al., 2018; Ruggieri et al., 2020). Although suggested practices and policies were similar, the focus of academics and organizations has changed from sustainable tourism development to solutions for overtourism issues. Because of that, practice and policy suggestions were given together by the authors in Table 4. Practices and policies from seven international reports were examined in the third stage of the research (RQ 3). All of them were summarised by the authors and presented as 15 suggestions in Table 5 (RQ 4).

Table 4. Practice and Policy Suggestions Towards Managing Overtourism and Sustainable Tourism Development

Publications	Suggested Practices and Policies
Ruggieri et al. (2020): 99-101	<ol style="list-style-type: none"> 1. Destination management system 2. Intelligent transport system 3. Environment management information system 4. Location-based service 5. Global positioning system 6. Geographical information system
UNWTO et al. (2018): 6	<ol style="list-style-type: none"> 1. Dispersal of visitors within the city and beyond 2. Time-based dispersal of visitors 3. Stimulate new visitor itineraries and attractions 4. Review and adapt regulation 5. Enhance visitors' segmentation 6. Ensure local communities benefit from tourism 7. Create city experiences that benefit both residents and visitors 8. Improve city infrastructure and facilities 9. Communicate with and engage local stakeholders 10. Communicate with and engage visitors 11. Set monitoring and response measures
Toposophy & HOTREC (2018): 4	<ol style="list-style-type: none"> 1. Governing tourism activities accurately 2. Considering sensible threshold practices on visitor capacity 3. Spreading the demand and easing the pressure 4. Educating visitors to become a responsible visitor 5. Setting up a structure to ensure dialogue and consultation among stakeholders
Peeters et al. (2018): 101-102	<ol style="list-style-type: none"> 1. Managing with a holistic and integrated approach 2. Long-term planning 3. Achieving an appropriate pace and rhythm of development 4. Involving all stakeholders 5. Using the best available knowledge 6. Minimising and managing risk 7. Reflecting impacts on costs 8. Setting and respecting limits 9. Undertaking continuous monitoring
McKinsey & Company and WTTC (2017): 9	<ol style="list-style-type: none"> 1. Spreading visitors over time 2. Dispersal of visitors across sites 3. Adjusting prices to balance supply and demand 4. Regulating accommodation supply 5. Limiting access and activities
Spilanis et al. (2012): 50-52	<ol style="list-style-type: none"> 1. Enforcement and implementation of legal instruments and improvement of their effectiveness 2. Development and promotion of market-based instruments and voluntary schemes for tourist companies 3. Raising environmental awareness of tourists, entrepreneurs and employees 4. Encourage investors and tour operators for more responsible behaviour in their activities 5. Product diversification (integration of new and additional products) 6. Decentralization vs. Central Planning: fostering local governance 7. Monitoring system for impacts of tourism
Tosun & Çalıřkan (2011): 63-69	<ol style="list-style-type: none"> 1. Product and market diversification strategies 2. Developing a more contemporary planning approach 3. Moving towards a proactive planning approach 4. Adopting a participatory planning approach 5. Decentralizing public administration of tourism development 6. Adopting a societal-oriented destination marketing philosophy 7. Encouraging environmental awareness and protection 8. Widening environmental awareness 9. Developing and empowering environmental laws 10. Using alternative energy sources 11. Saving energy and water 12. Promoting strategies for decreasing economic leakages 13. Promoting consumption of locally made product 14. Training residents for their employment in the tourism sector 15. Encouraging local people to be entrepreneurs

Source: Own Elaboration

Table 5. Summary of Practice and Policy Suggestions for Sustainable Tourism Development

1	Spreading visitors to different places of destination and periods of year to manage density
2	Using smart systems and technological tools in destination management
3	Long-term planning of tourism development in the destination
4	Improving environmental awareness of destination stakeholders and encouraging them to protect the environment
5	Ensuring stakeholder participation in destination management with a holistic approach and establishing a governance mechanism
6	Establishing a system to monitor and measure the impacts of tourism development
7	Improving infrastructure facilities in line with increasing population and visitors
8	Determination and implementation of carrying capacities
9	Product diversification and market re-segmentation
10	Encouraging investments in different sectors to reduce tourism dependence
11	Generating quality-oriented policies instead of quantity-oriented policies in tourism development
12	Focusing on policies enhancing residents' quality of life and visitor satisfaction
13	Supporting scientific research on tourism and benefiting from generated knowledge in planning and management
14	Encouraging businesses to participate in international certification systems
15	Reviewing and adapting regulations

Source: Own Elaboration based on Table 4.

Rapid tourism growth and concentration in space and time make ensuring the sustainability of destinations difficult (Kuščer & Mihalič, 2019). Concentration in a specific place and time is one of the biggest problems in destinations facing overtourism. *Spreading visitors to different places of destination and periods of year for managing density* was a common suggestion for overcoming overcrowding (McKinsey & Company and WTTC, 2017; Toposophy & HOTREC, 2018; UNWTO et al., 2018).

