Abstract

This study follows the development of the Bulgarian tourism, researches its problems and gives suggestion for improvement.

The tourism in Bulgaria is one of the most developing branches during the past years. Despite of that, this research shows the existence of many problems. Mainly the problems are connected with the weak marketing and advertising national politics.

The improvement of the tourist product and tourist services can be reached by segmentation of the tourist market, choice of suitable market segment and taking good position on the tourist market.

Keywords:
- Tourism
- Marketing
- Segmentation of tourist market
- Tourist product
- Tourist services

Rezumat

Acest studiu urmărește dezvoltarea turismului bulgar, cercetărea problemelor pe care le întâmpină și oferă sugestii pentru îmbunătățire.

Turismul din Bulgaria este una dintre ramurile ce a cunoscut cea mai mare dezvoltare în ultimii ani. În ciuda acestui lucru, acest studiu arată existența multor probleme. În principal, probleme sunt în legătură cu insuficientul marketing și politică națională de publicitate.

Îmbunătățirea produselor și serviciilor turistice poate fi realizată prin segmentarea pieței turistice, alegerea segmentului de piață corespunzător și luarea unei poziții adecvate pe piață turistică.

Cuvinte cheie:
- Turism
- Marketing
- Segmentarea pieței turistice
- Produs turistic
- Servicii turistice

Introduction

During the past few years tourism has been recognized as a working and developing branch, and as a result, tourism has acquired greater importance in the social and economic development of Bulgaria. Its part in the GDP is increasing as well as the income and currency receipts from tourist activities. Tourism together with the services and high-technologies branches emerges as a priority of the state and political encouragement, with a view of their forming as a niche for investments in Bulgaria [1]. In this meaning, the accent shall be put to internal tourism - mountain, cultural, spa-tourism and etc.
rather than to Black Sea tourism. Tourism brings 13% of the GDP and after closing of two blocks of the Atomic Power Station ‘Kozluduy’, tourism shall transform from second export sector after the energy sector, into the first export sector of the Bulgarian economy [2]. Even though tourism is a privately developed sector, its stable development is closely related to the whole strategy and politics of the government.

The goal of this study is to follow the development of Bulgarian tourism, research its problems and give suggestions for improvement.

The good perspectives for tourism in Bulgaria are clearly evident from the fact that Bulgaria is the only destination in Europe which has not reported decreasing numbers of tourists since 1999. According to 2004 data, during the period from January to December 2004, 13, 56% more tourists with main purpose relaxation and vacation have come to Bulgaria; the countries of the European Union (excluding the new members) have registered a 23, 90% increase of the number of tourists to Bulgaria; and 20, 01% more income from tourism has been reported (data are presented compared to 2003 figures) [3].

The European tourism committee to the European Union indicated in 2005 that Bulgaria was one of the fastest developing tourist destinations. Research shows that Bulgaria outstrips Italy and Iceland by rates of tourists’ increase. Bulgarian tourism marked growth of 20%. By 2004, the increase was associated with the German tourist companies which had included Bulgaria into their business activities. Most of the Bulgarian Black Sea hotels had been credited by German tour-operators. That why they had advertised and attracted German tourists to take back their investments.

Whereas Bulgaria had an access to 1% of the West European market 5-6 years ago, nowadays Bulgaria has an access to 5-6% of the tourist market. This trend can also be explained by the fact that it is already possible to rest luxuriously in Bulgaria. The country is not a destination for unemployed and retirees only any more.

Worth noting, during the past 5-6 years Bulgarian tourism had gone through a true Renaissance. According to some experts, however, Bulgaria has developed a building industry instead of tourism. Nevertheless the invasion of the hotel business is the most evident indicator of the intensive years of the branch. The Bulgarian resorts have increased their capacity almost three times. About 700 - 800 million Euros have been invested in the Black Sea resorts “Sunny Beach” and “Golden Sands”, including the construction of 4 and 5 stars hotels, which represent about 20% of the hotels at the Black Sea coast. According to data of the Tourism State Agency, there are more than 300 000 beds in hotels, apartments and holiday resorts only at the seaside. Also the interest of investors from Great Britain, Ireland, Spain and France for holiday properties is considerably increasing.

The forecasts for the tourist sector is that Bulgaria shall be visited by 5,5 million foreign tourists within the next 2 years, whereas the income in 2007 shall exceed 2,5 billion Euros. The World Tourist Organization forecasts that Bulgaria shall welcome 20 million foreign tourists in 2020 [4].

