

THE ADDED VALUE FORMED BY THE ALTERNATIVE IN TOURISM

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ABSTRACT

The tourist clusters in Bulgaria do not enjoy considerable success. The status of the alternative in tourism has not reached the desired level. Often do the interested in tourism parties in Bulgaria regard the quantity of the added value, formed by the traditional */mas/* types and forms of tourism, as equal to the one, formed by the alternative types and forms of tourism */ATFT/*. The insignificant income, realized by the supply of newly-introduced alternative types and forms in tourism, tends to discourage the few eager to risk investors. Supply is not effectively supported by the actions of the ‘*state power*’ sector. Scientists in Bulgaria argue about the uncertain and controversial issues regarding the essence of the alternative types and forms of tourism */ATFT/*.

The question ‘Who forms the added value in this segment and through what means?’ needs to get an answer so as the conception, regarding the future development of the alternative in tourism in Bulgaria, to be reconsidered. Thus the present article introduces the results and systematizes the conclusions from the 2-year work on the scientific project of St Cyril and Methodius University of Veliko Turnovo. The article clarifies the concept system and introduces the criteria for the distinction of the newly-introduced from the already established ATFT. The resources, being factors for the development of ATFT in the tourist cluster of Smolyan, as well as the subjects and the mechanism for the formation of the added value in the examined cluster, are identified. Lack of cluster coherence in the region has been registered and final conclusions have been drawn. Common scientific methods have been applied in the article.

KEYWORDS

Bulgaria, Cluster, Alternative in Tourism, Added Value, Institutional Subjects.

1. INTRODUCTION

The appearance of alternative types and forms of tourism */ATFT/* on a global scale has been skilfully used both as an instrument for economic revival of regions, lacking the traditionally examined by geographers tourist resources, and as a prospect for diversification of the tourist supply in the already established centres of mass tourism. The introduction of technological innovations into the mass production, resulting in the formation of new highly-technological materials, has facilitated to a great extent and given a significant impetus to the introduction of a large number of new prospects for tourism supply, mainly in the field of active sports *tourism* */for example: an air board – an inflatable air sled, gliding at a speed of over 100 km/h, a mountain bike, an inflatable raft, etc./* Often do people in Bulgaria use the term extreme tourism

instead of active sports tourism due to the fact that the admissible risk and adrenaline, the trained sportist is exposed at, are much higher for the potential tourist who lacks preliminary result-oriented */theoretical and practical/* training. The higher prospects for a greater circle of unprofessionally trained people */tourists, mainly a target group of mass tourism/* to join more and more activities, performed only by members of specialized organizations */speleologists, rock climbers, divers, etc./*, have given rise to the evolution of the economic activity in tourism. Supply has overpassed the already popular in Bulgaria types of tourism */rural, cultural and cognitive, ecological, etc./*, beginning to expand the existing and to occupy new niche markets through the newly-introduced types and forms of tourism, not all of them being alternative.

The successful supply of ATFT in the economically developed countries has made the interested in its development parties in Bulgaria consider their essence too optimistically and superficially in conceptual */mainly economic/* terms. In society it has been taken for granted that the development of the ATFT is a universal economic instrument for: increase in the GDP of Bulgaria */a point of view of the state power – the State Agency for Tourism – in liquidation/*, regional economic growth in the underdeveloped territorial and administrative units */local authorities – municipalities, city councils/*, realization of high income from local and non-local investors in tourism, as well as scientific survey */predominantly partial and irrelevant to the contemporary scene in Bulgaria/* performed by the academic field of tourism. The lack of clarity in reference to the peculiarities of the development of the alternative types of tourism in general and mainly the scientifically-grounded answer to the question regarding the expected added value, formed by their development in Bulgaria, still gives rise to unrealistic expectations among the interested parties. The clarifying of the mechanism for economic interaction between the separate interested parties in Bulgaria and the answer to the question who is or who are the main subjects in the System of National Accounts */in particular: private tourist enterprises, non-governmental organizations, households, the state power and local authorities/* (Kostov, 1991: pp 14-17) capable of taking advantage of their development in the contemporary scene in Bulgaria, would significantly support the process of decision-making on a micro and macro level.