The management style of tourism directly impacts the carrying capacity and overtourism in destinations (Vargas-Sanchez, 2020). Therefore, *determining and implementing carrying capacities* and *improving infrastructure facilities* in parallel with the increasing population and visitors constitute other essential policies for sustainably managing tourism. Another suggestion is the use of technology in destination management. *Smart systems and technological tools* are the smart destination strategy that improves *the quality of life of residents* and *the quality of tourist experience* (Ivars-Baidal, Hernandez, & Mendoza de Miguel, 2019: 126). These knowledge-based applications help the ability to understand and solve problems related to overtourism (Garcia Hernandez, Ivars-Baidal, & Mendoza de Miguel, 2019; Vargas-Sanchez, 2020). However, using technology will not be sufficient to ensure sustainable tourism development without *long-term planning* (Vargas-Sanchez, 2020). Managing overtourism requires the establishment of a *governance mechanism* that will ensure the *stakeholders' participation* in decision-making processes based on trust and cooperation with a *holistic planning approach* (Vargas-Sanchez, 2020; Sebrek, Garrido, & Michalko, 2022). Monitoring and controlling are also important factors for success in destination management. Therefore, *a monitoring system* could be established to monitor and measure the overtourism impacts. This system will provide data to decision-makers in determining practices and policies for sustainable tourism (Blazquez-Salom, Cladera, & Sard, 2021).

Finally, the following other essential practices and policies for sustainable tourism development are suggested: 1. improving environmental awareness of destination stakeholders and encouraging them to protect the environment; 2. product diversification and market re-segmentation; 3. encouraging investments in different sectors to reduce tourism dependence; 4. generating quality-oriented policies instead of quantity-oriented policies in tourism development; 5. supporting scientific research on tourism and benefiting from generated knowledge in planning and management; 6. encouraging businesses to participate in international certification systems; and 7. reviewing and adapting regulations (Table 5).

5. Implications and Conclusion

Destination management is a growing profession that leads and coordinates destination stakeholders for effective destination management (Morrison, 2019; Morrison, 2024). It needs to be in relation with all stakeholders during the management process. Therefore, cooperation with and participation of stakeholders during the planning and policy-making process are essential for successful destination management. *The establishment of a strong governance framework* can make it possible and is a must for actualizing sustainable tourism development.

Tourism affects destination stakeholders directly or indirectly, as well as positively or negatively. Overtourism exists in the state of feeling negative impacts on residents' well-being or visitor experience (UNWTO et al., 2018). The critical responsibility here is *determining the carrying capacities* and applying appropriate practices and policies for sustainable tourism development in the destination. To achieve success, *a holistic, proactive and participatory management approach* should be applied by decision-makers in the destination. For instance, public authorities should integrate sustainable policies and practices into their public policy to enhance residents' quality of life and improve the visitor experience before the emergence of dissatisfaction. In addition, *the impacts of tourism should be monitored*, and if there is a necessity, remedial or preventive practices and policies should be implemented based on the data obtained in the destinations. However, it can be said that there is no single recipe suitable for all destinations (Vargas-Sanchez, 2020). Each destination may have different problems and the priority of the problems may change. First of all, the problems should be determined systematically by taking into account issues such as the characteristics of the destinations, their development levels, product types, carrying capacities, and supply and demand situations. Appropriate practices and policies should be developed by starting with the top prior problems and considering available resources or opportunities in the destinations. These policies may differ in coastal, rural, urban, or island destinations. Although the research findings about tourism impacts were examined local context and specific to destination Alanya, suggested sustainable policies and practices may be suitable for other destinations.

It is demonstrated that Alanya is a destination at risk of overtourism in terms of tourism density and intensity values. Although concrete reactions from residents or visitors were not seen in Alanya, these reactions may occur soon. Policy-makers should consider the negative impacts of tourism and actualize sustainable tourism practices and policies with a proactive approach. As one of the results of the research, over-construction and concretion has been one of the continual negative physical impacts of tourism in Alanya since the 1980s. This problem has been triggered by intensive migration and growing mass tourism demand. To solve these two triggers, *regulations should be reviewed* and *a shift from quantity-oriented to qualitative-oriented policies should be actualized by diversification of tourism products and re-segmentation of the market*. On the other hand, because of spatial and time-based concentration, physical carrying capacities may be exceeded especially during the high season. This issue puts pressure on environmental resources and causes massive waste production, noise pollution, and traffic congestion. *Determination and implementation of carrying capacities, improving infrastructure facilities in line with increasing population and visitors, encouraging businesses to participate in international certification systems and improving environmental awareness of destination stakeholders* were suggested by the authors as solutions.