One of the answers why the foreign tourist would choose Bulgaria for its summer vacation is “Because it is cheap and delicious in Bulgaria, there are plenty of nice beaches and there is not terrorism”. During the past 5-6 years another answer has also
emerged: “Because is already possible to relax luxuriously in Bulgaria”.

According to the forecasts of the Tourism State Agency, a 5-6% increase of the tourists in Bulgaria and a 7-9% increase of the income from tourism are expected in 2006 [5].

Despite the overall good perspectives outlined hereinabove, it should be mentioned that the 2006 summer would be a season of tourist stagnation. There is a risk that the 2006 summer would be the first season of a drop to the tourism in Bulgaria [6].

The tour-operators TUI and ITS (REWE Touristic) have marked considerable drops in the number of German tourists (10-15% for ITS). Only Nekerman (Thomas Cook) has marked a 1-2% drop, however, the competitors explain the drop with the moderate results during the past year. The number of German tourists in Bulgaria has begun to decrease about two years ago (starting from 2004). Since then the Bulgarian resorts rely on English tourists. Yet their number has currently decreased with about 10%. In spite of this at the beginning of July, 2006, the seaside resorts have seemed decently populated with tourists.

We can outline the following main reasons for the decrease of German and English group tourists in Bulgaria for the last 2006 (Table no. 1):

<table>
<thead>
<tr>
<th>Germany</th>
<th>Great Britain</th>
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<tbody>
<tr>
<td>The economic crisis in Germany, which reflects on the segment of German clients buying holidays in Bulgaria.</td>
<td>The reputation of the country and the continuing rapid construction, hygiene and rules’ disrespect.</td>
</tr>
<tr>
<td>The tendency to the last minute bookings, which leads to unreliable tourists at very low prices.</td>
<td>The later bookings because the tour-operators pull out their programs to the middle of the season when the construction is not so intensive.</td>
</tr>
<tr>
<td>The bad reports for Bulgaria connected with the mass construction in the resorts, the loss of their attractive image and also the lack of sustainable reputation of Bulgaria.</td>
<td>The holiday apartments which have been bought by many Englishmen, where they have started to welcome guests. As a result the tour-operators have lost over 20-25 000 people.</td>
</tr>
<tr>
<td>The super offering of beds.</td>
<td>Problems with the service.</td>
</tr>
<tr>
<td>The Germans have started to travel differently: they prefer the exotic beach rather than the ordinary one; flexible elements which can be combined by themselves instead of the proposed ready tourist packages; Internet booking instead of tour agency services.</td>
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Worth noting, the “low-tide” of German tourists from Bulgaria as a tourist destination does not have only negative consequences because the risk for the Bulgarian tourist industry to welcome tourists mainly from one country has been diversified. Also with the help of the German mega tour-operators which bring tourists from the whole of Europe, the drop will probably be overcome by mass tourists from different nationalities.

In the background of the examined positive and some negative tendencies in the development of the tourism in Bulgaria, follows to note that the tourist business faces a lot of problems whose decisions might help for more dynamic and effective development of this strategic for the national economic branch.

We can describe the following main problems before the development of the tourism in Bulgaria [7]:

1 Mono-structurally Development of the Branch

The Bulgarian tourism still aims mainly at the traditional mass type tourism - sea and mountain. The country is famous mainly as a destination for sea recreative tourism which makes for 70% of the Bulgarian tourism. The mountain (skiing) tourism makes for 10% and the specialized types of tourism - 20% despite the large potential for development of the latter.

Similar development does not correspond to the natural, historical and cultural features of the country and makes difficult their fruitful complete utilization (For example the culture - cognitive tourism realizes only 1% of the whole income of the Bulgarian tourism given that there are over 40 000 monuments of culture from different historic periods, 36 cultural reserves, about 300 museums and galleries and 7 historic memorials listed in the world culture inheritance). Compared to 2004 the growth of cultural tourism for 2005 is 0, 5% [8].

Some possibilities provided for by the PHAR Program –International Collaboration Bulgaria - Greece 2004 should be mentioned as a positive phenomenon. According to the program, municipalities, museums and non-governmental organizations on the border with Greece which would like to develop cultural tourism and have respective possibility, shall receive new options for financing in the amounts of 55 000 to 300 000 Euros for realizing of projects in this area [9].