The strong desire for support of the foregoing process has lead to the formation of the scientific project titled 'Newly-introduced ATFT in Bulgaria */Economic Aspects/*'. The project is funded by the Ministry of Science and Education in conformity with Regulation № 9 as the members of the scientific team are tutors from St Cyril and Methodius University of Veliko Turnovo. The aim of the project is to identify the mechanism for formation of the added value from the development of ATFT in the contemporary scene in Bulgaria. The aim of the present article is to reveal the results and systematize the conclusions from the 2-year work on this project. The target of the survey is the Smolyan tourist cluster */STC/*. The subject of the survey is the economic effect from the development of the newly-introduced ATFT in terms of the main subjects in the System of National Accounts. The following tasks have been elicited for achieving the set aim:

- clarifying the concept system and establishing criteria for determining the newly-introduced ATFT;
- identification of the resources determining the development of the ATFT in the STC;
- identification of the subjects and the mechanism for formation of the added value in the STC;
- identification of the present cluster coherence and formation of final conclusions.

In the course of the scientific work on the project, common scientific methods have been applied: analysis, synthesis, induction, deduction, grouping and systematization, classification and analogy (Stoencheva, 2006, 81-83).

2. CONCEPT SYSTEM AND CRITERIA FOR THE DETERMINING OF THE NEWLY-INTRODUCED ATFT

The types and forms of tourism as a whole are characterized by diversity in terms of their features and aspects. The survey of the scientific literature on tourism in Bulgaria before 1989 */the year, marking the starting point of transition to market economy in Bulgaria/* shows that a Bulgarian equivalent to the type and form of tourism, recognized as a concept, has always been searched for in the process of their classification. After the 1990s this tendency was ceased and then followed by the invasion, in reference to the terms used, of a lot of loan-words denoting the newly-introduced types and forms of tourism in Bulgaria. The analysis shows that since the 1990s almost every type of tourism, except for the organized marine and mountain tourism, has been considered alternative, including the typical of Bulgaria hunting, cultural and medical tourism. The distribution of alternative types and forms has been accompanied, entirely in reference to the terms used, by the introduction of different terms having one and the same structural meaning. Thus for example other already recognized concepts for ATFT in Bulgaria are regarded as specialized types of tourism (Stamatov and colleagues, 1995) and alternative tourism (Stankov, 2006). This has led to the initiation of discussions in the academic field of tourism on the question which of the concepts is more accurate. The discussions in question have not reached an agreement yet. The concept 'alternative tourism' presupposes the presence of tourism on the one hand and its alternative on the other hand. Actually tourism is only one but its functional classification was enriched mainly due to the rapid development of technologies during the past decades. As a whole there is a tendency for more frequent use of the more accurately defined, in conceptual and structural aspect, names of types and forms of tourism in the academic field of tourism as compared to the other circles in the different institutional sectors which face the serious problem with the diversity in the concepts and their interpreting. The diversity of different types of tourism has given rise to another tendency: the introduction of new classifications of the types and forms of tourism, their meaning being clear only to their authors */for example: 'responsible tourism', dealing with the environmental protection (Tonchev, 2010: p 45)/*. The need for clarity in the scientific literature called for writing the name in the source language or taking directly the loan-word, by writing it in Cyrillic. This tendency had greater impact on the forms rather than on the types of tourism. The alternative forms of tourism, based on certain kinds of sports, serve as an example. Nowadays the lack of physical activity in the daily routine makes more and more people look for active rather than passive sports tourism. The representatives of the scientific circles in Bulgaria, who unprofessionally take up sports */economists, geographers/*, generally associate the type of 'active sports tourism' with travelling and residing, aimed at direct participation in a sports competition. There are several forms: mountaineering – hiking in the mountains; alpinism – an improved type of mountaineering, characterized by climbing in particular; canoe-tourism – practised down rivers and lakes; fishing tourism, hunting tourism as well as ski tourism, avio tourism, football, athletics, basketball, volleyball, etc. (Atanasova and colleagues, 1987: pp 14-25). The representatives of the scientific circles, who unprofessionally take up sports */a basic professional direction/*, give the following detailed classification of sports */active/* tourism: in terms of the vehicle used: hiking tourism, ski tourism, water tourism, cycle tourism and avio tourism; in terms of the place occupied: cave, mountain and plane tourism. Apart from

