

**Biodiversity Conservation & Economic Growth  
(BCEG) Project**

**GWU Ecotourism  
Consultants Practicum**

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*Submitted by:*

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# Ecotourism & Gateway Communities

## Rila & Central Balkan National Parks



**SUBMITTED TO:**

**BIODIVERSITY CONSERVATION AND ECONOMIC GROWTH PROJECT**

**ARD, INC. - BULGARIA**

**BY:**

**MBA CONSULTING PRACTICUM**

**DEPARTMENT OF TOURISM AND HOSPITALITY MANAGEMENT**

**THE GEORGE WASHINGTON UNIVERSITY**

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**TABLE OF CONTENTS**

Table of contents .....	2
List of Abbreviations.....	4

**EXECUTIVE SUMMARY**

Central Balkan National Park.....	5
Visitors' Center .....	5
Hospitality Industry.....	6
Central Balkan National Park 10 <sup>th</sup> Anniversary Event .....	6
Rila National Park .....	6
Marketing .....	6
Product Development.....	7
Final Report Organization.....	8

**FINAL REPORT**

Ecotourism Initiative Group.....	10
Scope of Work.....	10
Methodology .....	11
Situation Analysis for the Pilot Sites.....	12
Rila National Park Pilot Site .....	12
Kalofer.....	12
Tourism Product Development and Business Plan Generation .....	13
Potential Market Segments.....	14
The Specialty Travel Index .....	15
Marketing Tools .....	15
Attractions Database .....	15
Regional Web Site.....	16
Rila and Gateway Communities Visitor's Guide.....	16
2001 Rila National Park Celebration .....	16
Kalofer Visitor Center.....	17
Kalofer Bed & Breakfast/Hotel and Restaurant Association.....	18
Kalofer Tour Development .....	18
Twenty-one Point Guideline System.....	18
Mock Tour.....	18
Kalofer's Celebration of the Central Balkan National Park's 10th Anniversary.....	18
Kalofer Festival Portfolio.....	18
Specific Recommendations for Rila Pilot Area .....	19
Specific Recommendations for Kalofer Pilot Area.....	19
Development of an Operational Model for Ecotourism Development .....	20
Protected Areas Ecotourism Cluster .....	20
Canadian Tourism Product Club.....	21
Information Collection and Management .....	21
Marketing .....	22
Training and Human Resources .....	23
Environmental Certification/Eco-labeling .....	23
Product Development.....	24
Conclusion.....	25

**Appendices**

- Appendix 1 – GW Graduate Student Consulting Team Final Presentation to USAID  
Washington, DC – June 29, 2001
- Appendix 2 – Individual Business Plans for Both Pilot Sites
- Appendix 3 – Tourism Contacts for Pilot Project Sites
- Appendix 4 – Guidelines for Familiarization Trip
- Appendix 5 – Guidelines for Proposed Attractions Database Information
- Appendix 6 - Database Cluster Guidelines
- Appendix 7 – Rila and Gateway Communities Visitor Guide
- Appendix 8 – Rila Event Information for Press Kit
- Appendix 9 – History of Rila for Press Kit
- Appendix 10 –Rila Event Announcement Flyer
- Appendix 11 –Event Planning Committee Structure
- Appendix 12 –Kalofer Visitor Center Action Plan
- Appendix 13 –Action Plan for Bed & Breakfast, Hotel &Restaurant Association
- Appendix 14 - Guideline for Accommodations Development
- Appendix 15 –Guidelines for Developing a Tour
- Appendix 16 - Draft Proposal for Hayduts Tour
- Appendix 17 –Central Balkan Event Action Plan
- Appendix 18 –Kalofer Festival Portfolio
- Appendix 19 –Checklist for an Ecotour
- Appendix 20 –Kalofer Visitor Monitoring Information Pieces
- Appendix 21 - Baseline Economic Indicator Data Pilot for Samokov
- Appendix 22 –Economic Argument for Sustainable Tourism

## **LIST OF ABBREVIATIONS**

ARD – Associates for Rural Development, Inc.

BAAT – Bulgarian Association of Alternative Tourism

BATA – Bulgarian Association of Travel Agents

BCEG – Biodiversity Conservation and Economic Growth Project

EIG – Ecotourism Initiative Group

GW – The George Washington University

NP – National Park

## EXECUTIVE SUMMARY

Over the last five months, community members from Samokov, Beli Iskar, Gorvardartsi, Malovistsva, and Mala Tsarkva and Kalofer have participated in a series of rural tourism (ecotourism) planning and design activities initiated by the Rila and the Central Balkan National Park Directorates. These activities are part of the preparation and implementation of each Park's management plans. These activities have been conducted in cooperation with ARD. These communities form the basis of each Park's pilot sites for ecotourism development and economic growth.

After several meetings and planning workshops, a concept for the development of ecotourism in both areas was initiated. One element of the overall strategic assistance to both pilots involved technical support from a group of graduate students at the George Washington University. All students provided expertise in tourism and business development. Seven traveled to Samokov and six students traveled to Kalofer. Each team worked in the pilot sites for the purposes of conducting an assessment of the current tourism situation, to identify new products for tourism development, to establish guidelines and recommendations for future data collection and sustainable ecotourism development.

During their stay in the two pilot communities, the George Washington University Consulting Teams worked with representatives from Rila National Park and Central Balkan National Park and their Local Ecotourism Initiative Groups. These teams worked together in task forces to engage local municipal government, and tourism service providers and the surrounding communities. As a result of this work, the two teams have facilitated the identification of many community ecotourism components for development. The groups have also established a set of indicators to measure economic progress using ecotourism. These indicators are key for a destination to monitor its tourism development.

### CENTRAL BALKAN NATIONAL PARK

After a rapid assessment of the Central Balkan National Park and the Kalofer community it was evident that an organizational hub was needed to establish a sustainable ecotourism destination. Immediately, the group began processing the development of a Visitors' Center. A vacant building located in the center of Kalofer became the focal point for this concept.

#### *Visitors' Center*

This building, although in need of some major renovations, is a perfect place for both revenue generating businesses and a non-profit organization. The Visitors' Center should be comprised of four main entities. The first entity will be The Kalofer Business Center, which will provide Internet access, information management services, technical and educational training and workshop opportunities. These resources will be available to the tourist, tourism entities, and the local Kalofer community. The second entity within the Visitors' Center is the development of a local Destination Management Company (DMC). The DMC, a for profit component of the Visitors' Center, will collect tourism information, design tour packages, produce tourism related events, and manage Kalofer as a premier ecotourism destination. With the wealth of unique park resources and activities, local restaurants, accommodations and craftsmanship throughout the community, specialized tours will interest both national and international travelers. A third revenue generating entity of the Visitors' Center will be a gift store. A member of the proposed local craftsmen's guild will operate it. This guild is comprised of the many talented individuals who participate in a variety of activities such as lace-making, weaving, woodcarving, pottery and rose-oil production.

This rare and unique biodiversity of the Central Balkan National Park will be showcased in an information and interpretive area housed on the first floor of the Visitors' Center. This interpretive center will include displays on ethno-botany, local cultural heritage, folklore, park trail guides and all other brochure materials. Guidelines to produce specialty themed tracks and tours have been created to incorporate a variety of Kalofer community businesses.

### ***Hospitality Industry***

In addition to the Visitors' Center the team addressed the need for the hospitality industry to work together in order to promote their establishments, and to implement standards and guidelines that would be more acceptable to tourists in the regional and international markets. This necessitated the formation of a Hotel & Restaurant Association to promote quality assurance through guidelines & standards. The team recommended the refinement of the existing hospitality brochure to include all service information tourists might require during their stay in Kalofer.

Training will be a major part of the improvement strategy for the accommodations and food services sector in Kalofer. Workshops will be developed aimed at creating and implementing guidelines for improving standards. These will consist of short-term training modules, and on-the-spot courses. In addition, business will be trained in record-keeping and tracking visitor spending. Major focus will be placed on a pricing strategy for the products and services offered in Kalofer's hospitality industry.

### ***Central Balkan National Park 10<sup>th</sup> Anniversary Event***

As a marketing tool for the Kalofer community and the Central Balkan National Park, we have developed guidelines, event components and created a portfolio for the 10<sup>th</sup> Anniversary of the national park. Such thing as a photo contest, crafts fair and demonstration and opening of the new trail will highlight the available ecotourism to VIP and communities guests.

Many members of the Kalofer community have already begun to create new business concepts to serve tourists. Some excellent examples of possible tourism products that are already being developed including a horse and equipment rental company, bed & breakfast expansions, and start-ups which are highlighted in our report.

## **RILA NATIONAL PARK**

In order for tourism to develop, tourists must be made aware of the services and attractions a destination has to offer. Rila National Park is a prime tourist attraction for these areas. In order to attract attention to the park the Ecotourism Initiative Group plans to establish a Rila National Park celebration intended to promote the biodiversity and natural beauty within the park and its surrounding communities. Uniting attractions will draw eco-tourists seeking the opportunity to learn about the park's natural features and the area's cultural heritage. Environmentally friendly events held during the weekend will highlight several of the pilot's pristine sites, which will in turn increase tourism. The GW Consulting Team has identified the steps in which this event should be developed along with providing sample marketing and public relations materials with which to publicize this event.

### ***Marketing***

On a whole, a concern of local businesses is marketing and tourism recognition. After discussions with many key tourism and park representatives, the team will recommend a

multi-faceted marketing approach. Realizing that at the present time, Samokov and surrounding areas have the ability to market to several segments, including the Bulgaria middle-class and expatriate community. Additionally, efforts should be made to attract the youth hostels and elder hostels, as well as educational and volunteer markets. The report outlines various means in which to access these markets. For the long term, increased tourism information and services may improve marketability and broaden the target market to capture both regional countries, such as Greece, Turkey, Romania, Yugoslavia, and the international ecotourism and adventure tourism markets.

### ***Product Development***

Specific marketing tools have also been identified which include a Visitor's Guide, which serves as a comprehensive compilation of synthesized contact and reservation information about existing tourism attractions, accommodations, food services, transportation, guides, translators and other services. This marketing piece will also include a map of the region indicating all of the tourism facilities, as well as rules and regulations of the park and sample tourist itineraries. The map itself should also be offered as a marketing tool. Both of these tools should be used in conjunction with the Central Balkan National Park Celebration and other marketing channels identified in the report.

In addition to marketing, product development is also necessary. Tourists will seek a variety of products and services as part of their experience. Recognizing that the providers of these services have a vested interest in working together is the first step in establishing a cluster of related activities that support and develop together. The report outlines guidelines for the establishment of an ecotourism cluster focused around the National Park and protected areas, as this is the type of tourism appropriate for the Samokov region. As this cluster develops, it may become evident that a business incubator will further development in the region. This incubator could be established through a group of local entrepreneurs and provide support to existing tourism related businesses as well as resources for new business development.

Many members of the community have already begun to create new business concepts to serve tourists. Some excellent examples of possible tourism products that are already being developed include a craft center, visitor information center, tourism service reservation center, new hotels, equipment rental operations and transportation. Many more which are highlighted in our report.

The key to product development is training. The team is recommending that a system of training be implemented by the National Parks. Local tourism businesses will be invited to receive training from park staff. In return, they will be recognized as a "park affiliated facility" and be permitted to use this as a marketing tool. This may be the first step in establishing an environmental certification program for tourism services as well other services such as craft making. There are several means in which to develop this concept as various models already exist. The purpose of an environmental certification system is to provide businesses the opportunity to incorporate environmental practices into their operations, which serves both as a marketing tool and as a means to conserve resources such as energy, water, etc, which, in turn, lowers operating costs. Guidelines for training and certification programs are included within the report.

Information is key to any type of tourism development, serving various functions including marketing and monitoring. In the case of the Samokov region, in order to compete locally, regionally and particularly internationally, new means of data management must be



implemented. After accessing the local situation, it is evident that a vast majority of stakeholders would benefit from a comprehensive database system. With this in mind, the team has established a set of guidelines as to what information should be included in such a database. It is recommended that the database be multi-faceted and should include elements such as tourism services, attractions, economic indicators, investment opportunities, events, National Park information, etc.

An ideal outlet for such a comprehensive database is the Internet. Access to this database should be made available at different levels. The public must be granted access to information that allows them to investigate tourism in the area. At another business level, specific information regarding economic indicators, suppliers, etc should be made available only to those interested parties.

## **FINAL REPORT ORGANIZATION**

The detailed report which follows contains the work accomplished by the GW Graduate Student Consulting Team throughout this project. The goal of the BCEG Project is to “improve the local socio-economic situation in select municipalities and to strengthen linkages and support for national parks.” The specific objectives of the work conducted by GW, as set forth by ARD, were to conduct a rapid assessment of tourism potential, find linkage opportunities between the parks and gateway communities, identify and develop action and business plans as well as tourism product concepts, and develop guidelines for promotional materials and marketing strategies.

The methodology section of the paper outlines the specific steps taken by the GW consulting team to accomplish the stated objectives. Principally, research materials, both primary and secondary were reviewed, collected, and cross-checked. This rapid assessment created the foundation for the identification of necessary marketing tools and strategies as well as the development of tourism products and business and action plans that incorporated collaborative efforts of the gateway communities and National Parks. The paper then reviews the situation analysis of both Rila and Kalofer. These analyses give the background on each of the communities and their specific aims to promote ecotourism for economic growth. The local initiative groups and park representatives with whom the GW Graduate Student Consulting Team worked throughout the length of the project developed these aims.

The development of tourism products and business plans is the next section discussed. This section reviews a workshop held by ARD and the GW Team with the Ecotourism Initiative Group, park representatives, and local entrepreneurs. The specific goal of this workshop was to facilitate the development of entrepreneurial ecotourism opportunities. Following the workshop, many business plans, action plans and tourism products were discussed and recorded examples include plans for visitor centers, databases, and festivals.

Specific recommendations for both pilot sites are provided. These recommendations include marketing strategies and research as well as concrete developments such as museum enhancements and web site creation. The recommendations are backed by primary and secondary research, which was collected and reviewed in the rapid assessments, as well as business and action plans developed with and supported by local entrepreneurs in both Rila and Central Balkan pilot sites.

In conclusion, the GW Graduate Student Consulting Team linked the two pilot projects with common processes and principles of ecotourism development. Competitive clusters, marketing, product development, information collection and management, and eco-labeling are all discussed for both sites. This general discussion helps demonstrate the similarities of both pilot sites and therefore the possibility of replication to other sites across Bulgaria. Most importantly, approaches such as the competitive cluster and incubator concept can be used to help guide ecotourism growth and development in the Rila and Central Balkan National Park pilot areas and gateway communities.

## FINAL REPORT

ARD, INC invited the George Washington University consulting team to participate in the ecotourism component of the Biodiversity Conservation and Economic Growth Project (BCEG), funded by USAID and the Government of Bulgaria. As the project implementation organization for BCEG, ARD, Inc. served as the facilitating body for the GW Consulting Project. The main goal as outlined by ARD of the ecotourism component of this project is as follows:

“to create business opportunities for local entrepreneurs dealing with distinctive tourist services, facilities, and goods linked to the purpose and objectives of the national parks. The pilot effort aims to improve the local socio-economic situation in select municipalities, and to strengthen linkages and support for national parks.” (Mountain Ecotourism Operational Model Interim Report, KG & DEH, Interim Report, May 22, 2001)

To fulfill this goal, ARD is currently working with the Rila National Park and the Central Balkan National Park directors and staff, along with each park’s gateway communities, to promote ecotourism enterprise development. In the case of the Rila National Park, the ecotourism component focuses on 3 out of the total 9 park sections - Beli Iskar, Govedartsi & Borovets. In particular, the pilot site includes the town of Samokov; and 7 villages: Maritsa, Raduil, Beli Iskar, Mala tsurkva, Madzhare and Govedartsi; the resort of Malyovitsa. In the case of the Central Balkan National Park the pilot site includes the town of Kalofer.

### ECOTOURISM INITIATIVE GROUP

Prior to the arrival of the GW Graduate Student Consulting Team, ARD worked extensively with the gateway communities and National Parks to facilitate tourism development in the two pilot sites. As a result of a series of facilitated meetings, an Ecotourism Initiative Group (EIG) was formed in each pilot site. The members of the EIG include local business owners, entrepreneurs, and representatives from local government, NP sector heads and other devoted members of the community.

The EIG participated in a series of planning workshops during which the groups identified ecotourism as an area that the both regions should pursue as a means of establishing a competitive advantage within the Bulgarian tourism industry. The GW consulting team was then brought into the pilot sites to offer their technical assistance.

### SCOPE OF WORK

Each EIG, in conjunction with ARD agreed upon a set of goals and aims intended to assist in the overarching goal of developing ecotourism in each site. These aims included the following:

AIMS OF THE KALOFER ECOTOURISM INITIATIVE GROUP	
Aim 1	Raising citizens’ and tourists’ responsibility towards nature conservation
Aim 2	Developing partnerships through celebration of the Park’s 10 <sup>th</sup> Anniversary
Aim 3	Product development and inventory deepening through development of new routes, trade marks, identifying niche markets, etc.
Aim 4	Identifying and seeking sources of finance
Aim 5	Creating database and information resources
Aim 6	Conducting marketing, advertisement and public relations efforts to promote Kalofer as a tourist destination
Aim 7	Creating an Visitor Center

AIMS OF THE RILA ECOTOURISM INITIATIVE GROUP	
Aim 1	Environmental protection and improvement of cooperation between the park and local community
Aim 2	Product development and production marketing
Aim 3	Provision of information resources and infrastructure improvement

Upon arrival, the GW Graduate Student Consulting Team met with their respective EIG to review their aims and agree upon a feasible scope of work and respective deliverables at each site to help develop ecotourism in both pilot sites. Overall, the identified scope of work for both sites is as follows:

SCOPE OF WORK	
1	Conduct a rapid assessment of locally available ecotourism opportunities and services, with opportunities for links with the National Parks.
2	Consult with local tourist business and organizations to identify and prioritize action plans and tourism product concepts.
3	Develop guidelines and formats for promotional and marketing materials for printing and web site publication; and where possible, develop some examples.
4	Assist in conducting a one-day product development workshop in each pilot location.