The good bio-resources shall be better used for the development of hunting tourism. Bulgaria has 56 hunting reserves which in 2003 realized only 2 million Euros. Similarly the mineral and thermal springs in the country are not used completely, especially the development of quality balneotourism. There are about 550 famous deposits with 1600 mineral springs and deposits of curative mud. However, except for the high category hotels at the Black Sea, competitive products are being offered only by a few hotels inside the country.

On the other hand, rural tourism has recently begun to be developed in Bulgaria but it is still oriented towards the poorest segments of the tourist market.

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We may conclude that the animation is poorly included in the tourist products, offered in Bulgaria.
Even the sea-side hotels still offer limited number of services. Survey results show that only 46% of the hotels provide for sport and entertainment facilities, whereas 36% provide for wellness facilities and 17% - for sauna. The share of hotels, which organize trips for their guests, is also quite small - 27%. Barely 20% of the hotels offer services associated with the local customs and traditions such as participation in carnivals, wine-tasting, nights of the Bulgarian traditional cuisine, Bulgarian folklore, visiting traditional rural houses, safari, fishing and others.

It is recommendable that the offered additional services shall be diversified towards the main tourist product in order to enhance its competitiveness in the longer run because such services provide for the better comfort and useful stay of the tourists. For example, the international management team of the Kempinski Grand Hotel “Ermitag” in the Golden Sands Resort has elaborated a complete system of rehabilitation and health tourist packages including ultra-modern spa-centre utilizing natural products from Bally, offering Hawaiian massage “Uatzo”, as well as complex dentistry services [4].

The strategy for “Stable Development of the Bulgarian Tourism” (2004) for 2005-2010 expects that in 2010 the income from the alternatives of the sea tourism shall be 45% of the whole income from tourism (for comparison in 2004 the percentage was 20%).

2. Irregular Assimilation of the Tourist Resources

This problem is connected with the concentration of the Bulgarian tourism mainly in the sea resorts. This disproportion becomes evident from the statistics showing that 80% of the beds in hotels is situated on 9% of the territory of the country, mainly in the resorts at the seaside and in the mountain - skiing resorts - Pamporovo, Borovetz and Bansko. During the past years migration processes from the sea resorts have been observed which has lead to a risk of low-tide of tourists. The Bulgarian tourism is marked by a strongly expressed territorial and seasonal concentration, and as a result during the whole year at average 32% of the beds in the country has been occupied, whereas at the Black Sea Coast the work load has been fewer than 30%.

We may conclude that it is appropriate to prolong the active period of the resorts by way of diversification of the tourist product.

3. Insufficient Marketing and in particular Advertising Politics

Worth noting the main problem of the tourism in Bulgaria is the lack of a united, massive and professionally developed advertisement of the country as a whole-year tourist destination. The country does even have a clear logo and in the final analysis it is not clear what the logo is symbolizing - the roses, the wine or something else. There is a lack of sufficiently developed complete marketing strategy. Despite the active participation of Bulgarian companies on the international tourist market during the past two years, the comparison with our main rivals Turkey, Greece and Croatia shows that the marketing and advertisement of the Bulgarian tourism is lagging behind. For example, ten enormous build-boards with an area of 20 square meters each with the following sign “TUI and Turkey invite you at the Mediterranean” are situated in Frankfurt am Main. For comparison, Bulgaria does
not have similar advertisements as a tourist destination [10].

Bulgaria owns unique natural and cultural - historic resources, unfortunately, no complex national strategy for development of the tourism exists. It is necessary to promote the country profoundly not only as a whole but also by regions.

The government shall facilitate the private businesses in the process of financing of national tourist advertisement rather than shall act as a source of money. The advertisement can take an effect only if it envisages Bulgaria as a destination. Each advertisement of a particular resort just sinks into the ocean of promotions. On the contrary, everyone wins from the common advertisement of the tourism as a destination - from hotel-keepers to taxi-drivers [10].

However, there are not sufficient sources for advertisement - national and business - not only abroad and also within the country. The advantages of the web-advertisement are not used very well although it provides for more attractive and flexible tariffs in comparison with the tariffs of the televisions, as well as for various possibilities for combinations between text, sound and the multi media.

The advertisement of the tourist product shall not only attract the attention to it but shall also give respective information, which demands the use of professional methods for its construction.

In the project-budget for the implementation of the strategy for “Stable Development of the Bulgarian Tourism”, already discussed hereinabove, the resources for marketing activities (advertisement, marketing research and others) are forecasted to increase from 10 million Euros in 2005 to 20 million Euros in 2008 and 30 million Euros in 2010.