the listed above, according to the authors, there is horse, dive and avio tourism, usually combined with other types and forms of tourism (Atanasov and colleagues, 1981: pp 6-7). The representatives of the scientific circles, working on the verge of two professional directions, group the types of sports into: mountain sports, water sports; sports games; extreme sports; other sports /*horse-riding, hunting tourism, etc.*/ Authors consider tourism attractions important due to their public recognition as a leading impetus for undertaking a tourist trip and establishing one or another alternative type of tourism. Moreover, attractions are associated with the innovation processes, the rapid reformation of the business scene and their resistance to extraordinary competition (Dinev and colleagues, 2008: pp 8-25).

The lack of common agreement on the concept system and content of the concept ATFT calls for the adopting of a working methodology, which to meet the needs of the present article.

Thus the principle of organization of the tourist trip is regarded as a starting point in the process of defining the type or form of tourism as alternative. An alternative is present when the types and forms of tourism are practised only by unorganized tourists. The alternative is characterized by (Babkin, 2008: p.19):

- Predominantly non-massive, rare or exotic types and forms of tourism;
- Labour-consumption in terms of the formation of the final tourist product;
- Slow returns of the primary investment in the form of tourism;
- Combination of the structural elements of two or more types /*and/or forms*/ of tourism, practised by organized tourists;
- New types of tourism, determined by the secondary needs of the individual;
- Forms of tourism, involving non-traditional funding sources.

The aim of the tourist trip allows the classification of a certain tourist activity as an alternative type. The perception of the target group and the main vehicle, through which the tourist activity is performed /*the form of tourism*/, should be taken into account in the process of defining the aim of the trip.

The perception of the tourist plays a significant role in defining the type of tourism since one and the same tourist activity can be perceived in two entirely different ways. Thus, for instance, the physically trained tourist may consider island or volcano expeditions a type of adventure tourism, while the physically untrained tourist may take the same activity for a type of extreme tourism. The professionally trained horse-rider would consider the long and hard for passing by horse tourist sites as an opportunity for taking pleasure in the natural beauties due to his developed habits and skills in horse-riding. A beginner would hardly perceive the passage the way the professionally trained horse-rider would due the fact that his whole attention will be concentrated on his efforts to stay on the horse. The fact that the untrained tourist goes through breath-taking tourist sites does not mean that he aims at visiting them. In his case, the aim of the tourist trip can be determined as a kind of self-recognition and test of resistance /*extremity*/. In both cases, the form of tourism is one and the same /*the horse is the basic means through which the tourist trip is performed*/. Due to the foregoing peculiarity, extreme tourism, which is a form of sports tourism according to the common tourism classification, may be regarded as a type of sports tourism if an alternative is present. From the 'alternative' point of view, extreme tourism is not considered in its pure form but in the combination of adventure, survival, exotic character, mysticism, contemplation of nature, self-recognition,

etc, always having, however, a basic */leading/* motive. Occasionally a type of tourism, traditionally associated with organized tourist trips, can be regarded as an alternative type. The title is one and the same, but there are structural differences. Thus for example a well-managed cave can be visited by organized */large groups/* and unorganized tourists */a few people/*, while the ill-managed one can be visited only by unorganized tourists. Both cases can be classified as a type of tourism: for instance cognitive tourism. If one target group is interested in the cursory cave examination, following a certain timetable without putting any physical effort, another target group cannot be properly satisfied with it. The latter group's aim is to surpass the common and become familiar with places, physically and mentally hard to reach. However, the aim is not exhaustion but cave cognition. Thus the first target group is offered well-managed cave visiting */an already established activity/* whereas the second target group is offered ill-managed cave visiting */a newly-introduced activity/*.