In order to accomplish this scope of work for both pilot sites, it was determined that seven members of the consulting team were to travel to the Samokov pilot site in the Rila National Park and six were to travel to the Kalofer pilot site located in the Central Balkan National Park area. The time frame given to complete the scope of work was from June 6-13. The GW Graduate Student Consulting Team then returned to Sofia to present the findings to members of the Ministry of Economy, USAID, ARD, other international donor organizations and other interested parties. Upon return to Washington, DC, a presentation was also given at USAID to Alicia Grimes, BCEG project manager, USAID staff and other interested parties. A copy of that presentation can be found in Appendix 1.

## **METHODOLOGY**

Upon arrival to Sofia, ARD, Inc gave the GW Graduate Student Consulting Team a one-day orientation. Once that was completed, the team was split into two groups. One group traveled to Samokov, while the other traveled to Kalofer. At each pilot site, the GW Graduate Student Consulting Team began by conducting a rapid assessment of the current tourism situation. This included cross-checking data collected previously by ARD consultants, reading government and tourism documents and reviewing tourism guidebooks and destination marketing materials. The team also conducted some basic primary research through interviews, surveys, and field observations. In the case of the Rila project site, an extensive tourism inventory had already been conducted, however in the case of the Central Balkan pilot site, the GW Graduate Student Consulting Team conducted an extensive assessment. The rapid assessment that both teams conducted provided the fundamental background for assessing the tourism product potential of both the pilot sites.

The NP and the EIG, with the help of ARD, had compiled detailed inventories of local services, facilities, monuments and handcrafts. Emphasis has been placed on the role of local

communities in all future tourist development activities inside and outside the park. Links between tourism development and marketing activities with appropriate national authorities, such as the Ministry of Economy and National Tourism and Travel associations (BATA and BAAT) had already been initiated.

At the same time that the rapid assessment was being completed, the GW Team worked with their EIG to establish the specific outcomes the pilot sites expected from the GW Team, which were based on aims previously established by the EIG.

Once the project outcomes were agreed upon, the GW Team worked closely with the EIG to achieve these goals. The outcomes are described in the following sections.

## **SITUATION ANALYSIS FOR THE PILOT SITES**

### ***Rila National Park Pilot Site***

Currently, Rila National Park is undergoing various improvements in park infrastructure, including new signage, visitor's outposts, and trail improvements. Nevertheless, the park has established trail markings as well as indicators for protected/restricted areas. The park has also started a trash removal program to maintain the cleanliness of the park. Roads leading to the park entrances are easily accessible, but there are no clear road signs that tourists can follow by. The park directors are in constant communication and working collaboratively with the initiative group to seek assistance and guidance to implement their management plan.

In the gateway communities of Samokov, Maritsa, Raduil, Beli Iskar, Mala Tsurkva, Madzhare and Govedartsi and Malyovitsa, many hotels, bed-and-breakfasts, and restaurants offer basic amenities, service, and accommodations. There is little concern, except in peak season months, with lack of utilities, such as water, electricity, and plumbing. Restaurants are open for business and are ready to serve customers, with full breakfast, lunch, and dinner menus, some of which are translated into English. The many hotels and bed-and-breakfasts offer clean, comfortable rooms with individual showers.

The communities have several handicraft artists however, only a relatively small amount of artisans have an outlet from which to showcase their wares. Many skilled craftsmen are dispersed throughout the city and do not have a central location where their crafts can be sold. This makes it nearly impossible for tourists to purchase their crafts or even know that their products exist. Centralization of these products will be key in future success for these artists.

### ***Kalofer***

Kalofer is a distinctive Balkan town in the Karlovo Municipality with only 3,900 residents. It is located near the foothills of the Central Balkan National Park near the Sofia-Borgas road artery, and lies about 160 km east of Sofia, and 18 km from Karlovo. Kalofer is best known as the hometown of Hristo Botev, a prominent Bulgarian poet and revolutionary. The town is rich in natural beauty and bio-diversity, has an important place in the history of Bulgaria and has fascinating historical resources such as legends of the revolutionaries and has interesting cultural resources such as crafts, monasteries, music and lifestyle.

Kalofer enjoys a ideal location in a well-preserved town and scenic landscape. Kalofer has a number of attractions and monuments such as memorials, statues, museums, churches, monasteries and above all the National Park, all already existing. It has traditional artisans and craftsmen in good numbers to produce crafts that would meet tourist demand and who could become a major tourist attraction. The local population takes pride in its unique folk traditions

and festivals. However, despite this existing tourism potential, there is a lack of properly developed tourist products and attractions. There is a need to capitalize on the existing attractions and resources to further enhance them as tourist products and make them more interesting and engaging for tourists.

At present, there are some limited accommodation and food service facilities, though the quality of service needs considerable improvement. Inadequate infrastructure causes frequent shortages of drinking water and electricity. The river Tundja remains polluted due to an inadequate sewage system. Tourist facilities such as trained guides, package tours, receptive tour operators, transportation and communication facilities, equipment rentals, signage, information and interpretation need to be developed or considerably enhanced, where already existing. There is a lack of organized databases and computer facilities necessary for entrepreneurs offering tourist services. The town receives loyal visitors who are drawn by the mountains and the National Park. However, there is a dearth of collaborated marketing efforts, promotional material and tourist information infrastructure in the Kalofer to attract newer markets. Kalofer is virtually unknown as a tourist destination in Bulgaria or abroad.

Kalofer falls within the jurisdiction of the Central Balkan National Park Management Plan, which regulates nature conservation activities in the Park. This Plan is expected to enhance tourist options by improving overall visitor services such as tourist infrastructure, roads and hospitality services. Some of the aims of the Park Directorate include: building gates at park entry points, setting up facilities for day trips and viewing sites, installing bulletin boards, marking, signage and maintaining main routes for trekking, building shelters, bridges and safety retreats, building visitor centers, creating locations and itineraries for specialized tourism, providing special training for park guides and working with the Mountain Rescue Service, the Bulgarian Tourist Union and other organizations to provide safety for tourists.

### **TOURISM PRODUCT DEVELOPMENT AND BUSINESS PLAN GENERATION**

In order to fulfill the aims of the EIG in both pilot sites as well as the goals set forth by ARD, it was obvious that tourism products in each of the sites would need to be explored and developed. A workshop on tourism product development was therefore conducted at Kalofer and Samokov, on July 12 and July 13 respectively. The workshop included members of the initiative group, local entrepreneurs, ARD and the GW Graduate Student Consulting Team. The Manual for Development of Competitive Tourism Products developed by Dr. Donald Hawkins and Kristin Lamoureux was distributed to all participants. A copy in Bulgarian was distributed to all workshop participants. This manual highlights steps to help entrepreneurs and small business operators create innovative tourism products. The four types of innovation that were discussed were:

- **Process innovation**--understanding how the tourism system works
- **Product innovation**--enhancement, development and commercialization;
- **Marketing innovation**--matching distinctive competencies with market segments
- **Management innovation**--role of a Destination Management Organization (DMO) and commercial Receptive Services Operator (RSO) or Destination Management Company (DMC) at a destination level; and the entrepreneur or business manager at the enterprise level.

Special emphasis was also placed on the necessary steps and processes to ensure sustainability and competitiveness of the products developed. At the end of the workshops, the GW

Graduate Student Consulting Team met individually with many local entrepreneurs to assist them in the actual development of business plans.

Most of the product/business concepts presented by the entrepreneurs in both communities had the potential for profit generation in a short period of time. However, most local entrepreneurs lack financial resources to start their own business or expand on their current operations. We, therefore, explained, through the product development workshop, the necessity for each business to have a business plan in order to garner financial support.

There was enormous interest in both product development and business plan generation within Samakov and Kalofer. Concepts for products and businesses ranged from lodging facilities, visitor centers, and transportation companies to horse riding companies, health spas, mountain tour operators, and mountain training schools. The following is a list of business plans developed at each pilot site. Individual business plans can be found in Appendix 2.

RILA NATIONAL PARK*	CENTRAL BALKAN NATIONAL PARK*
Koniarski Horse Riding Club	The Kalofer Business Center
Samokov Region Crafts Center	Golden Kalofer Tourism Company (DMC) Company
Mountain School	Crafts and Souvenir Shop
Nickolay's Bed & Breakfast	Dzendem Outfitters
Rila Mountain Sport	The Kalofer Bath House
Lucy's Bed & Breakfast	Mehana Restaurant/Hotel
Runtovi Transportation Company	Camellia's Inn
EcoLodge	
Destination Management Co.	

\*It should be noted that the attached business plans are preliminary and should be treated confidentially. We recommend that further technical assistance is necessary for these business plans to be presented for financial consideration.

## POTENTIAL MARKET SEGMENTS

Based on market analysis conducted prior to the arrival of the GW Graduate Student Consulting Team and information gathered during the time spent in the pilot areas, it is apparent that at present the most feasible market for both pilot sites to pursue is that of the Bulgarian middle class and foreign expatriates. At present, the necessary services and infrastructure are now available to attract and service these segments. Later, with improved information and a more sophisticated information gathering and dissemination process, the pilot projects will be in the position to attract international specialty tourists, such as birdwatchers, rock climbers, horticulturists, volunteer tourists, youth and elderhostel tourists and academic travel groups.

These markets can be accessed through various means. The next section of this report highlights the specific marketing tools the GW Graduate Student Consulting Team recommends be developed with the assistance of the BCEG project. However, there are various other methods for marketing to the recommended segments. The Specialty Travel Index, which is discussed below, is one way in which to reach special interest tourists. Additionally, Appendix 3 contains a list of contact information for specific marketing efforts, including conservation organizations that have a travel program, volunteer tourism and alternative tourism organizations, among others.

### ***The Specialty Travel Index***

The Specialty Travel Index, in particular, the web site serves as a “one-stop” source for specialized tourism organizations. The web site breaks down their list of tour operators either by name or by category. By identifying those operators specially positioned to service the tourism clusters that would most likely visit the Rila or Central Balkan regions (ex. ecotourism, cultural heritage tourism, etc), the EIG could begin to establish industry relationships. This provides a concentrated source of specialty tour operator information which could be utilized in two ways: a) to establish relationships with these tour operators in an attempt to have them include the Rila or Central Balkan regions in their itineraries, b) to negotiate either customer list sharing or list purchases from these organizations. This would be especially useful due to the fact that their customer lists will already be targeted at the type of market the Rila and Central Balkan National Park regions seek to attract, i.e. Alternative tourism. There web site is: <http://www.specialtytravel.com>

Efforts need to be made to reach the Bulgarian middle class segment. This should be done by using the events and other suggestions made here as a catalyst for further tourism development. In addition to the mentioned above, efforts should be made to develop relationships with tourism organizations, both nationally and internationally. Tour operators and travel agents should be made aware of what the destination has to offer by providing marketing material to them. Additionally, a familiarization trip (famtrip) is suggested. Appendix 4 outlines several recommendations for creating a successful famtrip. It is important when developing a famtrip that care be given to who shall be invited to participate. Representatives from the media, major tour operators and tourism organizations that demonstrate a potential for developing further relationships with should be included.

### **MARKETING TOOLS**

The EIGs and the GW Graduate Student Consulting Teams collaborated in their efforts to develop the following marketing tools geared towards generating additional tourism in the pilot sites.

#### ***Attractions Database***

Both pilot sites offer an array of tourist attractions, both inside and outside the NP. The most effective way to maintain information is through the use of databases. Any development project needs to collect information for multiple purposes such as managing resources, marketing and monitoring performance. In order to benefit the greatest number of stakeholders with a database, its design has to be comprehensive enough as to provide the most useful information for each party. Having this approach in mind, a set of recommended information points is included in Appendix 5 encompassing the information needed which should be included in an attractions database.

The intent of the proposed guidelines is to create a database that includes information necessary for marketing purposes as well as indicators to monitor and measure development. Inventories of services and attractions facilitate the production of marketing and/or educational materials. Additionally, information in database format is easily exported to the Web, which makes data available to a larger audience through the Internet. Categorized inventories, together, create the basics for building sub-databases that highlight particular travel markets such as bird watching, rock climbing, etc. It is worth mentioning that this database can be used or replicated in other pilot areas and maintained as a joint effort by all users. However, the implementation and maintenance of this database could take an enormous amount of time and money. To make its implementation feasible in a short period of time, we



propose to concentrate only on addressing tourist attractions. Later, it could be expanded to include the rest of the information as more resources and information is available. Appendix 6 provides detailed information about what an ideal destination database might include.

In order to leverage existing resources, save time, and to avoid duplication of work, collaboration with SmartInfo, the Ministry of Economy's tourism services databases. SmartInfo already exists, therefore, EIG members and other entrepreneurs can input their information immediately, as long as they meet the necessary requirements. As this system does not include attractions, the guidelines provided could serve as a basis from which to develop a SmartInfo attraction database.

### ***Regional Web Site***

Both pilot sites would benefit from a web site, which would serve as both a communication and marketing tool. The opportunity to utilize SmartInfo as a means of getting information to the public is only a first step. The destination as a whole will need to develop a web site that encompasses both the reasons a tourist would visit the area and the primary services a tourist needs when visiting these attractions. The web site should serve as a virtual visitor guide and should be closely linked to the development of a printed guide. Similar designs on all marketing material foster a destination's image. The web site should include all that the visitors guide includes, but in greater detail and depth.

### ***Rila and Gateway Communities Visitor's Guide***

The purpose of this Visitor's Guide is to provide an effective marketing and promotional tool to help the gateway launch new and existing ecotourism products and packages to priority target markets, on a local, national and international scale. It also provides technical assistance on how to incorporate the ecotourism concept into these products and how to capitalize on the proximity of the National Park. The visitor guide is complementary to a number of other deliverables recommended in this report. In this reference, it should be noted that the visitor's guide alone would not guarantee achievement of the overall destination promotion goals. The visitor's guide should be used together with a number of other marketing and promotion channels. A mock version of the Visitor's Guide for the Rila National Park and Gateway Communities can be found Appendix 7.

### ***2001 Rila National Park Celebration***

The celebration associated with the implementation of new infrastructure in the Rila National Park should serve as a catalyst in bringing the community and Rila National Park together to promote, unite and generate tourism in the area while informing both the community and tourist of the ecotourism opportunities available. This event will hopefully be a culmination of the park's features as well as tourist opportunities, which are present in the Rila Mountain gateway communities.

The proposed date for the event will be held the weekend of September 29 & 30, 2001 to celebrate the new park entries and infrastructure improvements. During the brainstorming session conducted with members of the Rila EIG and park staff, various ideas were discussed, the most prominent being to create an event with an environmental conservation theme. It was also determined that the event should be kicked off with a ribbon cutting ceremony at one of the new park entrances. To reduce the environmental impact on the park it is important to limit the amount of people and events held within the park boundaries. Therefore, the ribbon cutting ceremony will be the only large gathering of attendees held in the park. However, environmentally friendly activities such as nature tours and trail hikes will take place in the park. Activities including food, entertainment, and crafts should take place in the surrounding

communities. The fact that the event components will be held in multiple sites inside and outside the park will further exemplify the partnership between the Rila National Park and its' gateway communities. Information for the press kit that should be developed for the event as well as additional marketing material for the event is included in Appendices 8, 9 and 10. A diagram representing the recommended event planning committee structure is included in Appendix 11. It should be noted that the format of this press kit should can also be utilized for the Central Balkan Birthday Event. Equally, the portfolio developed for Kalofer is a model that should also be implemented for facilitation of the Rila event.

### ***Kalofer Visitor Center***

After the rapid assessment was conducted, it was clear that Kalofer tourism development required an organizational hub, which could coordinate and enhance the professional abilities of the community, provide tourists with access to information on local tourism products, and promote park protection and use. Appendix 12 contains an action plan for the development of the visitor center.

The community suggested the creation of a visitor center. The GW Graduate Student Consulting Team developed the following four components as elements of the visitor center:

- A Destination Management Company
- A Business Center
- A Crafts & Souvenirs Shop
- An Information & Interpretation area.

The destination management company would be responsible for marketing Kalofer's ecotourism resources. This would involve the use of a central resource database. A local businesswoman has expressed interest in managing this facility. Appendix 2 contains a business plan for this site.

The business center would provide professional business communication and information services to support tourism and small business and community development. Their services would include Internet access and training, information management services, technology training and workshop opportunities. A community member has begun to develop this concept with an understanding that it could evolve into an ecotourism business incubator over time.

The Crafts & Souvenirs Shop would be supported by the collaborative efforts of the craftsmen and producers of natural products who would be encouraged to unite into a guild. The shop would be a central selling opportunity for the craftsmen and suppliers of natural products and a one-stop-shop for Kalofer's cultural and natural products for the tourists. The shop will help the suppliers develop products that would match tourist interests, provide information material to the interpretation area and organize educational workshops, demos and programs.

The revenues of these three businesses would support the rent & functioning of an information and interpretation area, which will display brochures and educational exhibits on local flora, fauna, history and culture. The visitor center will also support the activities of both the local Tourism Council and the activities of the proposed Hotel and Restaurant Association.