Furthermore 250-260 million Euros are expected to be allocated from the structural funds of the EU for the Bulgarian tourism. Presently about 75% of such funds shall be invested into the development of tourist attractions and the connected infrastructure. The remaining 25% shall be invested into the development of tourist products through marketing and advertisement, training, increasing the quality of the product and the like [11].

It becomes clear that the elaboration of a strategy for implementation of an effective national advertisement for the Bulgarian tourist product emerges as the major problem. The idea is to utilize public - private partnerships for the establishment of national tourist offices out of Bulgaria. The Tourist State Agency and the state do not have sufficient funding to buy or rent offices and also to hire personnel. Therefore one possible course of action is to build such offices together with partners who meet certain criteria. The latter shall provide for finances, and the Agency shall undertake to advertise by the offices and to deliver the necessary materials for Bulgaria. There is an idea to form the budget of the national tourist advertisement using the public - private method. One way to realize said idea is the creation of an additional fund to the allocated resources from the state for advertisement and promotion, which fund shall attract resources from the tourist branch and from the other businesses. The purpose of the fund shall be to operate together with the state and also to advertise Bulgaria as a destination. Of course it is necessary to estimate very well whether the partnerships are in favour of the country and the entire tourist sector rather than
are in favour of a particular interest, organization or business.

The budget of the Tourist State Agency for advertisement for 2006 is 6, 2 million leva; however the necessities require over 19 million leva. Given that tourism in Bulgaria brought income of 1, 8 billion leva for 2005, at least 1% of said income might be reinvested in its development.

4. Insufficient Quality of the Service

The number of the people working in the sphere of tourism in Bulgaria is quite significant. At the beginning of 2004 approximately 70 000 citizens were hired thereto and approximately 180 000 additional citizens took part in the sales of products and services to tourists. Over 6 000 families work currently in their own hotels and restaurants as tour-operators or agents or are hired in different productions of goods and services related to tourism.

Although the large number of working places and engaged people in the sphere of tourism in Bulgaria, the main problem is the lack of highly skilled experts and professionals. The professional education in this sphere is still not adequate because it does not respond to the increased requirements of the tourist business.

Combined efforts between the Bulgarian tourist business and educational institutions are critical with a view of reaching a quality methodology as to shaping the professional skills of the personnel engaged in tourism.

Another problem related to the tourist services in Bulgaria is running out of the qualified staff working in the tourism. People often work for about two years at the Black Sea coast and after that they choose to work in some more developed tourist countries [8]. As a result of the big fluctuations in the personnel, the quality of services is constantly decreasing. Unfortunately the main reason for the fluctuations is the low payment in Bulgaria. It is not a secret for anyone that the best part of the Bulgarian qualified staff in tourism have been realized successfully in other countries such as Greece, Spain, Cyprus, USA and Kuwait.

Compared facts show that the level of tourists’ satisfaction by the level of services in Bulgaria is still lower than the level of satisfaction by tourist services in Greece and Turkey.

A positive example for the selection of necessary sources towards the increase of the personnel’s qualification, as well as for the level of tourist services is the hotel resort “Helios Spa Resort” in the Golden Sands Resort. The management of said hotel intends to demonstrate greater activities towards investments in the employees’ qualification despite the conspicuous seasonal character of Bulgarian tourism and the respective personnel’s fluctuations. The management concluded last year agreements with many schools and universities educating staff for the tourist branch. Except internships and short vocational courses, training modules have been organized for acquiring skills typical for the professions of the branch such as waitresses, bartenders, chambermaids and others. Even the errand-boys standing at the entrance of the Helios Hotel go through education [4].

An important precondition for the increase of the services’ level of Bulgarian tourism is the introduction of the euro-standards. A serious step shall be the introduction of the HACCR management system, a system for analysis of dangers and control of critical points [12]. The system includes among
other a update of the object’s infrastructure, an introduction of new working rules and last but not least – change of workers’ mindset. The system guarantees to consumers that the particular services and offered food are safe.

5. Poor Condition of the Infrastructure

The infrastructure is also a serious precondition for the charm of tourist objects. According to experts only 32% of the whole road net in Bulgaria is in a sufficient condition. The infrastructure is very important for the rural, spa, and cultural - historical tourism because a great part of the tourist objects do not provide for a convenient access to them. The roads of a country are one of the main features which are important for tourists. That is why they have to be well-marked, clean and safe.