Usually the alternative form of tourism takes the title and characteristics of the main vehicle, through which the aim of the unorganized tourist trip */sky surfing, kayaking, diving, etc/* is performed. This explains the great variety of alternative forms. Hence in Bulgaria alternative forms of tourism rather than alternative types and forms of tourism are recognized. The title of the main vehicle */or combination of vehicles/* is usually adopted in the language */often in English/*, native for the country it has become popular for the first time. The form of tourism has a direct influence on the defining of the status of the tourism type. One type may have several forms as some of them may be alternative, while the other ones may not be classified as such. This peculiarity often leads to inaccurate defining of the type of tourism as alternative. This is the reason for the presence of a concept chaos in the field of tourism in Bulgaria. Thus, for example, is rural tourism an alternative type of tourism? The answer should be negative since most of the offered in rural tourism activities do not meet the defined criteria for an alternative */hotel-keeping in rural areas for instance/*. However, agrotourism, considered a form of rural tourism in Bulgaria, offers a tourist breaking in wild horses, raised by the farmer. This form is alternative, but it doesn't consequently mean that the type becomes alternative. There are certain reasons, not being a point of analysis in the present article, for this form to be recognized on the territory of Bulgaria as it will be offered in Bulgaria when it is found and provided with a 'patent' in some of the economically developed countries and then returned to Bulgaria under some exotic title. Only then would it arouse interest among those who demand and supply tourism.

Therefore the conventional distinction of the newly-introduced from the already established ATFT could be a hard and even impossible task. For instance rural tourism includes hotel-keeping in rural areas */the so called 'hard effect'/* and offers accommodation in the rooms of the real estate of the farmer */the so called 'soft effect'/*. The alternative is just the soft effect. This alternative has been offered worldwide since the 1960s and it can be formally regarded as an established alternative. The development of active sports tourism in combination with the high technologies has been assumed to be a newly-introduced tendency in tourism so as to avoid ambiguity. The following criteria, based on the foregoing assumption, are used for formal distinction of the newly-introduced from the already established ATFT (Statev, 2010: pp 479-480):

- Usually they do not have an accurate equivalent in Bulgaria to the original title which is in the language, native for the country it has appeared for the first time in;
- They require specialized equipment, often made of highly-technological materials in conformity with the latest technologies;
- Higher requirements for physical and mental health are imposed on the target groups;

- Profound knowledge in a certain field is required;
- Specific skills are preliminary acquired and trained due to the existence of high risk levels and the possibility for more serious injuries;
- Concentration and inner effort is required in the process of their practising;
- Formal */the state power/* and informal */the non-governmental sector/* control over the practical realization of the tourist activity is present;
- They develop and become popular in close co-operation with the non-governmental sector;
- Usually they use social */tourist/* infrastructure intended for the development of established ATFT;
- Their supply is performed through different types of vehicles */by air, land or sea/*.

The formulated criteria reflect the contemporary tendencies in the development of tourism. In the process of the evolution of tourism for a long-term period they may lose their actuality.

Most alternative forms of tourism have exotic */e.g. snowboarding/* or even mystic */jailoo tourism/* titles. Even the titles themselves attract the interest of the individual tourist demand */households/* as well as that of the individual tourist supply */tourist enterprises/*. Moreover, households regard tourism expenditure at a certain disposable income as a defined value whereas tourist enterprises consider the expected income, formed by activities involving a target group of unorganized tourists, an unknown value. This should give the tourist enterprises an impetus for the formation of a tourist cluster. Thus every cluster member is at the same time a 'producer' of his own tourist service and a tourist agent of the tourist services of the other members. This eliminates the classic agent. However, are Bulgarian investors in the field of tourism aware of the advantages of the cluster and do they concentrate efforts on its development? The activity */or lack of activity/* of the Smolyan tourist cluster gives an option for an answer to the foregoing question.