### ***Kalofer Bed & Breakfast/Hotel and Restaurant Association***

There is a need for the hospitality industry in Kalofer to work together in order to promote their establishments, and to implement standards and guidelines so as to attract tourists of regional and international markets. The GW Graduate Student Consulting Team recommends the formation of a local Bed & Breakfast/Hotel & Restaurant Association to promote quality assurance through guidelines standards, and with the collaborative efforts of the community an action plan was developed. Guidelines for this recommendation can be found in Appendix 13 and 14.

### ***Kalofer Tour Development***

#### ***Twenty-one Point Guideline System***

Currently the Central Balkan National Park has beautiful trails developed and more planned. Appendix 15 outlines a twenty-one point guide system created by the GW Team to aid the park and local tour operators in developing tour itineraries and therefore adding value to their trails. It was our intention that by developing such tours the community could package their assets into tourism products.

#### ***Mock Tour***

“The Way of the Hayduts” tour is an example tour provided in Appendix 16, which was developed by using the 21 point guideline system. It has many points of interests and activities incorporated into it so as to involve as many local businesses as possible. It includes a historical reenactment, horseback riding, a cheese making demonstration, plant and animal identification and interpretation, and a picnic. The development and implementation of this tour is encouraged by our preliminary survey results, which indicate that 15 out of 19 respondents would pay for this trek experience.

### ***Kalofer’s Celebration of the Central Balkan National Park’s 10th Anniversary***

To celebrate the 10<sup>th</sup> anniversary of the Central Balkan National Park (CBNP), the gateway community of Kalofer is planning and producing a weekend event. October 6, 2001 is the proposed date to initiate the celebration. This two-day event will be the first of its kind to incorporate ecotourism and biodiversity into a Kalofer festival. There are three main objectives for this event, which are provided in more detail in Appendix 17. The first objective is to highlight the National Park as an ecotourism destination. This year will be the opening of the first themed trek that will focus on the historical aspects of the mountain range and local area. The second objective for the event will be to create an intensive marketing campaign to promote Kalofer and the National Park. The most critical market segment will be VIP’s. This group should consist of media, potential investors, selected government officials and travel agents, to name a few. Guidelines are provided in Appendix 18. The third objective is to target the national Bulgarian market and local community residents. A photography contest has been designed to encourage mountain photography on the Central Balkan trails. A response form is provided in the event portfolio. A third market segment and certainly the most critical to a successful event will be the surrounding Bulgarian communities. With appropriate advertising on the radio, television and print media, Bulgarians should become aware of the festival, date, location, details and essential information. When proper promotional materials are available, the Kalofer community can help distribute and market of the event.

### ***Kalofer Festival Portfolio***

Kalofer has a long history of producing special events and festivals. As a community, Kalofer knows how to bring together vendors, entertainment, speakers and historical reenactments for a well-planned event. We recommended a portfolio to record the event and all of its different

aspects. This portfolio outlined in Appendix 18 may help to monitor event issues such as committee structure, benefactor sponsorships, budgets, contracts and invoices, photos and event logistics. It would also facilitate the replication of the festival in future years and create the foundation for other collaborative events for Kalofer and the National Park.

### ***Specific Recommendations for Rila Pilot Area***

As the Rila community further develops awareness of the importance of its natural environment, it is recommended that a set of local eco-standards be developed. The first phase of development should consist of a park sponsored training program for local tourist suppliers. The program will teach businesses about conservation efforts coordinated by the Rila National Park. Attendees will be given an eco-label identifying them as a park affiliated property. The “pack in-pack out” system is an example of a park/community-sponsored program. Hoteliers can distribute trash bags to their guests to promote the conservation of Rila National Park’s natural habitats.

In the next phase, the community and the park should identify a set of environmental standards which local businesses can apply to their own properties. Benefits include reduced operating costs (energy, cleaning products, etc.) and increased visibility within the ecotourism market. It is hoped that the park would be able to hire a staff member to regulate the eco-label program. This would insure that the standards would be held in high regard. Appendix 19 contains a checklist for developing an eco-tour, which should serve as just one step in a larger ecotourism development process.

Additionally, the Rila pilot site requires a central location for its local artisans to showcase and sell their artwork as well as further their own skills and those of others. The local craftspeople in the region have joined together to form an association of craftsman. They have developed the plans for a craft center that would have areas for sale of their crafts, craft workshops, exhibitions, as well as business requirements such as a telephone, fax, etc. The ideal scenario would also allow them to develop to the point where some degree of micro-finance capabilities is available to the association members. At present they have selected a site for this center, however, they lack adequate funding and business skills to bring this project to fruition. A business plan of this project has been included in Appendix 2. It is highly recommended that this project receive further assistance as its development would help to preserve local traditions through fostering the continuation of art work deeply entrenched in the cultural history of the region, as well as provide an outlet for Rila Park information and souvenirs.

### ***Specific Recommendations for Kalofer Pilot Area***

Tourism development in Kalofer and the Central Balkan National is in an early stage of development. The Central Balkan National Park and the Botev Museum are the major attractions for tourists coming to Kalofer. However there is a dearth of supportive services like trained guides, package tours, taxi services, equipment rental services, etc. who can enhance tourists’ experiences. The development of these support services will bring economic benefits into the community and enhance the attractiveness of the destination.

There are specific measures that can be taken to enhance tourism in Kalofer. First, the Botev Museum can be made more interesting for tourists by encouraging their participation in interpretative activities. Second, the legends of the historical figures of Kalofer, like the Hayduts and the other revolutionaries, can be brought to life by organizing performances of historical re-enactment, story telling, poetry recitations or famous songs in the vicinity of their monuments or memorials. Third, the unique traditional festivals of Kalofer, like Kukeri, can

be marketed as tourist attractions. Furthermore, all of the written and verbal content of the history and culture of Kalofer should be developed and enhanced to add value to the experience of the tourists who strive to learn more about local culture. If Kalofer hopes to attract international tourists, it is extremely important that the written material, both promotional and interpretative, be available in several major foreign languages. Guides should also receive language training.

The hospitality sector needs specific training leading to the improvement of accommodations and food services. Small property management workshops can be developed and aimed at improving performance. These consist of short-term modules, and on-the-spot courses. In addition, businesses should be trained in recording-keeping and tracking visitor spending. The GW Graduate Student Consulting Team recommended that major focus be placed on a pricing strategy for the products and services offered in Kalofer's hospitality industry. Appendix 20 contains various tools for monitoring tourism development.

Finally, although there is adequate "public" transportation to and from Kalofer via train and bus, there is room for improvement. Public transportation has a reputation for being unreliable and there are no printed schedules to facilitate tourist travel into or out of Kalofer. There are also no taxi or rental car services in Kalofer. If tourism is to grow, these types of private auto services must be developed. Furthermore, there is no public transportation between Kalofer and the National Park. People can only reach the park on foot or with their own private vehicles. We therefore recommend that a shuttle service be available from the Visitor's Center to the entrance of the park. Visitors could park in Kalofer, relieve the cramped parking currently offered at the parks entrances, and take shuttles into the park. The shuttle transportation would not only insure tourist participation within Kalofer, but also alleviate environmental concerns of pollution caused by too many vehicles within the park area.

#### **DEVELOPMENT OF AN OPERATIONAL MODEL FOR ECOTOURISM DEVELOPMENT**

The prosperity of an ecotourism destination depends not only on biodiversity and natural resources but also on replicable approaches that implemented to foster and support sustainable development in the protected areas and surrounding communities. These approaches form a operational model for ecotourism development, which can not only serve to guide the process in both pilot sites but can also be used to replicate tourism development in other park and protected areas and their surrounding communities within Bulgaria and in other countries.

The key elements of the model emerging in the pilots areas include competitive cluster development, information collection and management, database development, marketing, training, development of environmental standards including an eco-labeling or certification and product development.

##### ***Protected Areas Ecotourism Cluster***

There has always been strength in numbers. Tourism development is no different. In order to be competitive, a destination must work together, by identifying all of the elements that make up the destination, beginning with the reasons tourists will travel to the area, the services available to them and the services that support the tourist services.

All of these elements can be organized to form a tourism cluster. Figure 1 presents a graphic representation of this concept including all of its elements.

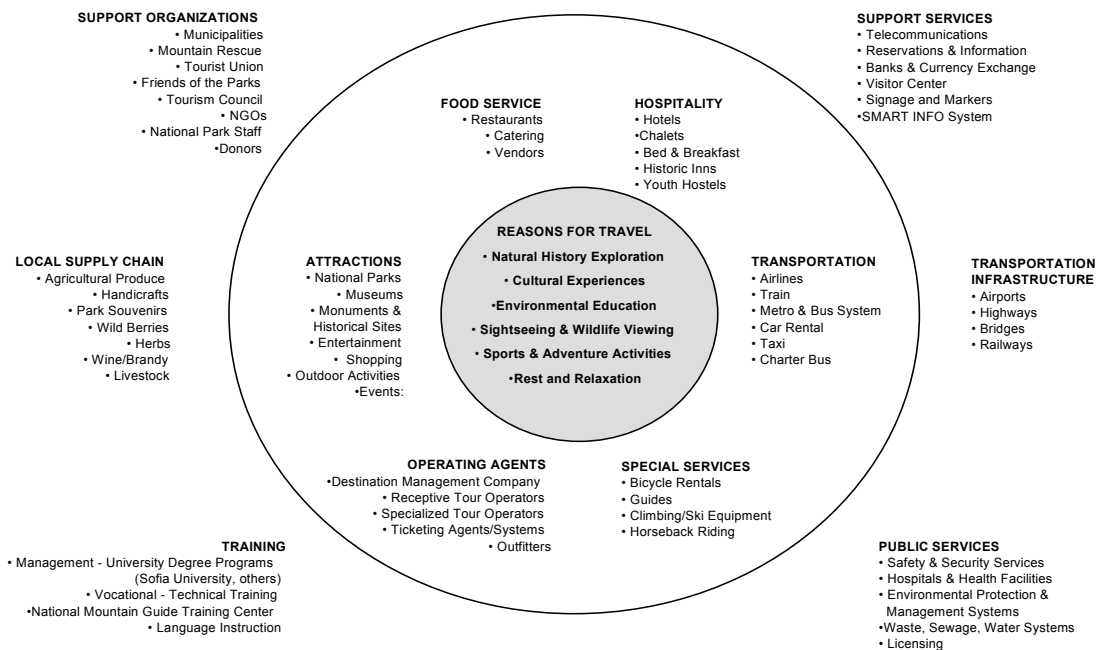
The most important recommendation that should come out of this project is to develop the ecotourism competitive cluster concept. The benefits of the destination working together include greater visibility, marketing strength, access to finance conservation efforts, etc.

The two pilot projects have already identified ecotourism as an area where they can compete for tourists both nationally and internationally. However, in order to do this, each site must establish a unified destination image or brand offering a unique ecotourism product. Additionally, creating a unified destination will also facilitate the environmental and social agenda of the destination by keeping all involved informed and “sold” on the concept of ecotourism. The Canadian Tourism Product Club is an example of how to develop a cluster into a product.

*Canadian Tourism Product Club*

A Product Club is a partnership comprised of participants with a common vision for the development of a specific tourism product or niche. The Product Club program exists for the purpose of developing new product or enhancing the quality of existing product, through partnerships comprised of tourism industry stakeholders. Through the program, the partnership will be encouraged to take an under-developed industry sector and facilitate its becoming ‘market-ready’. For a list of guidelines, product club examples, and other details go to <http://www.canadatourism.com/>

**Figure 1: Protected Areas Ecotourism Cluster**



***Information Collection and Management***

Information is key to any type of tourism development, serving various functions including marketing and monitoring. In today’s technological age clients expect instant information, available around the clock. The tourism industry as a whole has had to quickly develop new

channels for knowledge dissemination. In the case of both pilot projects, in order to compete locally, regionally and particularly internationally, new means of data management must be implemented.

The first step in information collection is the development of indicators to collect baseline data and monitor development. Indicators accepted by the ecotourism initiative groups include basic economic indicators such as wages, number of employees and occupancy rates. Additionally, new businesses that develop as a result of these initiatives and future businesses should be monitored. At the Rila pilot site, the GW Team developed an indicator data collection method, which was piloted on several small businesses in the area. The results of that pilot test are included in Appendix 21; however, the model for economic indicator collection is the most important component of the testing process as the indicators were developed by the EIG and GW Team jointly.

Equally important to any type of development is the availability of a system to collect an array of information needed both by the community as well as by the tourist. Technology facilitates data collection, allowing electronic databases to be created relatively simply and inexpensively. At present, both pilot areas have conducted a basic inventory of tourism services and products available. However, this inventory needs to be converted into a database. SmartInfo would be an excellent means of developing a tourism services database. It is important, obviously, that the information inputted into SmartInfo also be extractable and utilizable by the pilot projects. The information available in SmartInfo should be expanded to include the baseline data and indicators previously discussed. Of course, this information should not be available to the general public.

On a cautionary note, Bulgaria needs further encouragement to come to grips with the human dimension of tourism development. This should involve consideration of the economic benefits, but also give equivalent weight to environmental impacts, social changes, and community well being. This will require comprehensive impact analysis and systems to monitor and assess changes related to tourism with the objective of mitigating the negative effects and optimizing positive outcomes.

In addition to the information recommended above, it is also recommended that efforts be made to educate the media, government and local populations on the importance of sustainable tourism development. Appendix 22 includes a short document, which presents "An Economic Argument for Sustainable Tourism". The document should be modified as need be and utilized as a tool for attracting the attention and support of media, government and the population in general.

### ***Marketing***

The two pilot sites have the potential to attract specific kinds of tourists. At present, based on studies conducted prior to our arrival and investigation done by our team, it is evident that the most viable markets at present are the Bulgarian middle class and expatriate market. The regions may also be ready to receive tourists from the surrounding region such as Greek, Romanian, Macedonian and Hungarian tourists. Internationally, youth tourists, particularly if a youth hostel can be developed in both sites, as well as elder hostel tourism are two viable markets. Volunteer tourism, certain types of ecotourism such as birdwatchers, horticulturists, as well as adventure tourists should also be pursued. Blanket marketing to tourists in general would not only prove to be costly and inefficient but might also have very unsatisfactory results. The identification and pursuit of those tourism niches where Bulgaria can be most successful is key. It is important that appropriate marketing be done to attract these niches.

In both pilot areas the team developed specific marketing tools, primarily low-cost, that should be developed and distributed. The most costly and time-consuming marketing tool is the catalytic event that is proposed for each pilot area. These events will not only serve to unify the local community, but will also draw attention to the National Parks and their gateway communities. It is important when developing these events that efforts be made to draw visitors into the local community for event related activities. This will afford visitors the opportunity to spend within the community, but will also enlighten them as to the availability of resources within the community for the future.

Additional marketing tools are also recommended for each of the pilot areas. These tools are designed to be used primarily by Bulgarian tourists, as well as niche market international tourists that are already visiting Bulgaria. These include the development of maps, a visitors guide, trail guides and a web site.

All of the options outlined above constitute low-cost, efficient means of reaching the destination's target tourism market that should be developed as soon as possible to ensure the continuation of the momentum already developing in these destinations.

### ***Training and Human Resources***

Urgent attention must be paid to assessing and developing training initiatives that include destination marketing, human resource development/customer service and environmental management/eco-lodge design. A training strategy should include a needs assessment, setting of standards and training of trainers. This strategy should:

- Develop standards for the industry that focus on the knowledge, skills and attitudes required by residents to efficiently and professionally offer "quality" service. The key to the continued success of tourism is the creation of a knowledgeable, professional workforce. Visitors demand a level of service appropriate to the price paid and the perceived value. Excellent service can only be delivered by skilled, motivated and committed employees. Competency-based occupational standards and certification can provide the base from which to build improved service. They provide a systematic approach to matching human resource development initiatives to industry requirements.
- Initiate educational and awareness programs to foster a better understanding and support for tourism and educate the community on the benefits and the contributions made by tourism to Bulgaria through a sustained awareness program. Creative methods of demonstrating the effect of the tourist dollar could be employed.
- Provide a consistent flow of tourism information to the school systems through educational materials and teacher workshops.

### ***Environmental Certification/Eco-labeling***

The tourism industry is dependent on the environment for its sustainability and makes extensive use of the natural and cultural resources in its area of operation. The industry's prosperity is thus dependent on the conservation and responsible use of the environment. Several organizations including government organizations, not-for-profit industry organizations and non-governmental organizations have addressed the issue pertaining to environmental conservation and best practices within the tourism industry by introducing eco-labeling and green certification schemes. Each certification program defines criteria and standards that enhance efficiency, reduce waste and manage carrying capacity. In the case of the pilot sites, it is necessary to either develop a set of environmental standards which can be implemented as an environmental certification program or to adapt an existing certification



program, such as the Certification in Sustainable Tourism (CST) developed in Costa Rica. The following is provided as an example of a certification program that might be developed by the pilot sites.

### **Certification in Sustainable Tourism Program**

The Certification in Sustainable Tourism Program (CST) is one of the fastest growing certification programs for Central America and the Caribbean. The Costa Rican Tourism Institute designed this program to differentiate tourism sector businesses based on the degree to which they comply with a sustainable model of natural, cultural and social resource management. To this effect, four fundamental aspects are evaluated:

- Physical-biological parameters: Evaluates the interaction between the company and its surrounding natural habitat.
- Infrastructure and services: Evaluates the management policies and the operational systems within the company and its infrastructure.
- External clients: Evaluates the interaction of the company with its clients in terms of how much it allows and invites the client to be an active contributor to the company's policies of sustainability.
- Socio-economic environment: Evaluates the interaction of the company with the local communities and the population in general.