Because of warm climate conditions, Alanya welcomes many visitors and second home owners, as well as migrants caused by crises such as the Russia-Ukraine War. Second home tourism and migration brought rapid and unplanned urbanization together with an increase in urban population. This situation caused cultural degeneration and made protecting local architecture difficult. *Long-term planning and establishing a system to monitor and measure the impacts of tourism development* and migration can be presented as solutions for these issues. In addition, increased demand for social and cultural services caused dissatisfaction among residents during the high season. Also, weak social relations emerged due to the intense workload of tourism workers in Alanya, especially during the high season. *Improving socio-cultural infrastructure facilities and focusing on improving residents' quality of life* were suggested as practical and political solutions.

High dependence on specific markets, products, and the tourism industry occurred together with the transformation of fertile agricultural lands to tourism facilities in Alanya. The lack of product diversifica-

tion (high dependency on 3S tourism) created seasonal tourism and job opportunity problems. *Encouraging investments in different sectors and spreading visitors to different places of destination and periods of year* were suggested for reducing tourism dependence and managing spatial or time-based concentration in the destination. High demand for products and services, and rising real estate prices increased residents' cost of living including tourism workers. A reverse migration started in the destination because of this issue. The main solution for overcoming this issue should be to ensure the supply-demand balance related to these products and services. However, supporting tourism workers by their businesses for their housing needs can be suggested as a short-term solution. Otherwise, it is predicted that some problems may be seen in the personnel procurement of tourism businesses. It can be said that all negative impacts of tourism are related to residents' quality of life, and it is related to all dimensions of tourism impacts. Because, the quality of life includes various dimensions of economy, health, environment, education, safety and security, and culture and leisure (Berebkova & Uysal, 2021). Therefore, in case of implementing all suggestions will contribute to residents' quality of life in the destination.

Finally, *using smart systems and technological tools, ensuring stakeholder participation, establishing a governance mechanism, and benefiting from scientific knowledge* will strengthen destinations for managing overtourism and sustainable tourism development. In addition, the risk of overtourism and the magnitude of tourism impacts on destinations should also be measured and monitored periodically (Blazquez-Salom, et al., 2021; Buitrago & Yñiguez, 2021). Destinations can procure concrete evidence about the impacts of tourism by monitoring economic, socio-cultural and environmental aspects in their region (Çelik & Buhalis, 2022). However, destination stakeholders may also face some barriers during the application process of suggested sustainable policies and practices. For instance, high costs, lack of solidarity and cooperation, and limited interest and awareness can be presented among the barriers faced by accommodation enterprises (Çelik & Çevirgen, 2021). To overcome barriers, it is important to *encourage the destination stakeholders with the actualization of regulations and incentives towards sustainable policies and practices*. Some good examples of actualizing sustainable policies and practices from several destinations are presented in the following paragraph.

As an example of smart systems and technological tools, the tourist card system has been applied to decrease waiting time in the queues at the most visited attractions in Florence (Garcia-Hernandez et al., 2019). In another example, SmartCitizen environmental monitoring sensors have been used to increase the residents' quality of life by monitoring pollution and noise levels in Barcelona (Vargas-Sanchez, 2020). For the establishment of a governance mechanism, a consortium was found to promote tourism in Barcelona together with the City Council, the Official Chamber of Commerce, Industry and Shipping, and the Barcelona Promotion Foundation in 1993 (Barcelona Turisme, 2023). One good example of measuring and monitoring systems is the UNWTO International Network of Sustainable Tourism Observatories (INSTO) which was founded in 2004. Recently, 42 observatories in 18 countries have maintained their measuring and monitoring impacts of tourism. For instance, Algarve Sustainable Tourism Observatory is currently monitoring employment, destination economic benefits, tourism seasonality, energy, water, solid waste and waste water management and development control in their region (UNWTO INSTO, 2023). Finally, the Türkiye Tourism Promotion and Development Agency (TGA) has applied the Sustainable Tourism Program in collaboration with the Global Sustainable Tourism Council (GSTC) since 2022. The program based on the criteria of the GSTC aims to ensure the sustainable development of the tourism industry and it includes all stakeholders with a holistic approach (TGA, 2023).

It is expected that the stages implemented by the authors in this research and all suggested practices and policies will support decision-makers in their planning and management processes in destinations at risk of and struggling with overtourism issues. The results of this research are limited to examined documents by the authors. Bed-nights statistics are based on data obtained from accommodation enterprises. It can be said that if short-term rental bed-nights are added to these statistics, tourism density and intensity values may be higher. In future studies, researchers can use different research methods and techniques such as semi-structured interviews, focus group interviews, or quantitative questionnaires. They can be useful to get in-depth knowledge about the experience of policy-makers and understand the problems during the policy application process. Decision-makers should care about the quality of life and well-being of all destination stakeholders, and it is also crucial for the liveability of destinations

(Berebkova et al., 2024). Therefore, it is suggested that further research should focus on policies and practices about how to enhance the quality of life of residents and improve the quality of visitor experience in the destinations. Another suggestion can be doing more research on integrating technological tools and smart systems into destination management to minimize the negative impacts of tourism and solve overtourism issues.

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