3. THE ADDED VALUE FORMED BY THE DEVELOPMENT OF THE ATFT

3.1. THE ALTERNATIVE – A TOURIST CLUSTER IN THE RHODOPES

There are several registered clusters in Bulgaria, the Varna (www.touristcluster.com) and Smolyan clusters being more active. From a theoretical point of view, the basic economic aim of the cluster development */including the tourist cluster/* in a given region is maximization of the added value from the economic activity. The resources for increase in the added value result from its diversification. As far as tourism is concerned, this process is associated with the development of the ATFT. This applies to the Varna tourist cluster. The region of Varna is an established centre of organized holiday tourism in which the institutional sectors are very well-developed and the development of the ATFT is regarded as an opportunity for diversification of the tourist supply. By contrast, the region of Smolyan does not have any traditional tourist resources and developed institutional sectors, but has relatively well-preserved unique natural resources, which *'provide great prospects for contemplation of the exotic natural landscape, including journeys to ill-urbanized regions, aimed at developing habits for living in extreme conditions and forming a strategy for behaviour'* (Todorov, 2006: pp15-16). Hence the development of the alternative in tourism is used as a basic instrument for achieving regional

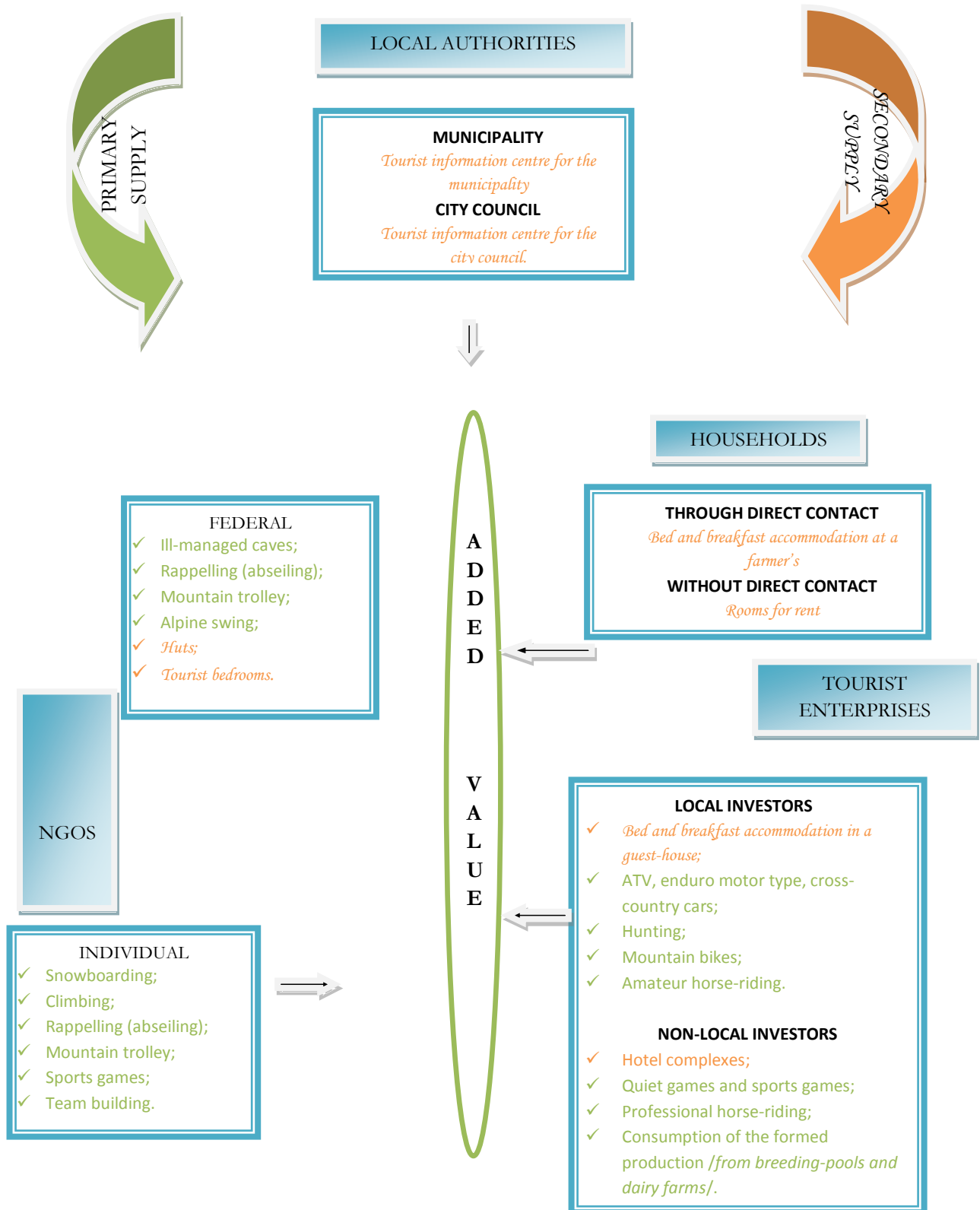
economic growth in the foregoing region, located in the western part of the Rhodopes. This process has been supported by the implementation of the approved PHARE project BG 2003/004 - 937.02.03, the introduction of a cluster approach and the formation of a pilot cluster model – ‘Tourist Services in the Rhodopes’ pilot cluster.