The CST system is designed to include a series of incentives that will increase in benefits for each company, in direct proportion to its increased rating. This means that as the rating increases, more and better benefits will be received; international and national publicity and promotion, specifically designed for the CST; training for its personnel; priority participation in various world tourism fairs and events, etc. Go to <http://www.turismo-sostenible.co.cr/EN/home.shtml>

### **Product Development**

Globalization has made it easy to copy and improve upon a region's competitive advantage. Therefore, continual innovation and improvement of products and services is key to remaining competitive within a specific industry. While no destination can be competitive in every industry, a successful destination is one that maintains a significant mass of services and products able to compete at the international level in at least one production areas.

In the case of the two pilot sites, there is considerable opportunity for the development of primary and supply chain businesses that work together, in a "cluster", to attract tourists and to provide quality services.

Many new or expanded business plans were developed and have been included in Appendix 2 of this report. However, on a larger scale, further attention must be given to incubating or accelerating small business development at both sites. A particularly effective means of supporting entrepreneurs at the pilot sites is through the development of an ecotourism incubator. The incubator should be developed by a group of entrepreneurs wishing to work together to further their own businesses, as well as foster new business development in the region. Incubator services could include: (a) access to business equipment and training and (b) assistance in obtaining funding, including the development of a micro-finance facilities, an

equity fund and the brokering of financial information to its members. For details on the ecotourism incubator, go to the USAID RAISE web site <http://www.raise.org/>

## CONCLUSION

Throughout the world, destinations are improving the quality of service and making necessary investments in infrastructure, park and protected area systems, human resource development, and effective marketing programs. The pilot sites need to build upon its strengths, opportunities and comparative advantages to become a premiere destination, particularly for ecotourism and mountain tourism.

The recommendations and information provided in this report are intended to serve as guides for future tourism development done in a sustainable fashion. The GW Graduate Student Consulting Team is grateful for having had the opportunity to work with the NP staff, each EIG and the local communities. In particular, we would like to thank ARD for their support throughout the entire project.

## **Appendix 1**

**GW Graduate Student Consulting Team Final Presentation to USAID  
Washington, DC – June 29, 2001**

# **Ecotourism & Gateway Communities**

## **Rila & Central Balkan National Parks**



### **Biodiversity Conservation & Economic Growth Project**

ARD, Inc. / The George Washington University

MBA/MTA Tourism Consulting Practicum

June 28, 2001 - Washington, DC

Sponsored by USAID and the Government of Bulgaria

# Who Are We?

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Rachel Collis MTA, Destination Management

# BCEG Project

The ecotourism portion of Biodiversity Conservation & Economic Growth Project aims to:

- Promote the development of ecotourism in the National Parks and Gateway Communities
- Help local communities to capitalize on the economic potential of nature-based tourism development
- Raise nature and biodiversity conservation awareness through cohesive and planned collaboration between parks, communities and businesses



# MTA/MBA Tourism Consulting Practicum

## **2 pilot projects - Samokov and Kalofer**

- Assessment of local ecotourism opportunities and constraints
- Guidelines for marketing strategies and promotional materials for the ecotourism products and services available in the National Parks and the Gateway communities
- Tourist development projects in affiliation with the National Parks
- Guidelines for the role of local communities in the implementation of biodiversity conservation program

# Central Balkan National Park & Kalofer





# Tourism Inventory

- ◆ Attractions - more than 15
- ◆ Accommodations - 21
- ◆ Full-service Restaurants - 4
- ◆ Cafes & Bars - 14
- ◆ Crafts & Natural Product - 59 Operations
  - Includes Lace, Weaving, Wood carving,, Honey Production, Rose farms and Oil Processing, Cheese Making & Rakiya production
- ◆ Food Shops - 18
- ◆ Service Shops -9

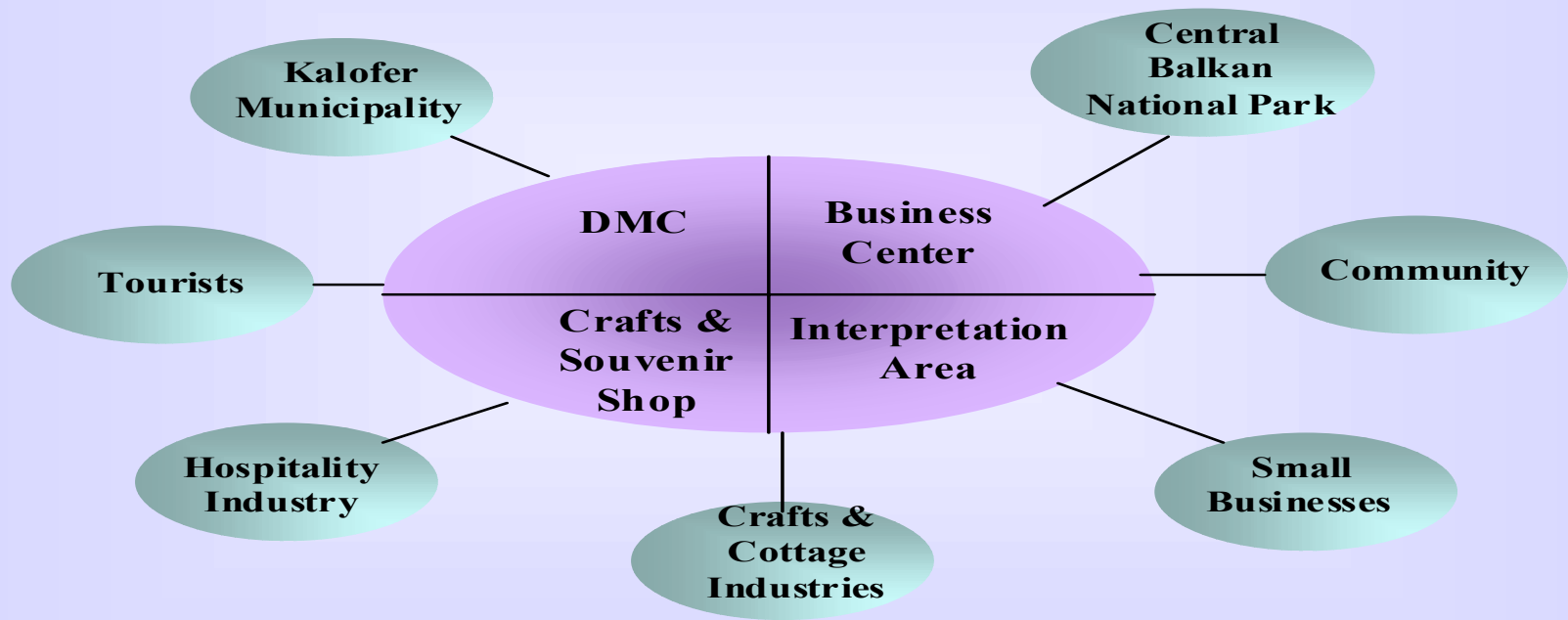
# Visitors' Center

- ⊗ Destination Management Company
- ⊗ Business Center
- ⊗ Crafts and Souvenir Shop
- ⊗ Information and Interpretation Area



- ⊗ Tourism Council
- ⊗ Hotel & Restaurant Association

# Small & Medium Enterprises' link to the Visitor Center



- ◆ Internet Access
- ◆ Link to global market
- ◆ Technical Assistance
- ◆ Promotion of the tourism products & services
- ◆ Reservations
- ◆ Outlet for crafts and local products
- ◆ Brochure & Interpretative Information

# Examples of SMEs

## **Kalofer Health Spa**

- ◆ **Traditional & Modern Spa Services**
- ◆ **Exercise Facility**
- ◆ **Workshops of Health & Plant Medicine**



# Examples of SMEs

## ⊗ **Dzendem Outfitters**

- ◆ Trek Designing & Guiding
- ◆ Equipment Rental
- ◆ Guide Training

# Examples of SMEs

## Bed & Breakfasts

- ◆ Traditional Renovation & Expansion
- ◆ Eco-friendly Renovation & Expansion
- ◆ Property to accompany existing restaurant



# Tour Development

## “The Way of the Hayduts”



- ⊗ Re-enactment of the legend of Kalifer Voivoda
- ⊗ Horse-back riding
- ⊗ Plant & Animal identification & interpretation
- ⊗ Cheese-making demo
- ⊗ Picnic
- ⊗ Performance of the legend of Bacho Nichola
- ⊗ Optional camping of the Revolutionary style

# Park's 10<sup>th</sup> Anniversary Event

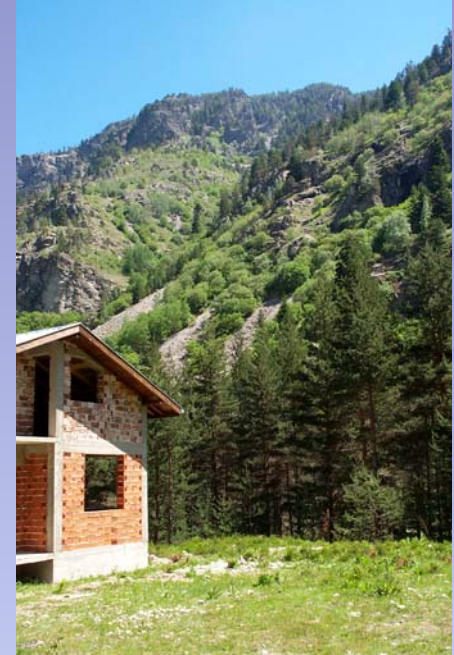
- ⊗ **October 6<sup>th</sup> & 7<sup>th</sup>**
- ⊗ **Portfolio**
  - ◆ Proposal
  - ◆ Agenda
  - ◆ Event Planning timeline
  - ◆ Committees and their Responsibilities
  - ◆ Photo Contest Registration form





# Event Components

- ⊗ Photo Contest
- ⊗ Opening of a new Tour
- ⊗ Crafts Festival
- ⊗ VIP Dinner
- ⊗ Entertainment
- ⊗ Promotion & Public Relation



- Brochures, Flyers & Posters
- Radios
- Newspapers/Magazines
- Television
- Internet

# Proposed Research Tools

- ⊗ **Visitors' Survey**
- ⊗ **Customer Satisfaction Feedback Form**
- ⊗ **Survey on the Economic Impact of Hotels & Restaurants**

# General Recommendations for Kalofer

- ⊗ Continue to Strengthen Cooperation & Collaboration
- ⊗ Organize Efforts - locally, regionally & nationally
- ⊗ Consistent Marketing Efforts
- ⊗ Enhance Attraction with interpretation material & upgradation
- ⊗ Tourism Product Development
- ⊗ Continue to Protect Biodiversity of Central Balkan National Park
- ⊗ General Infrastructure Improvement
- ⊗ Full-time Professional Staffing

# Rila National Park



# Rila National Park Pilot Site

- ⊗ **The Ecotourism Component of the BCEG Project** is focusing on 3 out of the total 9 park sections - Beli Iskar, Govedartsi & Borovets.
- ⊗ **Local communities** - town of Samokov; and 7 villages: Maritsa, Raduil, Beli Iskar, Mala tsurkva, Madzhare and Govedartsi; the resort of Malyovitsa
- ⊗ **Tourism Inventory** - 100+ entries  
{40 tourist attractions, 15 accommodation places, 11 eating places, 78 individuals providing tourist services such as mountain guides, tourist guides, ski teachers, translators, etc., and 7 local tourist-related organizations}

# Electronic Marketing

## ⊗ **SmartInfo**

- ◆ Ministry of Economy, National Office of Tourism Website
- ◆ Include attractions database

## ⊗ **Samokov and Rila National Park Tourism Website**

- ◆ Tool to “tap” into new markets (specialty travel: ecotourism, adventure travel, mountain bikers, bird-watchers, etc)
- ◆ Jointly market National Park and local community

# Visitor's Guide

- Accommodations
- Restaurants
- Local attractions
- Transport services
- Miscellaneous services
- Sample itineraries
- Map



# Eco-Standards/Eco-label

## ⊗ Phase 1:

Interested suppliers can attend training given by the National Park. Attendees will be given an eco-label identifying them as a park affiliated property.

- ⊗ Participation in programs such as distribution of trash bags to lodging guests to promote “pack in-pack out” system.

## ⊗ Phase 2:

Identify a set of environmental standards which local businesses can apply to their own properties. Benefits include reduced operating costs (energy, cleaning products, etc) and increased visibility within the ecotourism market.

- ⊗ Park may serve as the certifying body



# Opening Park Entries Celebration



- ⊗ Celebration of new park entries and facilities
- ⊗ Ceremonial activities
- ⊗ Gateway communities involvement
- ⊗ Goals established
- ⊗ Timelines developed
- ⊗ Event program
- ⊗ Advertising/marketing
- ⊗ Committee structure

# Rila NP Infrastructure

Includes: Signage, Gates, Visitor Information, Trail Markers

Главен вход на Национален Парк Рила

-универсална конструкция  
-информационно табло



# **Destination Management Co. - Reservation System**

- ⊗ **Local Entrepreneur currently has a visitor center facility**
- ⊗ **Rila NP visitor information and park section head office**
- ⊗ **Expand to incorporate:**
  - ◆ **Destination Management Co.**
    - coordinate planned tourism activities in the area such as events, conferences, incentives.
  - ◆ **Reservation System**
    - Create a central reservation system for small hotels

# Samokov Region Crafts Center



- ⊗ To cluster all crafts people in a central location to sell their crafts
- ⊗ Facilitate communication amongst craftspeople
- ⊗ Need municipality approval of proposed market site
- ⊗ Financing for start-up costs
- ⊗ Training and workshops
- ⊗ Visitor Center and Rila NP Office should be included

# Mountain Training School

- **Mountain Training School**

- Train mountain users and tourists in ski, rescue, other mountain activities
- Train mountain guides
- Expand to include accommodations



# Other New Businesses

## ⊗ **Rila Mountain Sports**

- ◆ To develop a joint-venture in eco-education and tours
- ◆ Purchase of equipment
- ◆ Hiring and training of guides on eco-education
- ◆ Develop curriculum on children eco-education programs

## ⊗ **Ec lodge**

- ◆ To become an environmentally-sustainable lodge
- ◆ To increase occupancy rate
- ◆ To comply with environmental standards to obtain eco-label
- ◆ To remodel facility
- ◆ Infrastructure improvements, e.g. access roads/signage

# Runtovi Transportation Co.

- ⊗ 4 Buses and 1 car
  - ◆ Currently seeking to increase profit margin through expansion
  - ◆ Increase quality of service
- ⊗ Expand his business to include tourism component
  - ◆ Developing a Tour Services Bureau
- ⊗ Development of “Restaurant in Bus”
- ⊗ Renovation of existing buses to make them more eco-friendly



# “Koniarski” Horse-Riding Club

- ⊗ To expand current horse-riding packages to include camping  
(high profit, low cost)
- ⊗ Purchase new updated equipment
- ⊗ Hire and train additional employees



# General Recommendations

- ⊗ Develop a certification program for small hotels/ecolodges
- ⊗ Implement training for tourism suppliers with particular emphasis on National Park cooperation and interpretation
- ⊗ Support for further development and funding for business planning

# Operational Model - Information Collection and Management

- ◆ Indicators--Baseline and Monitoring
  - New Businesses (SMEs)
  - Economic Indicators (employees, wages, occupancy rates)
  - Addition of park employees designated specifically to tourism development
- ◆ Database Redesign--Attractions

# Operational Model - Marketing Options

## ■ Catalytic Events

- Celebration of new infrastructure within Rila National Park
- 10th Birthday celebration of Central Balkan National Park
- Lure tourists to National Park and surrounding communities
- Foster existing relationship between National Park and community

## ■ Low Cost Marketing Tools

# National Park & Gateway Community Attractions Database

## ATTRACTIONS

- General and Public Info Name, address, phone and fax numbers, URL, e-mail, category, rating eco-label, price range, capacity, amenities, facilities, products, safety rules, equipment, difficulty level.
- Other info  
Ownership, employees (part-time, and full time), # of visitors (foreign vs. nationals), revenues, years in operation, loan and investment amount, average salary, training for employees.

# Operational Model - Ecolabeling/Certification

## ◆ Ecolabels/Environmental Certification

- Ecomark
- Adapt existing programs--e.g.
  - Certificate of Sustainable Tourism (Costa Rica)
  - Green Globe
  - Green Seal



# Operational Model - Training

## ◆ Training is Essential

- Destination marketing
- Human resource development/customer service
- Ecotourism design/development/finance
- Revenue producing mechanisms for park/protected areas

# Product Development Ecotourism Incubator

## ⊗ Purpose

facilitate the development of sustainable tourism in the pilot projects

## ⊗ What is it?

Provide affordable resources to pursue ecotourism businesses

## ⊗ Possible incubator ideas

reservation system, training, low-cost office space and facilities (computer access, fax, phone, etc).