The problems with the infrastructure create difficulties to the tourist organizations which would like to take out the foreign tourists from the resorts and show them plenty of cultural - historical sites, for example the tombs in Kazanlyk, Perperikon and Starosel. Unfortunately for more than six years now no adequate road has been developed to Perperikon, similarly at the end of the road to Starosel there is a one-kilometer cobblestone lane. The road to the Borovetz ski-resort is full of potholes; nevertheless plans for “small”, “middle” and “big” Super Borovetz have been drawn at the same time [8].

It is very important to underline that there is no working economy and working tourism without good infrastructure. The transportation projects, critical for tourism, are the sea airports and the highways “Hemus”, “Trakia”, and “Black Sea”. The best way to construct said highways shall be concessions given that the state faces difficulties to allocate the necessary funds (about 3 billion Euros) therefor [13].

The water and sewage system at the Black Sea Coast is also in a poor condition. Despite the economic difficulties the building of infrastructure is predominantly an obligation of the state and it shall not abdicate from it.

Another main problem related to infrastructure is the super-development of the Black Sea resorts in Bulgaria, which have turned them into concrete cities, not into enjoyable and interesting places for relaxation. The mountain ski-resort Pamporovo faces a similar problem. The mass building during the past years in the resorts has gradually led to the disappointment of tourists who are looking for a calm and comfortable atmosphere. Moreover the whole infrastructure within the resorts turns out to be problematic, e.g. building of pavements and gardens between the hotels which shall be an obligation of the municipality.

In the project-budget for realization of the strategy for development of Bulgarian tourism the paragraph for building of engineering infrastructure (roads, airports and others) provides mostly for state sources, as for 2005 they were about 300 million Euros, for 2006 - 310 million Euros, for 2007 shall be 320 million Euros, for 2008, 2009 and 2010 - 300 million Euros per year.

Another problem of infrastructure is the material-technical base of the hotels which is outworn in a certain number of cases and the “quality of the tourist product - star category of the hotel - price” correlation has not been yet optimized. This is valid especially for hotels situated inside the country, in the mountain and balneological settlements. Also not all of the hotels have been
classified in compliance with the Law on Tourism and the regulatory acts.

Furthermore, the contemporary information technologies and the regional and national networks have not been broadly utilized.

6. Limited Use of Internet

As a result of the limited use of Internet there are no efficient connections between the different hotel systems. The dynamic of the global tourist market stimulates the using of permanently evolving programs with effective application in the sphere of management, communications, advertisement, distribution and services in tourism. At the same time the tourist sector is not very popular among the Bulgarian IT companies.

The Law on Tourism, which regulates the development and introduction of integrated systems for tourist information and national tourist registry, demonstrates the positive change towards the information technologies’ role in the marketing and distribution processes, in the competitiveness and the quality of the Bulgarian tourist product.

7. Mainly Offering of Mass Tourist Product

Worth noting the Black Sea resorts predominantly offer the classical mass product. The 2006 summer demonstrated the secondary features of the latter. These features are last-minute offers, which attract tourists sensitive to prices in conditions of high-competition. On its part the all inclusive system (everything included in the price) is a tested method used by hotel-keepers to guarantee that the guests will spend their money mainly in the respective hotels.

The system is also very convenient for the tourists.

Unfortunately this market segment is ungrateful and the competition is cruel. And despite the investments in new and luxurious hotels, the whole vision of the offered tourist product will not change soon. It is recommendable to put more efforts in the finishing works of the mass tourist product - to rehabilitate the airports, roads, aqua parks, and sewage system, to plant parks and gardens, to train personnel, to start advertisement abroad.

We opine that the mistake made by the tourist branch is that after investing in expensive facilities, advertisement activities do not continue and in this way the world cannot learn about the newly developed hotels. And regrettably the hotels become outdated.

The main reasons for the establishment of the mass tourist product in Bulgaria are: the type of development, as a result of which the resorts have started to resemble concrete cities; the characteristics of the tourist product as indiscriminate and permanent; the problematic hygiene and mainly the lost of due measure which results in oversupply.

However, Bulgaria has the potential to be a destination of mass clients, as well as of high-class clients. The tourism in Bulgaria has the necessary potential therefor but courageous investments and professionals are needed. Also a segmentation of the market and long investments in new luxurious hotels, managed by recognized international companies, shall be implemented with a view of offering comfort and special conditions. This is the way to attract high-class western tourists to the Bulgarian Black Sea Coast. Such category of tourists do not look for low prices, instead are interested in finding
world standards of service and real experience - personal and unforgettable.