3.2. ADDED VALUE FORMED BY THE ACTIVITY OF THE INSTITUTIONAL SECTORS

From an economic point of view, primary supply in the region /expanding the tourist services/ is represented by the unique nature of the Western Rhodopes /including the ‘Wonderful bridges’ rock phenomenon, the Trigrad and Buynovo gorges, mounts, canyons, gullies, passages, meadows, ill-managed caves, the Smolyan lakes, waterfalls, specific flora /silivryak /Haberlea rhodopensis/ and yellow cream /Lilium jankae// and fauna /the brown bear/, the well-managed caves – Yagodina cave /Yagodina village/, Uhlyovitza cave /Mogilitza village/, the Devil’s throat /Trigrad village/ and the anthropogenic resources – Roman road, Turkish resting places /Mursalitz village/, the archaeological ruins of trenches, dating back from the WWII /Mount Cigansko gradishte/, chapels, ritual places /the ‘Court’ – a high vertical cliff the sentenced to death were flung from/ and authentic settlements /Shiroka luka village/.

From the tourist resources, listed above, the organized tourists have as a target of visit mainly the well-managed caves, the village of Shiroka luka, the gorges and the ‘Wonderful bridges’ rock phenomenon. As far as the ATFT are concerned /scheme 1/, from the already listed above tourist resources, there is primary supply of the ill-managed caves only /e.g. Haramiiska dupka/. Caves in Bulgaria are state property but they are managed by the respective speleological clubs at the respective tourist associations, the latter being members of the Bulgarian Tourism Society /federal structure/. Art. 47 from the Regulations of the BTS reveals the funding sources, most of them coming mainly from membership dues, economic activities, national and foreign funds, programs and grants (<http://www.btsbg.org>). With the aim of developing the economic activity, the speleological clubs are encouraged to offer alternative activities, their target group being the unorganized tourists. The income, realized by the well-managed caves, flows into the respective tourist association, whereas the income, realized by the ill-managed ones, flows into the club. This forms an income niche and an impulse, especially for the younger, to form additional income.

Scheme 1 - Formation of the added value in the Smolyan tourist cluster as a result of the primary /only ATFT/ and secondary supply of tourist activities



Due to the fact that the ill-managed caves are open for visiting only for one and a half month a year, mountain trolleys and rappels, used throughout the whole year, are offered to organized tourists usually in the vicinity of the entries of the well-managed caves.

The federal NGOs use the competitive advantage, related to their members' direct contact with the mass tourist, when visiting the well-managed caves. Contacts are used for expanding the niche income for older members who handle both club and investment activities in the field of hotel and restaurant-keeping.

The individual NGOs rely on another niche market: the tourists in the Pamporovo resort complex, regarded as their target group. The segment, dealing with the activities */snowboarding in particular/* of young people who use the tourist infrastructure for mass tourism in the complex, is being developed. Snowboarding competitions contribute to the development of passive sports tourism.