**Questions?**

**Thank You**





**APPENDIX 2**  
**INDIVIDUAL BUSINESS PLANS FOR BOTH PILOT SITES**

<b>ARD BCEG Project Preliminary Ecotourism Business Plan</b>		
Proposer: Name & Address	Lalio Nikolaev Ganchev Str. V. Levski #7 Kalofer, Bulgaria	Phone:0035931333192 Email:
BCEG Advisor: Name & Address	Peter Hetz Kamelia Georgieva 55, Parchevich Street	Phone: 048 79 0101 Phone: 048 895 267
GW Team: Name & Address Name & Address	Anne Holland 3837 Beecher Street NW, Washington DC 20007 Bellina Kweskin	Phone: 904 612 2123 Email: Hollandac@att.net Phone: Email:
<b>Executive Summary</b>		
<p>The Kalofer Business Center in Kalofer, Bulgaria is a company that will offer information systems to provide internet access, information management services, technical training and workshop opportunities, and computer resources for the visitor center, tourists and tourism entities and the community of Kalofer. This business will be organized and set up in a temporary location until the Visitor's Center is available and ready for occupants. Lalio Ganchev will manage the computers and business equipment.</p> <p>The business and services will be successful because of the community and tourism participation, the educated and trained staff, the reliable internet systems, updated software applications, and professional customer service. These keys to success along with the central location in the Visitors center are the competitive advantages for the Kalofer Business Center. The Kalofer Business Center should earn profit once capital investment has been made into the education and training of the owner and associated employees and in computer and business equipment. Currently at least three computers are required to not only help the Kalofer Business Center turn a profit but also to fulfill the demand of the tourism entities, park and Kalofer community.</p>		

<b>ARD BCEG Project Preliminary Ecotourism Business Plan</b>		
<b>Note: If you have access to the Internet, go to <a href="http://www.bplans.com/">http://www.bplans.com/</a> for a template for refining this business plan and to review sample plans related to your business concept</b>		
Proposer: Name & Address	Valentin & Ivanka Kolchevi 1x September Street 72 Kalofer 4370 BULGARIA  Diana Grigorova Opulchenska Street 21 Kalofer 4370 BULGARIA	Phone: 032 43 87 68 Or 088 50 47 92 Email: <a href="mailto:www.kolcheva@dir.bg">www.kolcheva@dir.bg</a>  Phone: 031 33 29 71 Email: <a href="mailto:www.ledi_di81@hotmail.com">www.ledi_di81@hotmail.com</a>
BCEG Advisor: Name & Address	Peter Hetz Kamelia Georgieva 55, Parchevich Street	Phone: 048 79 0101 Phone: 048 895 267
GW Team: Name & Address Name & Address	Megan Havrda George Washington University 600 21 <sup>st</sup> Street Washington, DC 20052 Prachi Dalal Same address	Phone: 202 994 6629 Email: <a href="mailto:meganhav@gwu.edu">meganhav@gwu.edu</a> Phone: 202 659 8386 Email: <a href="mailto:prachi@gwu.edu">prachi@gwu.edu</a>
<b>Executive Summary</b>		
<p>Our project is to build a health center in Kalofer. We intend to use an old bath-house building. After structural renovations are complete our bathhouse will provide locals and tourists with a solarium, a fitness center, spa services, diet foods and counselling, and a sauna. We intend to capitalize on this areas unique climate, natural resource base, herbal plant knowledge and plant supply. We also propose that there be a section of the building, which focuses on informing and educating our clients about the herbal plants in the region. Our clients will range from locals, to passer-by's to Kalofer tourists. Our business will bring economic and health benefits to Kalofer's residents, the local municipality, and all of our clients. Presently, there is not competition for our proposed type of business in the region near Kalofer and the Central Balkan National Park.</p>		

<b>ARD BCEG Project Preliminary Ecotourism Business Plan</b>		
Proposer: Name & Address	Ivan Doctorski 9 September Street	Phone: Email:
BCEG Advisor: Name & Address	Peter Hetz Kamelia Georgieva 55, Parchevich Street	Phone: 048 79 0101 Phone: 048 895 267
GW Team: Name & Address Name & Address	Wendy Gutscher George Washington University 600 21 <sup>st</sup> Street Washington, DC Rachel Collis Same	Phone: 703-824-0781 Email: wendyrgutscher@hotmail.com Phone: 202-242-1446 Email: rachaelcollis@hotmail.com

### **Executive Summary**

Currently Ivan Doctorski owns and operates Camellia's, a successful restaurant in Kalofer. To compliment the restaurant architectural plans have been developed to construct an upscale Inn located near the restaurant. The Inn will consist of eight bedrooms with private baths, a fireplace in common area, a full-equipped kitchen and barb-a-cue picnic area outside.

This plan is written as guide for the renovation of the current restaurant facilities and to obtain financing for the construction of the Inn. Also included in the plan is a guide for managing the business, which will serve as the basis for a separate marketing plan.

The financing of the Inn is required to purchase supplies, equipment, labor and to cover expenses in the first year of business.

The financing, in addition to the capital contributions from the owners, will allow Camella's Inn to successfully open and maintain operations through year one. The initial capital investment will allow Camella's to provide its customers with a unique, elegant atmosphere that will induce middle class Bulgarians to bring family and friends to Kalofer.

Initial financial analysis of the viability of this venture shows that the location of the proposed Inn and the profit margin of the restaurant, hold promise of a successful business venture, rapid growth rate, investment opportunities, and a competitive advantage.

<b>ARD BCEG Project Preliminary Ecotourism Business Plan</b>		
Proposer: Name & Address	Rumen Stoianov 9 September Street	Phone: Email:
BCEG Advisor: Name & Address	Peter Hetz Kamelia Georgieva 55, Parchevich Street	Phone: 048 79 0101 Phone: 048 895 267 Email:
GW Team: Name & Address Name & Address	Wendy Gutscher George Washington University 600 21 <sup>st</sup> Street Washington, DC Rachel Collis Same	Phone: 703-824-0781 Email: wendyrgutscher@hotmail.co m Phone: 202-242-1446 Email: rachaelcollis@hotmail.com
<b>Executive Summary</b>		
<p>Mehana, is a hospitality complex comprised of a combination of two restaurants, hotel accommodations, and a café. Located in the town centre of Kalofer, close to the culture centre, museums, and the proposed visitors' centre, Mehana offers visitors a variety of services ranging from comfortable accommodations, fine dining, and café services. Mehana is owned and operated by Rumen Stoianov who is ably assisted by a staff of ten full-time employees. This plan is written as a guide for the renovation of the current facilities and the development of an additional hotel, restaurant and meeting complex. Also included in the plan is a guide for managing the business, which will also serve as the basis for a separate marketing plan. It is Stoianov' vision that the renovations of the current facilities, and the development of additional services, would form the foundation for Mehana meeting its objectives of eventually turning Kalofer into a regional eco-tourism destination.</p> <p>Initial financial analysis of the viability of this venture shows that the location of the proposed development complex, and the profit margin of the current operations, hold promise of a successful business venture, rapid growth rate, investment opportunities, and a competitive advantage.</p>		

<b>ARD BCEG Project Ecotourism Business Plan THE KALOFER CRAFTS</b>		
Proposer: Name & Address	Tanya Naheva Bojan Boltiv St. 33, Kalofer 4370	Phone: 03133-24-97 Email:
BCEG Advisor: Name & Address	Peter Hetz Kamelia Georgieva 55, Parchevich Street	Phone: 048 79 0101 Phone: 048 895 267
GW Team: Name & Address	Megan Havrda Prachi Dalal	Phone: Email: <a href="mailto:meganhav@gwu.edu">meganhav@gwu.edu</a> <a href="mailto:prachi@gwu.edu">prachi@gwu.edu</a>
<b>Executive Summary</b>		
<p>Kalofer has a rich heritage of crafts and natural products. Kalofer has many people practising the traditional crafts such as the famous Kalofer lace, Kalofer's woven rugs, woollen felt, wood carvings, etc even today. However, at present these products are not available at a central and easily accessible place to the tourists. Most of the craftsmen work from home &amp; their products are sold to tourists who are able to seek them out or to shop owners from Plovdiv, Sofia and other big cities.</p> <p>There is also a great wealth of knowledge among the local people about the use of various herbs found in the Central Balkan National Park &amp; Kalofer. Various natural products are made and used by the local people in their day-to-day lives. Some of the natural products produced in Kalofer are rose oil, rose water, cheese, honey, fruit jams, herbal remedies, culinary herbs &amp; spices, etc.</p> <p><i>Kalofer Crafts</i> aims to nurture the potential and provide the tourists a showroom of these crafts and products, which are an integral part of the identity of the people of Kalofer. <i>Kalofer Crafts</i> will help Kalofer become a tourist centre by developing local crafts and will strive to make Kalofer an important centre of Bulgarian crafts and culture.</p> <p><i>Kalofer Crafts</i> will aim at managing the shop and the interpretation of the crafts in the Information and Interpretative area of the Visitors' Centre with the co-operative and collaborative efforts of the producers of crafts and natural products. <i>Kalofer Crafts</i> will identify the craftsmen and other producers of natural products and help them with product innovation &amp; development of products that would match the tourists' interests, display &amp; packaging of the products and marketing the Crafts of Kalofer by production brochures, catalogues, internet web-sites, etc. <i>Kalofer Crafts</i> along with the craftsmen, will also be involved in developing educational and interactive programs, workshops and demos of the crafts and other Kalofer's traditions at the Interpretative Centre. All the activities of <i>Kalofer Crafts</i> would help in achieving economic growth and sustainability of the crafts and natural products of Kalofer and the business itself.</p>		

<b>ARD BCEG Project Preliminary Ecotourism Business Plan</b>		
Proposer: Name & Address	Donka Kodjeikova 4370 Kalofer 9 Dragol Prodanov Str.	Phone:031332270 Email:088551182
BCEG Advisor: Name & Address	ARD – Bulgaria	Phone: Email:
GW Team: Name & Address Name & Address	Anne Holland 3837 Beecher Street NW, Washington, DC 20007	Phone: 904 612 2123 Email: Hollandac@att.net Phone: Email:
<b>Executive Summary</b>		
<p>The Golden Kalofer Tourism Company (GKTC) located in Kalofer, Bulgaria is a destination management company created to collect tourism information, design tour packages, produce events related to tourism and manage Kalofer as a tourism destination. GKTC will be the premier DMC for Kalofer, the Central Balkan National Park and domestic and international travel agents. GKTC will work closely with local tour operators, restaurants, accommodations, local craftsmen, and the National Park to create unique ecotourism itineraries for individual and group tourists. The GKTC will also work closely with various transportation services to secure reliable means of transportation. Furthermore, GKTC will develop, manage and maintain a central resource database of all direct and indirect tourism resources available in the Kalofer community and Central Balkan National Park.</p> <p>GKTC's competitive advantage is the use of its central resource database to create and offer exciting, fun and specialized activities to interested travelers and travel agents. Furthermore, Mrs. Kodjeikova, GKTC's director, will develop close partnerships with the Visitor's Center business and educational entities. These collaborative partnerships along with GKTC's total tourism product are the fundamental factors to the success of GKTC and it's mission of promoting Kalofer as a fantastic, ecotourism destination.</p>		

<b>ARD BCEG Project Preliminary Ecotourism Business Plan</b>		
Proposer: Name & Address	TONCHO TONCHEV Sevlievska St. 24, Kalofer 4370 BULGARIA  TODOR PIKLIEV Rada Voivoda St. 10, Kalofer 4370 BULGARIA	Phone: 03133-25-55 Cell: 048-79-44-39  Phone: 03133-21-08 Cell: 048-99-67-07
BCEG Advisor: Name & Address	Peter Hetz Kamelia Georgieva 55, Parchevich Street	Phone: 048 79 0101 Phone: 048 895 267
GW Team: Name & Address Name & Address	Megan Havrda George Washington University 600 21 <sup>st</sup> Street NW Washington, DC 20052  Prachi Dalal Same address	Phone: 202 994 6629 Email: meganhav@gwu.edu Phone: 202 659 8386 Email: prachi@gwu.edu
<b>Executive Summary</b>		
<p>Dzendem Outfitters is committed to becoming a key player in the ecotourism sector for the Kalofer and Central Balkan National Park Region by acting as the main supplier of trained guides, rental mountain equipment and National Park Tour Packages. Located at the foothills of the Central Balkan National park in the culturally rich town of Kalofer, we as owners are knowledgeable of both the historical and ecological assets of this region.</p> <p>Our three objectives allow Dzendem Outfitters to support the generation of local jobs, the athletic activities of independent tourists, and the interests of specialty markets who require tour packages with educational interpretation. Our revenue will be comprised of sales based the following percentages of the total revenue: equipment rental at 50%, trek designing and guiding at 40%, and guide training at 10%.</p> <p>The region of Kalofer and the community's close relationship to the Central Balkan National Park gives our company an advantage as far as community based support, promotion and strategic alliances. Our guides as well as our customers will be educated on how to experience Central Balkan National Park in a respectful, sustainable fashion.</p>		



<b>ARD BCEG Project Ecotourism Business Plan</b>		
Proposer: Name & Address	Samokov Region Crafts Center 2000 Camokob, 6yn, hckb 12	Phone: 072 227 711
BCEG Advisor: Name & Address	Peter Hetz Kamelia Georgieva 55, Parchevich Street, Sofia Bulgaria	Phone: 048 79 0101 Phone: 048 895 267
GW Team: Name & Address	Hsiao Liu & Svetla Kazalarska 600 21st Street, NW Washington, DC 20052	Phone: (202) 994-6281 Email: <a href="mailto:hliu@gwu.edu">hliu@gwu.edu</a> ; <a href="mailto:altevs@yahoo.com">altevs@yahoo.com</a>
<b>Executive Summary</b>		
<p>The Samokov Region Crafts Center will sell crafts produced by local artists. The center will cluster all craftsmen in a central location to sell their work and this will assist in the facilitation of communication amongst all craftsmen. This center will offer a variety of crafts such as pottery, icon paintings, wood works, stone painting, and many more. The center will also house workshops that allow craftsmen to demonstrate as well as produce works of art. Individuals from these communities can exhibit their work of art in the marketplace and gallery.</p> <p>In addition, a visitor's center and Rila National Park office will be included in this crafts center. Tourists will be able to receive information on the park as well as information on gateway communities. The visitor's center will offer brochures and information on local community businesses.</p>		

<b>ARD BCEG Project Ecotourism Business Plan</b>		
Proposer: Name & Address	Radka Moskova 1 Ihtimansko shose str. 2000 Samokov, Bulgaria	Phone:359 722 225 31 Email: moskova@inbox.infotel.bg
BCEG Advisor: Name & Address	Peter Hetz Kamelia Georgieva 55, Parchevich Street, Sofia Bulgaria	Phone: 048 79 0101 Phone: 048 895 267
GW Team: Name & Address	Kristin Lamoureux 600 21 <sup>st</sup> St. NW Washington, DC 20052	Phone: 202 994 8197 Email: klam@gwu.edu
<b>Executive Summary</b>		
<p>Samokov is in great need of a unifying body that serves as a destination management company to facilitate small and large groups travelling to the area. At present, the proposer already owns an established restaurant in the community. At present, they are launching a new computer center, which they would like to expand, first into a visitor information center and then a destination management company. The visitor center would be offered on a fee basis to the all-small tourism suppliers in the area. As no other entity exists such as this, there is ample opportunity for this business to succeed and grow. The next step would be to create a destination management company, which would serve to facilitator between the local tourism suppliers and arrange group or incentive travel into the area.</p> <p>In order to achieve this goal, the proposer will need little investment. As the building already exists in which to house this office, basic operational costs as well initial marketing costs will be the principal capital required.</p>		

<b>ECO-LODGE</b>		
Proposer: Name & Address	Rumen Dimitrov Stoyanov Beli Iskar Village	Phone 071227439
BCEG Advisor: Name & Address	Peter Hetz Kamelia Georgieva 55, Parchevich Street Sophia, Bulgaria	Phone: 048 79 0101 Phone: 048 895 267
GW Team: Name & Address	Lisa Alley Kristin Lamoreux Dept. of Tourism & Hospitality Management 600 21 <sup>st</sup> Street, NW Washington, DC 20052	Phone: 202-333-1186 Email: <a href="mailto:lkalley@gwu.edu">lkalley@gwu.edu</a>
<b>Executive Summary</b>		
<p>The Eco-Lodge would be the first of its kind in the Samokov region. To be successful many things need to come into play. First of all this venture would be a culmination of efforts with the Tourist Union, the National Park and the proposed businessman, Rumen Dimitrov Stoyanov. The Tourist Union would need to give Rumen Dimitrov Stoyanov a long-term lease and the park would need to act as a monitor of the property's environmentally friendly practices.</p> <p>To be a successful business, occupancy needs to be raised. In order to do this the lodge must be renovated, adding three full bathrooms with showers and a healthier living environment using environmentally friendly materials.</p> <p>Marketing also must be part of raising the occupancy rate. The target market will be the middle-class Bulgarians and an environmental focus will be used in all public relations efforts.</p> <p>In addition, better infrastructure in the area must be coordinated with the park and the municipality. Storefront signage must also be created and utilized.</p>		

<b>ARD BCEG Project Ecotourism Business Plan</b>		
Proposer: Name & Address	“Koniarski” Horse-Riding Club c.benn hckbp, mo6	Phone: 071 227 392
BCEG Advisor: Name & Address	Peter Hetz Kamelia Georgieva 55, Parchevich Street, Sofia Bulgaria	Phone: 048 79 0101 Phone: 048 895 267
GW Team: Name & Address	Hsiao Liu & Svetla Kazalarska 600 21 <sup>st</sup> Street, NW Washington, DC 20052	Phone: (202) 994-6281 Email: <a href="mailto:hliu@gwu.edu">hliu@gwu.edu</a> ; <a href="mailto:altevs@yahoo.com">altevs@yahoo.com</a>
<b>Executive Summary</b>		
<p>“Koniarski Horse-riding Club” seeks to expand existing horse-riding packages to include a new camping package. This package will offer overnight camping accommodations combined with day tours on horseback. The Club seeks to accompany more tourists to explore the Rila Mountain range. Hopefully, this will result in high profits and low cost to the club.</p> <p>The “Koniarski Horse-riding Club” has been in existence for the past twenty-five years. Koniarski is a family brand name passed down from generation to generation, breeding champion horses and offering tourists horseback riding in the Borovets region. The club is well known throughout the local communities. Tourists have frequented this club in the past and have sought horseback-riding services from this club for many years.</p> <p>New equipment will be purchased and there is a need to hire more staff to be trained on how to effectively and safely provide these camping tours. Expansion on current services is also desired.</p>		