Unfortunately the competition of the market predetermines Bulgaria to be a place for cheap tourism in the next few years. Yet 3,000 quality rooms out of over 25,000 rooms in the Golden Sands Resorts are not enough to overcome cheap tourism [4]. In fact the five-star hotels at the Bulgarian Black Sea Coast are only three although the categorized hotels with four or five stars are about 20% from all hotels at the seaside. The lower categories hotels continue to execute one marketing method - low prices. That is why the inflation of the categorization and the traditional marketing method - low prices close the Bulgarian Black Sea Coast into the mass tourism trap.

Nevertheless more and more owners realize that higher profits shall be achieved through attracting solvent tourists. The country can be interesting for tourists in two ways: cultural landmarks or entertainment. Following the massive construction of hotels it is logical now that the investors shall start to develop golf courses, spa-centre and other attractions, which shall provide for the new quality of the tourist services and the yearly utilization of the hotels.

The ambitions of the Bulgarian tourist industry in the future are directed to the luxurious and balneo-and spa tourism.

It is necessary to reconstruct the tourist industry – not only by the type of tourism but also by market segments; a considerate state strategy, and standards for development of the resorts and for services of the sector have to be elaborated; the advertisement of Bulgaria as a destination shall be well financed; courageous long-term investments including the infrastructure and personnel shall be undertaken.

As an example for the development of elite tourism in Bulgaria is the building of golf courses. Bulgaria has the potential for its turning into a destination for golf tourism from which millions can be earned as in Spain, Portugal, Greece, Dubai and others [14].

8. Inefficient Role of the Great Number of Branch Organization

The number of branch organizations in Bulgaria is need quite big – three national branch organizations (the Bulgarian Association of the Tourist Agencies, the Bulgarian Tourist Chamber, the Bulgarian Hotel and Restaurant Association), ten product tourist organization and seven regional tourist associations. In fact their activity is not sufficiently beneficial to the tourist companies because only 20% of the latter are members of branch organizations.

On the contrary the associations of the specialized kinds of tourism play a very important role, for example: the National Association for Spa Tourism, the Bulgarian Association for Congress Tourism, the Bulgarian Association for Alternative Tourism, the Bulgarian Association for Rural and Ecological Tourism, the Bulgarian Association for Balneology and others.

The abovementioned organizations perform complex activities - communications, advertising and consulting with the purpose of developing alternative tourism. They also take part in the practical development of new tourist products such as creating of eco-roads, new mountain routes and others.

The Tourism State Agency prefers the branch organizations to be united. They are the only possible partner of the government because the tourist sector is private. For regret there are
controversies between the branch organizations which for most of the time are personal rather than professional. A great challenge before the tourist sector is to demonstrate its unity so that every player would have bigger advantages and the state will pay more attention to tourism [15]. To a certain extent the arguments are based on contradictory economic interests.

The examined main problems of the development of tourism in Bulgaria do not exhaust all the possibilities. Several other problems related to all businesses shall be mentioned, namely taxation, corruption, unstable legislation, finances, social - insurance system and unfair competition.

On the base of the examined trends and problems in the development of tourism in Bulgaria, we can make the following key conclusions:

- It is recommendable to perform a segmentation of the market and orientation not only to mass tourists but also to elite tourists, as well to offer them the respective tourist product;
- It is recommendable to direct the efforts not only towards the sea and mountain tourism but also to cultural tourism, spa tourism, balneological tourism, congress tourism and others;
- It is recommendable to enhance the education and training of the personnel of the tourist sector;
- It is recommendable to improve the infrastructure in the country with a view of increasing the attractiveness of the tourist product with the help of the government;
- It is recommendable to offer common tourist packages with other countries (for example with the Balkan Peninsula countries) in order to attract new market segments;
- It is recommendable to deepen the offering of tourist packages for shorter trips and flexible packages comprised of different modules;
- It is recommendable that the tourist branch shall be united, as well as that a Ministry of Tourism shall be established for the better protection of the interests of tourism as a whole and for the better utilization of the European funds after our accession at the EU.

In conclusion, we have to highlight that the country has the necessary potential for the development of tourism; however, its approval as a world tourist destination attracting solvent tourists demands serious and expedient efforts on the side of the private business and the government. As a priority such efforts shall be orientated to the application of marketing instruments for segmentation of the tourist market, the choice of targeted markets and the way for positioning of the suitable tourist product thereto.
References