The local investors, who aim at providing occupation for their material and technical foundation, are the third centre for formation of the added value, performed by the ATFT. Mainly alternative forms of tourism */off-road - different kinds, spa alternative, etc. /* are offered. In Bulgaria there is lack of control over the routes of motor vehicles on off-roads. This leads to destruction of the natural surroundings of the towns, villages and mountains as well, as the resulting losses will be covered by investors in the future. Another aspect of this centre is the use of the competitive advantage of offering consumption of natural food, produced in private farms */breeding-pools and dairy farms/*. The tourist activity for such investors is a type of activity diversification.

The fourth centre for the formation of ATFT-based added value is represented by the standard hotel complexes, offering their services in the rural areas. Their main target group is that of the organized tourists */using outside or their own agent activity/*. Aimed at attracting tourists and extending their stay, hotel complexes turn to one basic */for example: presence of a stud farm/* or several activities */basic and complementary/*, promoting it */them/* with the aim of undertaking a tourist trip.

Relations, resembling a cluster, exist only in the foregoing four centres. In fact no standard cluster relations exist in the Smolyan region.

Local authorities, being a subject of the System of National Accounts, support but do not form added value. There is not a single municipal association, offering ATFT. Local authorities give only financial support to tourist centres in the separate regions.

The foregoing analysis reveals the following final conclusions:

1. In fact the Smolyan tourist cluster does not exist, since it is replaced by functioning fragmentary relations, insufficient for achieving common economic growth.
2. The development of tourism in the Smolyan region resembles an earlier stage of the unsuccessful model for development of mass tourism in Bulgaria: the excessive building-up in tourist regions, the lack of architectural coherence, the extremely bad status of the road infrastructure, the unprofessional service supply.
3. The supply of ATFT in the region of Smolyan is extremely underdeveloped, there is lack of diversity and the formed added value is quite insignificant.
4. Rarely are the ATFT a basic aim of the tourist trip.

5. The institutional sectors do not effectively take advantage of the prospects the development of ATFT offers for increase in the added value, formed by the tourist activity.
6. The added value, based on the development of the ATFT, is formed mainly by the NGO sector, the federal one in particular.
7. The share of the ATFT-based added value, formed by private investors, is insignificant as compared to its total quantity, formed by their entire /*mostly not related to tourism*/ economic activity.
8. The ATFT develop intuitively in economic and conceptual terms, as the already established worldwide criteria and standards for the respective activities are not applied.
9. In terms of the '*state power*' institutional sector, the activity of the ATFT falls into the scope of the different functional units lacking co-ordination on the problems concerning their development. This applies to both the state power and the local authorities.
10. There is lack of adequate state policy in three directions: legal establishment of the relations 'state natural resources - private investment activity'; adequate policy related to the formation of farm lands /as a first step/ which to diversify their activity through the supply of ATFT /as a second step/; legal change allowing access to the allocation of the income formed by the tourist fees of municipalities and NGOs.

The inference, formed in the final conclusions, does not apply only to the Smolyan region as a separate case. The status of the clusters in the other regions of the country, where they officially exist – Sofia, Plovdiv and Rousse, is analogical to that of the Smolyan region. Thus the question why Bulgaria is not capable of expanding its tourism as a whole in the desired direction remains open. Undoubtedly, there is lack of agreement between the main institutional sectors in Bulgaria since all of them take different views and try to explain their problems with the actions or lack of actions of the other sectors.

4. CONCLUSION

Often in Bulgaria there is lack of co-ordination between the desired /*written on papers*/ and the real status of the economic and social scene. Tourism is regarded as a priority: building is being developed, there are clusters offering alternative in tourism: income, realized by mass tourism, is expected, teams are formed: no one needs team work; work is performed for the sake of the public wealth, only private interests are followed, it is always the state's fault: this is the mirror image of the Bulgarians. So as one piece of accommodation to be gained, 100 pieces of natural and anthropogenic resources, offering priceless alternative, are damaged. This model is not logical but proves to be functioning in Bulgaria. Therefore, the inference that the lack of organization, the intuition and the routine are the three leading factors, characterizing the supply of ATFT in Bulgaria, is quite /*il*/logical. The first factor is lack of organization because firstly a certain tourist activity is offered on the market and then a target group is searched; the second factor is intuition because the interested parties realize that they are incapable of achieving their selfish interests through competition; the third factor is routine since having too little for one is better than having plenty of it for all.