<b>ARD BCEG Project Ecotourism Business Plan</b>		
Proposer: Name & Address	Ciril and Rosalina Georgiev Runtov, No. 158 Boulevard, Samokov Town, Sofia District Bulgaria	Phone:228 32 (0722) Home 088 22 3859 Cell Email:
	Peter Hetz Kamelia Georgieva 55, Parchevich Street	Phone: 048 79 0101 Phone: 048 895 267
GW Team: Name & Address	Dolapo Oni 11700 Old Columbia Pike Silver Spring, MD 20904	Phone:301-622-2113 Email: dolly@gwu.edu
<b>Executive Summary</b>		
<p>Private Transportation Company of Ciril Runtov, a transportation company, located in Samokov devoted to safe , secure and reliable transportation of local passengers and international tourist clients. With a plan of reducing costs by 30% and increasing passenger turnover by 20% in the coming year. We are anticipating a projected clientele of 39,000 passengers annually with a 10-20% increase yearly.</p> <p>Presently operating profitably at 112,300 DM, we plan to expand the transportation business by purchasing two new buses to increase the number passengers and expand our current transportation route to include more destinations.</p> <p>We also plan to invest in a “Restaurant in bus” by redesigning the interior of our 57 passenger bus to include restaurant features and transport passengers to Park and local attractions.</p> <p>Renovating our current inventory of buses to make them more eco-friendly through interior and exterior renovations is another target we hope to achieve in the next two months.</p> <p>Finally, becoming a Tourist Services Bureau to oversee transportation, offering tour packages and trips to tourist sites is the ultimate goal of the company towards the end if the year.</p> <p>We plan to reassess our current cost structure to determine what operational costs can be significantly reduced to increase our profit margin.</p>		

<b>ARD BCEG Project Ecotourism Business Plan</b>		
Proposer: Name & Address	Valeri Vardarov Rila Mountain Sport Samakov, Hzagravski N2	Phone: 0722/28428 Email: waleri@dir.bg
Proposer: Name & Address	Bojan Panajotov Samakov Rakovski 40	Phone: 0722/20101 Email: boyanpanayotou@yahoo.co m
BCEG Advisor: Name & Address	Peter Hetz Kamelia Georgieva 55, Parchevich Street	Phone: 048 79 0101 Phone: 048 895 267
GW Team: Name & Address	Lisa Alley Mary-Jean Eraci 600 21 <sup>st</sup> Street, NW Washington, DC 20052	Phone: 202-994-6281 Email: lkalley@gwu.edu mjeraci@gwu.edu
<b>Executive Summary</b>		
<p>As a joint venture, two local businessmen want to work to develop and bike rental/bike tours as well as eco-education program targeted at youths educated tourist about the environment of the Rila National Park. Through marketing efforts, knowledge of the area and business location they strive to develop a business which can target tourists from the middle class, school/clubs as well as extreme sports enthusiasts.</p> <p>A capital investment into new bikes, equipment, as well as hiring of guides is needed for the bike rental portion of the business. The unique aspect of business idess of eco-education program will include the development of programs, equipment purchases and securing guides for the tours.</p> <p>The Eco-education program is a opportunity to further promote and education tourist of the biodiversity of the Rila National Park</p>		

**APPENDIX 3**  
**TOURISM CONTACTS FOR PILOT PROJECT SITES**

## Tourism Contacts for Pilot Project Sites

### Conservation Organizations with Tourism Programs

#### **Conservation International**

Ecotourism Program  
2501 M Street, NW, Suite 200  
Washington, DC 20037 USA  
Telephone: (202) 429-5660  
Fax: (202) 887-0193  
<http://www.conservation.org>

#### **National Parks and Conservation Association**

1776 Massachusetts Avenue, NW  
Washington, DC 20036  
Telephone: (202) 223-6722  
Email: [npca@npca.org](mailto:n pca@npca.org)  
<http://www.npca.org>

#### **Sierra Club**

85 Second Street, Second Floor  
San Francisco CA, 94105-3441, USA  
Telephone: (415)977-5500  
Fax: (415) 977-5799  
Email: [information@sierraclub.org](mailto:information@sierraclub.org)  
<http://www.sierraclub.org>

#### **The Nature Conservancy**

International Trips Program/International Headquarters  
4245 North Fairfax Drive, Suite 100  
Arlington Virginia 22203-1606  
Telephone: (703) 841-5300  
Contact: Marie Uhling  
<http://www.tnc.org>

#### **World Wildlife Fund**

Membership Travel Program  
1250 24th Street, NW  
Washington, DC, 20037  
Telephone: 202-778-9683  
Email: [membertours@wwfus.org](mailto:membertours@wwfus.org)  
<http://www.worldwildlife.org/travel>

#### **American Cetacean Society**

P.O. Box 1391  
San Pedro, CA 90733-1391  
Phone 310-548-6279  
Fax 310-548-6950  
E-mail [acs@pobox.com](mailto:acs@pobox.com)  
<http://www.acsonline.org/>



**Adventure Tourism****EARTHWATCH INTERNATIONAL**

680 Mt. Auburn St., P.O. Box 9104,  
Watertown, Massachusetts 02272;  
(800) 776-0188 fax: (617) 926-8532  
email: [info@earthwatch.org](mailto:info@earthwatch.org)

**Tourism and Recreation Specific Organizations****Adventure Travel Society**

6551 South Revere Parkway  
Suite 160  
Englewood, CO 80111 USA  
Telephone: (303) 649 9016  
Fax: (303) 649 9017 fax  
<http://www.adventuretravel.com>

**American Hiking Society**

PO Box 20160  
Washington, DC 20041-2160  
Telephone: (301) 565-6704  
Fax: (301) 565-6714  
<http://www.americanhiking.org>

**The Ecotourism Society**

P.O. Box 755  
North Bennington, VT 05257  
Telephone: (802) 447-2121  
Fax: (802) 447-2122  
Email: [ecomail@ecotourism.org](mailto:ecomail@ecotourism.org)  
<http://www.ecotourism.org>  
Contact: Nicole Ott

**Association of Collegiate Conference and Events Directors**

Colorado State University  
Fort Collins, CO 80523-8037  
Telephone: (970) 491-5151  
Fax: (970) 491-0667  
Email: [acced@lamar.colostate.edu](mailto:acced@lamar.colostate.edu)  
<http://www.colostate.edu/Depts/ACED-I>

**Green Tourism Association**

12E City Hall  
Toronto, Ontario  
M5H 2N2  
Canada  
Fax: (416)392-0071  
<http://members.home.net/edia/gogreento>

**International Festivals & Events Association**

World Headquarters  
P.O. Box 2950 / 115 E. Railroad Ave., Suite 302  
Port Angeles, Washington 98362  
Telephone: (360) 457-3141  
Fax: (360) 452-4695  
Email: alexis@ifea.com  
<http://www.ifea.com>

**International Society of Meeting Planners**

1224 North Nokomis NE  
Alexandria, Minnesota 56308 USA  
Telephone: (320) 763-4919  
Fax: (320) 763-9290  
Email: [ismp@iami.org](mailto:ismp@iami.org)  
<http://www.iami.org/ismp.html>

**Earth Pledge Foundation**

485 Madison Avenue, 24th Floor  
New York, NY 10022  
Telephone: (212) 688.2216  
fax: (212) 758.0832  
<http://www.earthpledge.org/contact/contact.htm>

**Green Travel Network**

1611 Connecticut Ave. NW  
Suite 4C  
Washington, DC 20009  
Email: [sean@greentravel.com](mailto:sean@greentravel.com)  
<http://www.greentravel.com>

**Great Outdoors Recreation Pages****E-mail list**

<http://www.gorp.com>

**E-mail and Mail List Brokers**

The following is a short list of companies that sell mailing lists. Some offer catalogs. Mailing lists should always be tested before you make any sort of major commitment.

**MailCall**

800-639-7909/ 603-598-3684  
Fax: 603-598-3855  
E-mail: [info@mailcall.mv.com](mailto:info@mailcall.mv.com)  
<http://www.wildmark.com/lbs.htm>  
\*Offers tourism specific lists

**Ambassador Lists**

800 891-5478

**Ponton**

412 782-2360

**ACI**

800 345-2266

**Advon**

800 992-3866

**Chelsea International**

904 794-4396

**Trans American**

714 744-1777

**Diamond Express**

908 531-2212

**Mansfield Advertising**

908 390-6595

**Millard Group**

603 924 9262

<http://www.millard.com/about/directions.html>

In addition to email lists, internet banner marketing may also be considered. While general banner marketing may be too general, it is possible through an internet marketing firm, to place banner ads on travel sites, which will only appear based on the users profile. For example, a user may click on a general travel site, followed by a series of more specific sites based on their individual interests. Specific banner ads will appear, which correspond with the “product” or service the user is seeking, such as “cultural heritage tourism in the Caribbean, etc”.

This marketing is more expensive, yet reaches a very specific target audience, which is already looking for a travel service.

**Organizations for Possible Collaborative Agreements**

*The following group of organizations are provided as possible marketing targets..*

**Global Volunteers**

Global Volunteers strives to wage peace throughout the world by helping establish mutual understanding between people of diverse cultures. Each year Global Volunteers coordinates more than 125 teams of volunteers who participate on short-term human and economic development projects in 21 countries.

375 East Little Canada Road

St. Paul, MN 55117-1627

(651) 407-6100

(651) 482-0915 fax

<http://www.globalvolunteers.org>

**Amizade, Ltd.**

Amizade is a nonprofit organization dedicated to promoting volunteerism, providing community service, encouraging collaboration, and improving cultural awareness in locations throughout the world.

Amizade collaborates with existing community-based organizations to develop projects which are both beneficial to the community and enjoyable to the volunteers. Most of these are building projects centering around the construction of schools, health posts, environmental centers, etc. Local members of the communities are encouraged to work side by side with Amizade volunteers.

Amizade, Ltd.,  
7612 N. Rogers Ave.  
3rd Floor  
Chicago, IL 60626  
(773) 973-3719  
(773) 973-3731 fax  
[Volunteer@amizade.org](mailto:Volunteer@amizade.org)  
<http://www.amizade.org>

**Global Citizens Network**

Global Citizens Network is a non-profit organization with two part-time staffers and many friends who volunteer their time in a variety of ways. We welcome your interest and energy. Global Citizens Network board members all have extensive experience in international travel and development, and have led trips to the Caribbean, East Africa, Central America, the South Pacific, Eastern Europe, and India. Some members were born in developing countries and most board members have lived in developing countries and speak two or more languages. All are committed to a vision of peace, justice, cross-cultural understanding, and global cooperation.

**Global Citizens Network**

130 N. Howell St.  
St. Paul, Minnesota 55104.  
(651) 644-0960  
(800) 644-9292.  
[gcn@mtn.org](mailto:gcn@mtn.org)

**American Birding Association**

The ABA compiles a book containing over 650 volunteer opportunities for birders many of which require more than one volunteer. Opportunities for Birders represents a massive effort by ABA staff and volunteers to solicit, collect, and edit these volunteer opportunities from throughout North America and beyond

ABA  
PO Box 6599  
Colorado Springs, CO 80934  
(719) 578-1614  
(719) 578-1480 fax  
[member@aba.org](mailto:member@aba.org)  
<http://www.americanbirding.org>

**University Research Expeditions Program (UREP)**

Discover the challenges and rewards of field research around the world. Join a University of California research team. Learn new skills, make new friends and help contribute to our knowledge of the planet. No special experience is necessary. Your curiosity, adaptability and willingness to share the costs and lend a helping hand are the main qualifications. Each participant is an active member of the field team and contributes an equal share to cover the project costs. As a donation to the University of California, this contribution is tax deductible.

**University Research Expeditions Program (UREP)**

University of California  
One Shields Avenue  
Davis, CA 95616  
(530) 752-0692  
(530) 752-0681 fax  
[urep@ucdavis.edu](mailto:urep@ucdavis.edu)  
<http://urep.ucdavis.edu/body.html>

**Earthwatch Institute**

Earthwatch Institute is an international nonprofit organization which supports scientific field research worldwide to improve our understanding and management of the Earth. The Institute's mission is to promote sustainable conservation of our natural resources and cultural heritage by creating partnerships between scientists, educators, and the general public. Through the participation of volunteers in field research, Earthwatch helps scientists gather vital data that empowers individuals and governments to act wisely as global citizens.

EARTHWATCH INSTITUTE  
680 Mt. Auburn St.  
P.O. Box 9104  
Watertown, Massachusetts 02472-9104;  
(800) 776-0188  
(617) 926-8532 fax  
[info@earthwatch.org](mailto:info@earthwatch.org)  
<http://www.earthwatch.org>

**AdventureQuest.com**

Deep River Interactive developed AdventureQuest.com in 1995 to provide travelers with a comprehensive directory of adventure travel opportunities around the world.

AdventureQuest.com LLC  
482 Congress Street, Suite 101  
Portland, ME 04101 USA  
(207) 871-1684  
<http://www.adventurequest.com>

**Ecovolunteer**

Ecovolunteer is an organization that links environmental volunteer opportunities and tourists looking for these opportunities.

Ecovolunteer Program / Wolftrail

P.O. Box 800

7500 AV Hengelo

Netherlands

(+31) 074-2478985

(+31) 074-2478361 fax

[info@wolftrail.rottink.com](mailto:info@wolftrail.rottink.com)

<http://www.ecovolunteer.org>

**Peacework**

Peacework was created to offer new short-term volunteer opportunities in international development for people around the world and to bridge cultural and political divisions through one-on-one interactions. By living together and working with local citizens, volunteers expand their knowledge and experience of the world far beyond the classroom or their own community. Projects give volunteers the means to contribute in a meaningful way to local needs

and assist with sustainable development.

Peacework

305 Washington St, SW

Blacksburg, VA 24060-4745

(540) 953-1376

(540) 522-0119 fax

<http://www.peacework.org>

[sdarr@compuserve.com](mailto:sdarr@compuserve.com)

**Oceanic Society Expeditions**

Oceanic Society Expeditions serves over 5,000 individuals annually through international natural history journeys, participatory research expeditions and California whale watching trips. The Expeditions programs offer opportunities for the public to enjoy and learn about wildlife and natural habitats or to assist scientists with field research.

Oceanic Society Expeditions

Fort Mason Center, Suite E-240

San Francisco, CA 94123

(415) 441-1106 or 800-326-7491

<http://www.oceanic-society.org>

**Sierra Club Service Trips**

730 Polk St.

San Francisco, CA 94109

(415) 776-2211

<http://www.sierraclub.org/outings>

**Educational Field Service**

EFS Discovery Courses are learning adventures that bridge classroom teaching to Discovery locations. Teach history or science in class, then live it through first-hand experience at the primary source site; combine both with cutting edge technology to complete the learning process.

Educational Field Service

<http://www.efs.org>

**Elderhostel**

Elderhostel is a nonprofit organization providing educational adventures all over the world to adults aged 55 and over. Study the literature of Jane Austen in the White Mountains of New Hampshire, or travel to Greece to explore the spectacular art and architecture of its ancient civilization, or conduct field research in Belize to save the endangered dolphin population.

Elderhostel, Inc.

75 Federal Street

Boston, MA 02110-1941

(617) 426-7788 -- administrative office

<http://www.elderhostel.org>

## **APPENDIX 4 – GUIDELINES FOR FAMILIARIZATION TRIP**



## **Familiarization Trip (FamTrip) Suggested Guidelines**

Arranging a visit for key individuals involved in tourism to an area is a cost-effective form of promotion ensuring that they see things first hand. However, it is critical that these following steps be taken to ensure that this process runs smoothly.

1. Identify the key individuals who are to be invited (e.g., journalists, broadcasters, tour operators, municipalities)
2. Organize the trip over 4-5 days, as all key individuals are busy. Avoid organizing FamTrips during peak times for travel.
3. If possible, invite tour operators individually; if not, organize trips of 4-5 operators working in the same field. For journalists, 10-14 people maximum are recommended.
4. State the times of visits and departure/arrival at hotels in advance. Try to stick with those times. Try to keep to the agreed timing of visits so that boredom does not occur.
5. Make sure individuals receive a quick lunch so that the tour may continue. For dinner, invite local people to join the group, but do not invite individuals directly involved in tourism.
6. Announce breakfast times prior to the end of the night and make sure to leave enough time (10 minutes prior to departure time) to board the bus that next morning.
7. Try to get people out of the bus at least once a day and include short walks in the FamTrip tour, and if a long bus trip is necessary, make sure to do this drive right after breakfast or lunch so individuals make take a nap. Remember to stop for coffee/toilet breaks during the day.
8. Include as much information as possible in the program, including: names and positions of people that you are going to meet, places that you are going to visit, a list of participants, names of people sponsoring the tour, what costs are included and what needs to be paid for, climatic conditions, maps of the area, and places of interest.
9. Media representatives are not interested in looking around hotels, while this is obligatory for the travel trade. They should see 2-3 rooms, places to eat, the bar and leisure facilities. Make sure the owners/managers are there to greet the group upon arrival and limit the tour to around 30-40 minutes, allowing the final 10 minutes for questions. Upon departure, individuals should receive advertisement materials and price lists.
10. Individual sometimes request to bring their spouse or children. It is advisable to refuse, unless they point a serious reason (e.g., if a husband or wife is a photographer). In that case, explain that you cannot cover all costs for the extra person, but you will provide substantial discounts.