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APPENDICES

Appendix 1: Interview with F. Bach

Interview questions and answers regarding the web-marketing strategy and tools of the ROBINSON Club Quinta Da Ria in Tavira, Portugal.

1. A) what are your marketing objectives?

- Putting the hotel on screen; b2b and b2c; broaden customer groups and markets
- New markets: Scandinavia, Spain, Portugal, The Netherlands and the English speaking markets

2. Is the ROBINSON club website the main communication channel for business partners and customers?

- On a b2c level yes www.quintadaria.com; tour operators; algarve tourism board

3. What other media do you use to market the Club?

- Golf magazines and fairs; travel and on-board magazines; brochures at travel agents with a 98% effectiveness
- TV spots and reports; internet

4. What specific online channels do you use and why?

- Website in combination with search marketing (SEO/SEM)
- Hotel directories; special profiles and entries; online travel agents
- E-newsletters; promotional e-mails

5. In terms of online promotion and advertising, how much does the club spend averagely?

- About 1000€ per year; tendency to increase the budget

6. Which type of advertisement generates more clients and customers for the club?

- Brochures and catalogues at travel agents; tour operators; word of mouth

6.A) Is this promotion type also a cost advantage?

- Expensive, per object 600-2000€; no tendency of change, for last 40 years
- High effectiveness

7. What are the main tools used to market the club online?

- Online sales increased from 13000€ in 2008 up to 40000€ in 2010
- Tendency rising; usage of social networks as twitter and facebook
- Website of the brand

8. Are you planning on using PPC as a tool, why not? (advantages, disadvantages)

- Yes, specialist hired to do so for all southern ROBINSON hotels

- More online marketing might be done in 2-3 years

Appendix 2: The survey

1. Were/ are you on a

- A) Holiday b) Business trip c) Weekend break d) Family visit e) Sports trip

2. In general, do you search for information about a destination on the internet before you travel?

- A) Yes, entirely (100%) b) Yes, mostly (80% c) About 50% e) 1%-50% d) (0%)

3. Which search engines do you use if looking for travel& holiday information? Please select all that are applicable.

- A) Google b) Yahoo! C) Bing d) ask.com (ask jeeves) e) Other____

4. Suppose you are travelling to Rome in one week. Which of the following listings seems helpful to you and as a result would be clicked on by you?

- A) One of the first three b) One of the right hand side c) The first of the organic listing d) Any of the organic listings on the first search engine result page

4. B) what is the reason for choosing this listing not any other?

5. Do you find banners helpful when gathering information about travelling or a destination online?

- A) Yes, they are helpful b) No, they are not

5 b) Do you find pop-ups helpful when gathering information about travelling or a destination online?

- A) Yes, they are helpful b) No, they are spam

6. Do you click on banners/ pop ups to...

- A) Close them b) To get more information about the service/product advertised

7. On a scale from 1 to 7 (strongly disagree 1 – 2 – 3 – 4 – 5 – 6 – 7 strongly agree) please rate the following statements:

	Banners	Pop-ups	Sponsored adds
Helpful	1-2-3-4-5-6-7	1-2-3-4-5-6-7	1-2-3-4-5-6-7
Interesting	1-2-3-4-5-6-7	1-2-3-4-5-6-7	1-2-3-4-5-6-7
Boring	1-2-3-4-5-6-7	1-2-3-4-5-6-7	1-2-3-4-5-6-7
Annoying	1-2-3-4-5-6-7	1-2-3-4-5-6-7	1-2-3-4-5-6-7
Entertaining	1-2-3-4-5-6-7	1-2-3-4-5-6-7	1-2-3-4-5-6-7

8. Do you find promotional e-mails for a holiday or with a special offer helpful and interesting?