**APPENDIX 5 - GUIDELINES FOR PROPOSED ATTRACTIONS DATABASE  
INFORMATION**

## PROPOSED ATTRACTIONS DATABASE INFORMATION

### LOCAL ATTRACTIONS

Name

Classification (what category of the below list does this site fall into, may be various)

Location/Address

Nearest Village/town and distance

Phone

Fax

Email

URL

Brief Description

Accessibility (via automobile, walking, hiking, etc)

Hours

Cost of Entry

Directions to site

Visitor Facilities (toilets, information, parking)

Difficulty Level

Seasonality

Equipment Requirements/Availability

Size

Capacity

Attraction Type (Cultural/Heritage, Natural Heritage, Recreational & Sports, Rural/Farm, Adventure, Village, event, entertainment, ecotourism)

Number of employees (seasonal vs. permanent)

Type of Interpretation Information (signage, guide, etc)

Safety & Security measures

Ownership and Legal Status

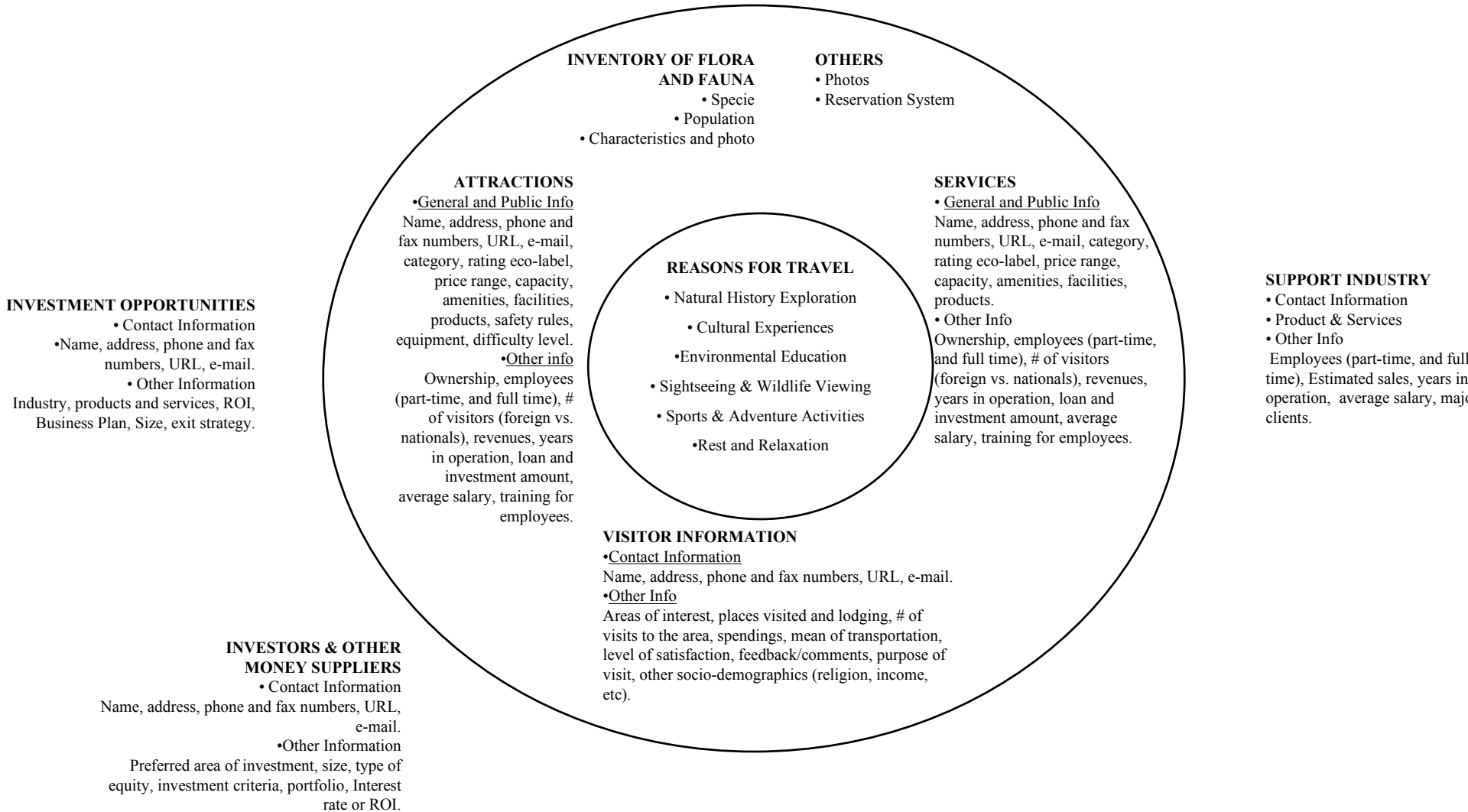
Tourism Facilities and Services available close by (accommodation, food, guides, tour operators, transportation services, leisure & entertainment facilities)

Number of visitors per year

Rules/Regulations

**APPENDIX 6**  
**DATABASE CLUSTER GUIDELINES**

# NATIONAL PARK AND GATEWAY COMMUNITY DATABASE



# Information System: Advantages

- Benefit most of stakeholders
- Include indicators to monitor economic, social, and environmental impact
- Marketing tool
- Identify areas of opportunity for improvement
- Support Incubator

# Alpine School

- Intents
  - Provide specialized training for mountain users and mountain service providers
    - Mountain guiding, ski teachers, lift operators, alpine guides, mountain behavior, park rangers, rescuers, and other users of mountains.
  - Additional services
    - Rent equipment, mountain guiding, restaurant, lodging.
- Needs
  - Buy equipment
  - Reconstruction and restoration of facilities
  - Permit to conduct commercial activities. Ownership Issue
  - License training programs

## **APPENDIX 7 – RILA AND GATEWAY COMMUNITIES VISITOR GUIDE**





*This Guide brings you closer to the Beautiful Rila National Park and relaxing regions of Samokov, Govedartzi, Beli Iskar and Borovetz. From the enchanting landscape to the tranquil environment coupled with the refreshing hospitality of the local towns people, this destination offers both therapeutic and exciting opportunities to its visitors.*

**How to use this guide:** The information in this guide is divided into a number of sections: Accommodation, Eating/Restaurants, Attractions (shopping, cultural/historic, entertainment, and natural sites), Rila National Park Services, and Special Services such as transportation, tourist guides, mountain guides, translators, and special interest providers.

In addition to the compiled and updated list of contact information for each section, this Visitors Guide also provides sample itineraries tailored for different travelers, and can be modified for both the summer and winter seasons. Also attached is a copy of the map of the region.

Contact Addresses:

Samokov Tourism office  
Samokov Visitor Information center



## Accommodation

Hotel Niko  
30 Makegohur str. Samokov Town,  
Sofia district, Bulgaria  
Tel: +359 722/20958

Hotel Nikolay  
Goverdaci, Sofia District  
GSM:+359 885/731 33  
Email:kokojambazki@hotmail.com

Rila Eco Chalet  
Bli Iskar Village  
Tel: +359 712/274 39

Name  
Address  
Contact person & email

Name  
Address  
Contact person & email

Name  
Address  
Contact person & email

Name  
Address  
Contact person & email



## Eating Places/Restuarants

Papillon Resturant and Bar  
1 Ihtimansko Shose Str.  
2000 Samokov, Bulgaria  
tel: +359 722/ 225 31  
fax:+ 359 722/251 24  
GSM: + 359 88/708870  
Email: [Moskova@mbox.infotel.bg](mailto:Moskova@mbox.infotel.bg)

Name  
Address  
Contact person & email

Name  
Address  
Contact person & email

Name  
Address  
Contact person & email



## Transportation

Ciril Georgiev Private Transportation Company  
158 Boulevard str, Samokov town,  
Sofia district, Bulgaria  
Tel: +359 722/ 228 32  
GSM: +359 88/223859

Samokov Bike Rentals  
40 Samokov Rakovski  
Tel: +359 722/ 201 01  
Email: [boyanpanajator@yahoo.com](mailto:boyanpanajator@yahoo.com)

Name  
Address  
Contact person & email

Name  
Address  
Contact person & email

Name  
Address  
Contact person & email



## Rila National Park Services

Natural environment: This section includes attractions and places of interest within the park and surrounding regions.

### *National Park Services*

Park Services

Rila National Park Directorate

Bulgaria, Blagoevgrad

Tel: +359 73/8 18 71

Email: [nprila@infonet.techno-link.com](mailto:nprila@infonet.techno-link.com)

Rila National Park

Bulgaria, Blagoevgrad

Tel: +359 73/8 05 37

Email: [nprila@infonet.techno-link.com](mailto:nprila@infonet.techno-link.com)

Rila National Park Head Quarters

Varosha Quarters,

2700 Blagoevgrad

073/8 05 37, 8 05 38

### *Park Attractions*

Tunkia Ridge and Pleunyata ruins

Zakiriza

The Eagle Rocks

Lion Rock

Big and Small Skakaver

Big and Small Luclit

Gyolecliza view point

Preslays - water fountain

Ovnarsko - the King's palace

Bukata



## Places of Attraction

This includes shopping, cultural/historic, entertainment, and natural sites.

Papillon Sports & Internet

1 Ihtimansko Shose Str.

2000 Samokov, Bulgaria

tel: +359 722/ 225 31

fax:+ 359 722/251 24

GSM: + 359 88/708870

Email: [Moskova@mbox.infotel.bg](mailto:Moskova@mbox.infotel.bg)

Name  
Address  
Contact person & email

Name  
Address  
Contact person & email

Name  
Address  
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Contact person & email



## Administrative Contacts

Name  
Address  
Contact person & email

Name  
Address  
Contact person & email

Name  
Address  
Contact person & email

Name  
Address  
Contact person & email

Name  
Address  
Contact person & email



## Special Services

This includes translators, tour guides, internet, and emergency services.

### General Hospital Information

Address

Contact person & email

### Currency Exchange Services

Address

Contact person & email

### Samokov Tours

Hzogravski, Samokov N2

Tel: +359 722/ 284 28

Email: ValeriVardarov@yahoo .com

### Translator Information

Address

Contact person & email



## Calendar of Events

September 29-30, 2001

Rila National Park Celebration

Celebration of the new park entries



## Sample Itineraries

In order to offer the tourists some interesting options during their stay in the area, a few sample itineraries are provided below. This is to help excite the tourists as well as provide useful information on possible destinations of interest.



### **The Eco-tourist:**

For the "eco-tourist," this sample itinerary allows individuals who are not seeking adventure, yet yearn for excitement and cultural familiarization. A three-day, two-night stay can be arranged as such:

**Day 1** - Stop at Rila Visitor's Information Center in Samokov. Pick up a map to the park. Depart for Govardarski, a neighboring town to Camokob, either by private car, bus or by taxi. In Govardarski, check into a small family-owned bed and breakfast, where they welcome you with traditional Bulgarian pita bread accompanied by salt and pepper. Ask to see if they rent a bike for a half-day. Pack a light picnic for a brisk, yet relaxing ride to the Rila Mountains. One suggestion is to ask the hotel to prepare uncooked "tchushka-pruzhka," a skewer of assorted vegetables and meat to be grilled by campfire in the mountains. Guides for bike trails (beginning, intermediate, and advance routes) are available from the visitor's center or from your lodging. Throughout the bike ride, remember to stop at various viewpoints to take panoramic pictures of the park and the natural beauty that it has to offer. Make sure to select a location in the park that offers a magnificent view to have your picnic lunch. Return to Govardarski prior to sundown and enjoy authentic Bulgarian dishes and atmosphere. After this wonderful home cooked meal, take time to utilize the various amenities that are in these accommodations, such as jacuzzi or sauna.

**Day 2** - Leave the hotel for an all day hike to the Seven Lakes. Typical hiking time is 3 hours each way. Make sure to ask your hotel for a packed lunch and further park information. Stop along the way to enjoy some bird-watching and see the diversity of flora and fauna in the mountains. Rila National Park is great for bird-watching, being a nesting ground for most European species, totaling around 400 species in all. After you return for dinner, order an authentic Bulgarian dish, kavarma, at any restaurant in the city. This succulent dish can be prepared with either pork or chicken to your liking. After dinner, one can peruse the various folklore/folk-dancing performances in neighboring towns. Performance schedules can be obtained from the visitor's center. Drink some famous Bulgarian rakiya (brandy) and head for bed.

**Day 3** - Visit the many artisans in Samokov. Samokov has a tradition of skilled work and art second to none in Bulgaria. Visit the coppersmith or potter and ask for a demonstration on how they make their wares and buy some souvenirs. Next, take a wood-carving, pottery, or icon painting class that is offered. Information on these classes can be found at the visitor's center. Take a sightseeing tour of the city accompanied by a tour guide. In the city, take a look at one of Samokov's once-numerous mosques to survive, the "Bairakli dzhamiya," preserved as a monument to the skills of local builders rather than as a place of worship, or visit the History Museum, which traces Samokov's evolution up to the present day. Go to lunch in the city center and if weather permits, sit outside the famous "Big Fountain" *cheshma* and enjoy the scenery. Return home after this long exhausting journey.



### **The Adventure Seeker:**

For the "adventure-seeker," this sample itinerary will include events that will provide heightened excitement via strenuous exercise or require risk-taking abilities. A three-day, two-night stay can be arranged as such:

**Day 1** - Stop at Rila Visitor's Information Center in Samokov. Pick up a map to the park. Make arrangements for lunch by purchasing some mackerel fish, Zagorka beer, and some spices to cook a "ribka na keremidka" by campfire. Ask the visitor center where the best rock climbing sites are. Bulgaria's mountainous terrain means that the opportunities for climbing are practically limitless. One of the most popular areas with mountaineers and rock-climbers is Mt. Malyovitsa in the Rila Mountains. Either hire a car or a driver to take you to Malyovitsa where you will check into a bed and breakfast for the night. Then, take a short hike to the park and spend the day rock climbing. Return to your lodging for a relaxing evening of great food and music.

**Day 2** - Rise early to hike through the mountain on foot or rent a mountain bike to the Seven Lakes. Though there are plenty of dirt roads and tracks, the challenge is to find a locality with a mixture of mountainous, undulating and flat terrain, where you can get above the tree-line for a panoramic view. Hence, tour guides are available for hire to assist you in the getting to your destination if you wish to have an expert accompany you. Be sure to pack plenty of water and some food for this intense journey. Obtain a copy of the park map so that you can go on the trail that best fit your level.

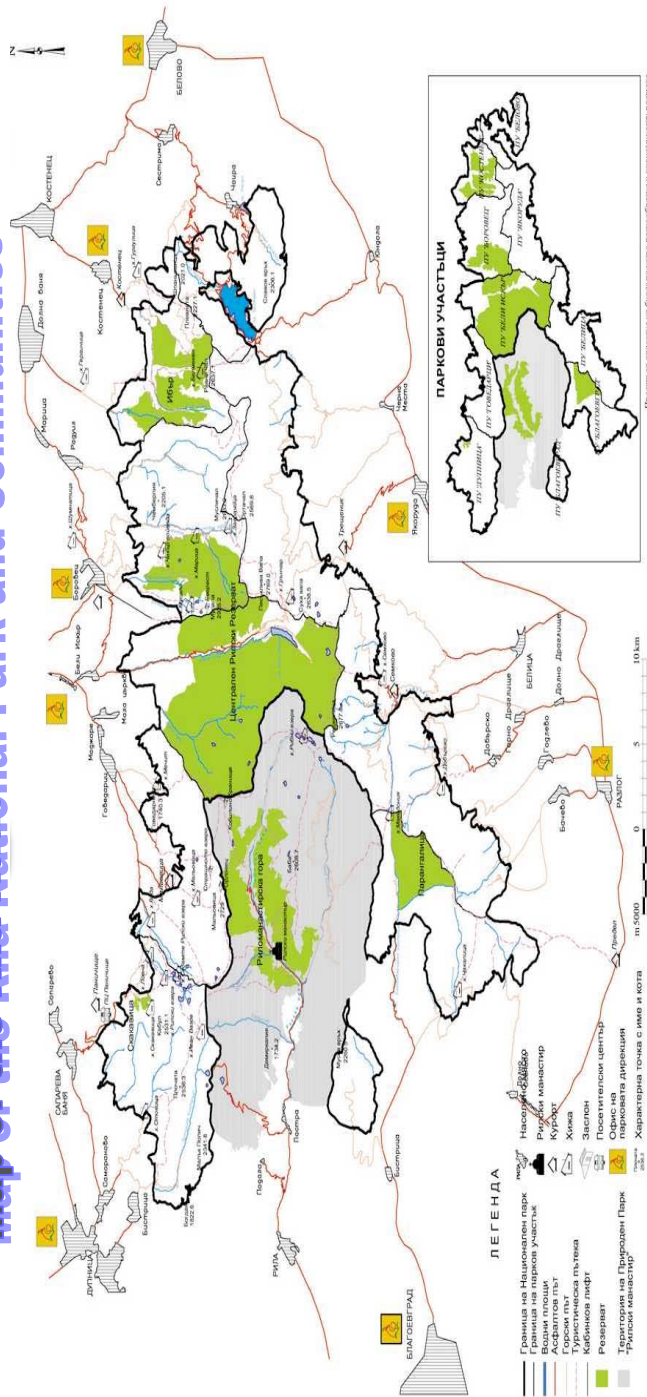
For lunch, set up a picnic near the lake. Make sure to leave ample time to return back to Malyovitsa where you will depart for Samokov. Accommodation for the night will be in Samokov. Enjoy a home cooked meal in your lodging and post dinner, ask your hotel staff whether any activities such as craft lessons or musical entertainment are offered.

**Day 3** - Get up early and have your hotel arrange for a three hour guided Rila Mountain tour on horseback, which takes you to various destinations in the park. Enjoy the beautiful scenery and photogenic sites while traveling through the park. Along the way, pick some wild berries or some medicinal herbs. Lunch will be provided by the horse riding company, where you may be able to sample some authentic herbal tea that was derived from the plants grown in the Rila Mountains. Return home.

These sample itineraries are only provided as a guide for tourists in the summer months in Bulgaria. For the winter months, other sports and outdoor excursions may be substituted. For example, the adventure-seeker, skiing and ski jumping may be of interest, whereas, the eco-tourist, ice-skating or nature walks may be more enjoyable.



# Map of the Rila National Park and Communities



НАЦИОНАЛЕН ПАРК "РИЛА" БАЗОВА КАРТА

## **APPENDIX 8 – RILA EVENT INFORMATION FOR PRESS KIT**

## Rila Park Celebration

### ***2001 RILA NATIONAL PARK OPENING CELEBRATION EVENT GUIDELINES***

Successful events typically follow the five-stage plan process of research, designing, planning, coordination and evaluation. Below are event guidelines and processes, which have been developed for the 2001 Rila National Park Celebration, and can be utilized in future annual Rila Park events.

#### *The Purpose of the Opening Park Entries Celebration*

The celebration associated with the Opening of the Rila National Park can be a catalyst in bringing the community and Rila National Park together to promote, unite and generate tourism in the area while informing both the community and tourist of the eco-tourism opportunities available. This event will hopefully be a culmination of the park's features as well as the tourist opportunities, which are present in the Rila Mountain gateway communities.

#### *Description of Event*

The event will be held the weekend of September 29 & 30, 2001 to celebrate the new park entries and infrastructure improvements. During the brainstorming session conducted with members of the Rila Ecotourism initiative group and Rila park staff, various ideas were discussed, the most prominently being to create an event with an environmental conservation theme. It was also determined that the events should kick off with a Ribbon Cutting ceremony at one of the new park entrances. To reduce the environmental impact on the park it is important to limit the amount of people and events held within the park boundaries. Therefore the ribbon cutting ceremony will be the only large gathering of attendees held in the park. However, environmentally friendly activities such as nature tours and trail hikes will take place in the park, and activities including food, entertainment, and crafts should take place in the surrounding communities. The fact that the event components will be held in multiple sites inside and outside the park will further exemplify the partnership between the Rila National Park and its' gateway communities.

#### *Environmental Standards for Event*

Opportunities to make an event "green"

- Identify potential recyclables making recycling a priority
- Print materials such as flyers on Recycled paper. Print items double-sided to reduce paper usage.
- Distribute material only to those who are interested to reduce waste
- Educate event staff and volunteers of "green event plan"
- Develop a waste removal plan
- Plan food and beverage events minimizing the use of disposable items
- Food items focused on local products and ingredient where possible
- Donate any surplus food to a local charity
- Provide shuttle service to event site to reduce traffic into park

#### **Research**

A key element to producing an event large or small is to investigate similar types of events that have taken place. Using other events as models can be a useful way to gain knowledge of "best practices" when striving to produce a successful sustainable event. The questions of, Who, What, Where, Why and When should be answered during the research process. This will further identify the events objectives. In addition, a SWOT analysis (strengths, weaknesses, opportunities and threats) should be conducted to help the event organizers recognize assets to be utilized and liabilities to be avoided.

WHY	To highlight the Rila National Park as a desirable tourist destination among the sought after market segments.
WHO	The event is to contribute to the local communities economic growth objectives related to ecotourism.
WHAT:	To sustainably celebrate the parks' new infrastructure such as gates, signs and visitors outpost.
WHERE	At park entrance and local communities
WHEN	September 29 & 30th 2001 (tentatively set)

### Demographics

The attendees will be those from the local community, park staff, VIP's from government agencies and as well as the targeted Bulgarian middle-class tourist market.

### Feasibility and SWOT Analysis

The SWOT analysis is conducted to estimate the feasibility of an event. The proposed 2001 Rila National Park Celebration is feasible, however it has one big weakness: TIME. This event began the planning stages four months in advance of its execution date. Normally, an event of this nature would begin the planning stages one-year prior. However, if these guidelines are followed, and the events' strengths and opportunities are fully utilized it is recommended that the event continue to move forward, and be held on the proposed date of September 29<sup>th</sup> and 30<sup>th</sup>, 2001.

STRENGTHS	<ul style="list-style-type: none"> <li>• Active community &amp; park involvement</li> <li>• A pristine ecological product (Rila)</li> <li>• A management plan which is be implemented</li> </ul>
WEAKNESSES	<ul style="list-style-type: none"> <li>• Never held an event of this nature</li> <li>• Time restriction/short timeline</li> <li>• Voluntary base event staff/committee</li> </ul>
OPPORTUNITIES	<ul style="list-style-type: none"> <li>• Increase awareness of potential ecotourism</li> <li>• Park sponsorship</li> <li>• Generate revenue in community</li> <li>• Establish sustainable event (yearly)</li> </ul>
THREATS	<ul style="list-style-type: none"> <li>• Lack of funding</li> <li>• Force majeure</li> <li>• Lack of planning time</li> <li>• Event planning experience limited</li> </ul>

### Goals:

In conjunction with the member of the initiative group, some baseline goals were determined for the event. It is important to set goals, which have measurable outcomes in order to analyze, the successes and or weaknesses of any event in order to learn and improve upon for future events.

1. Have 200 potential tourists in attendance at ribbon cutting ceremony.
2. Have event promoted through five different media outlets.
3. Develop one new eco-education program in conjunction with event to be sustained through year or facilitated each year with event.
4. Obtain one or more sponsors for event.
5. Increase hotel occupancy rates in Samakov, Malyovitsa, Beli Iskar and Govedartsi during event weekend, September 29<sup>th</sup> & 30<sup>th</sup> 2001

### Design

The design phase of an event can take place once the goals and objectives of the event are decided upon. This is the part of the event process in which the creative ideas flow. A brainstorming with the committee members took place and listed below are ideas which were generated. In addition, some of these ideas can be used to plan future community and park events.

1. Ribbon cutting ceremony at new park entry hut.
  - This component of the event should have the highest attendance.
  - Held early afternoon of first day to allow visitors travel time
  - Speeches by park officials & ministry officials
  - Announcements of contest results and other contest opportunities during the weekend
  - Famous athlete at park opening event (could perform demo. afterwards)
  - Ribbon should be made out of recycled material.
  - Bring in portable washrooms
  - Must have action plan to remove excess garbage
  - Negotiate contract for stage and audio/visual equipment with outside vendor.
  - Clearly mark where attendees are allowed in area of event.

2. Traditional Bulgarian music concert.
3. Famous musician perform concert (local artist if possible).
4. Contest for children (i.e. essay contest, drawing contest, scavenger hunt, and games).
5. Conduct scavenger hunt focusing on features that are unique in Rila.
6. Creation and naming of fictional Rila Park Mascot. All children who enter get a small prize.
  - Winner announces at ribbon cutting ceremony.
  - Character incorporated into future children’s park education.
7. Rock climbing demonstration.
8. Guided trail tours (short) and Peak tours.
9. Environmental awareness booth with information sessions (location also can be used for tour sign up).
10. Traditional Bulgarian dance exhibition.
11. Craft Association booths
  - Selling of local crafts and products
  - Craft demonstrations
12. Traditional local dishes served at booths out of B&B’s and restaurants
13. Sports competitions and bike races
14. Craft tours through villages
15. Beer festival
16. Potato Festival

**Planning**

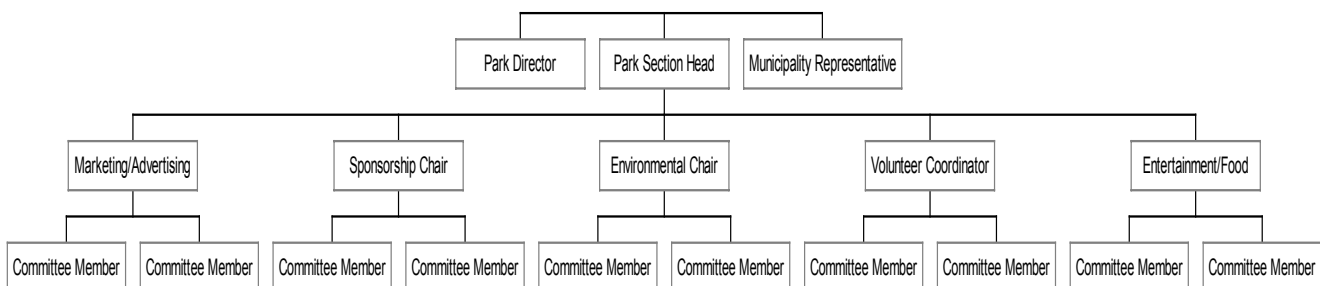
This phase is necessary to define roles, areas of responsibility and team structure. A determination of the stakeholders involved is needed. Timelines and deliverables should be determined and then monitored throughout the process to make sure they are being completed. Marketing, sponsorship, and contingency action plans should also be created during this phase.

*Stakeholders*

- Park ecosystems
- Park and park employees
- Gateway communities
- Local businesses and owners
- Tourism industry in Bulgaria
- Government
- Media
- Tourists
- Environment

*Committee Structure*

The proposed committee structure for this event (see chart below) is one, which will foster an organized and transparent event team. In order to achieve a balance in the group it is suggested that members of the group be from the various gateway communities, have different backgrounds and hold varied positions within local businesses (i.e. hoteliers, restaurateurs, and tour guides). All individuals will be volunteers on this committee and need to realize that considerable time and effort will be required as a part of organizing and executing this event. The park staff needs to recognize itself as a leader of the event committee, however a properly functioning team will alleviate much of the responsibility and detailed planning of this event. The final structure of the event should be decided upon collectively as a group, including items such as schedule of activities, theme, final site selection and budget line items. Below are brief descriptions of what each sub-committee chair and group will be responsible for:



**Marketing/Advertising Group** – responsible for the coordinated marketing and public relations effort. The group must create a budget for their advertising goals within local and National newspapers and television stations. The budget should also include any materials needed for the actual event (i.e. signage, flyers, maps, and banners). The group should heavily concentrate their efforts in the area of public relations. This would include developing relationships with media staff and developing press releases and continuing to update the press kit. Personal invitations to VIPs should be coordinated through this group as well.

**Sponsorship Group** – responsible for developing a donations/sponsorship strategic plan. These event sponsorships should come in the form of a monetary or an in-kind donation. Local and National corporations should be targeted and then solicited for help in sponsoring the celebration. Free advertising will be coordinated through the group in return for donations received.

**Environmental Group** – this group will work with the “green event” guidelines. They should also act as the liaison between the park and the rest of the event staff. Part of this task is to coordinate environmental efforts, making sure all National Park rules and regulations are being complied with. This group should also coordinate the effort put forth to keep the park clean; i.e. compose a clean-up action plan.

**Volunteer Group** – will coordinate all volunteer persons. It is important for this group to keep a record of all who is willing to help and what they are capable of doing. This is in order to staff all areas with volunteers during the event. A record should be kept of all who volunteered their services as well as what each person did. This task will help in future event planning.

**Entertainment/Food** – responsible for coordinating food and entertainment events held in gateway communities. Making sure events are distributed evenly around the different villages as well as insuring they hold the proper permits. This committee should be the liaison between the municipality and the entire event staff. Someone educated in contracting would be useful in this group

### *Marketing*

The success of the Rila Park Celebration will be strongly linked with the marketing effort. The most important marketing effort should be in the form of public relations. This is because there is very little cost. First a press release should be written announcing the date of the event. (This has already been done and is attached.) After the press release is written a media list should be composed with all contact information for each of the targeted media channels. Faxing the press release to each of the persons on the list is the likely the most effective way of distribution, although this should be researched. Press releases should then be sent every time there is a new development in the planning of the event, such as a confirmation that a famous singer will be performing in one of the event locations. As the event date draws nearer the press releases should increase in frequency. A press kit should be sent to each of the media operations that inquire personally about the event. These kits are more expensive, so typically you should only send them to interested parties. Attached is a sample press kit, and below is a list of what should regularly be included in it.

Press Kit Composition:

- Press releases (should be added as additional are developed)
- Celebration Flyer (with list of activities and directions)
- Map of Park
- Park History
- All items should be contained in a neat professional folder with a label on front identifying that it is a press kit. Also include the Rila park logo.

Advertising the event in newspapers and on television is highly suggested. A brief study should be conducted as to the most economical ways of doing this. Obviously the best way is to have time and space donated through a sponsorship. In addition, hanging banners and advertising on frequently visited websites is ideal. Finally using these same media outlets to announce contests and their winners is an effective indirect way of marketing the Rila Park event.

The marketing committee should produce a budget and follow it closely. Everyone must be aware of the importance of a coordinated effort. If guidelines and budgets are followed it should be no problem to meet the event goal of marketing through five different media channels.

### *Sponsorship*

The opportunity for sponsorship arises with any not-for profit event. Sponsorship can come in many forms, but typically it will be seen as a monetary or in-kind donation. Once in awhile you will also see labor donated as a way of sponsorship. Monetary donations are the easiest form of sponsorship for corporations. However, this is sometimes a complicated issue with government institutions such as National Parks. With this in mind it is recommended for the First Annual Rila Celebration to target in-kind donations as the primary source of sponsorship. In-kind donations can be in many forms: printing of flyers, banners, and maps, waived fees for audio/visual equipment, prizes for contest winners and participants, payment of travel and lodging costs for VIP guests, and free advertising space in newspapers, magazines, websites and on television.

Prior to approaching companies with requests to sponsor the event a set of sponsorship guidelines should be produced. These guidelines will outline what is an appropriate donation and what will be received in return for the donation. Several approaches can be taken in regards to returning value to a sponsor. The recommended way this should be done with the Rila celebration is to create sponsorship levels. Each level will be given a set dollar amount and a title. Each title will come with different rewards hopefully corresponding to the value given by the corporation to the event. Research should be conducted to investigate what the dollar value of each tier should be and the feasibility of rewards to be given. It is extremely important to keep this process fair. You must also remember to never let one company be the superior sponsor. This could lead attendees to believe it is the company's event not the Rila National Park's.

#### Sample Sponsorship Tier

Rila Gold Sponsor = donation of \$1000 and above

- name will be announced at ribbon cutting ceremony
- company logo on all flyers
- company logo on all banners
- invited to VIP dinner

Rila Silver Sponsor = donation of \$500 and above

- Name announced at ribbon cutting ceremony
- Company logo on all flyers

Rila Bronze Sponsor = donation of \$100 and above

- name announced at ribbon cutting ceremony

### *Timeline*

A critical function of any event is a timeline. This indicates not only the process and deliverables to the committee, but is an item that can be used as a reference in planning future Rila celebrations. The timeline is an imperative tool in keeping the event committees on task. All committee groups should participate in updating the timeline and ticking off progress. It would be helpful to have a volunteer checking in on group's progress. Just another insurance to staying on track.

The timeline for this event has been shortened due to a postponed decision to go forward with the event.

However, in the future the event planning process should begin one year in advance. The timeline for this event is attached. Below are examples of the Production timeline and a day of the event timeline

### **PRODUCTION TIMELINE EXAMPLE**

TASK	DATE	CONTACT
<b>RESEARCH</b>		
<b>Discuss ideas and feasibility</b>	<b>June 2001</b>	<b>GW team and Rila Ecotourism initiative group members</b>
<b>Review History</b>	<b>June 2001</b>	<b>Lisa Alley &amp; Mary-Jean Eraci</b>
<b>DESIGN</b>		
<b>Brainstorming</b>	<b>June 2001</b>	<b>GW team and initiative group members/Park staff</b>
<b>Committee Formation &amp; members recruited</b>	<b>June/July 2001</b>	<b>GW team and initiative group members/Park staff</b>
<b>Budget proposed</b>	<b>July 2001</b>	<b>Committee</b>

<b>PLANNING</b>		
<b>Budget Approval</b>	<b>July 2001</b>	<b>Committee/Park staff</b>
<b>Discuss Site/set dates for event</b>	<b>June 2001</b>	<b>GW team and initiative group members/Park staff</b>
<b>Enlist Volunteers</b>	<b>July/August 2001</b>	<b>Volunteer group/All committee members</b>
<b>Determine Sponsorship options</b>	<b>July 2001</b>	<b>Sponsorship Group</b>
<b>Develop Marketing materials</b>	<b>June/July 2001</b>	<b>GW students/Marketing Group</b>
<b>Secure entertainment</b>	<b>July/August 2001</b>	<b>Entertainment/Food group</b>
<b>Site reviews</b>	<b>July</b>	<b>Committee</b>
<b>Meetings with volunteers</b>	<b>July/August/September 2001</b>	<b>Volunteer committee chair</b>
<b>COORDINATION</b>		
<b>Site Inspections</b>	<b>August 2001</b>	<b>Park Staff/Committee Members</b>
<b>Final Meeting with vendors</b>	<b>August 2001</b>	<b>Entertainment/Food group</b>
<b>Final meeting with volunteers prior to day of event</b>	<b>August 2001</b>	<b>Volunteer group</b>
<b>Contracts with Sponsors secured</b>	<b>July 2001</b>	<b>Sponsorship Group</b>
<b>Final day of event timeline reviewed</b>	<b>August 2001</b>	<b>Committee meeting</b>
<b>EVALUATION</b>		
<b>Review &amp; Evaluation of Event</b>	<b>September 2001</b>	
<b>Final Report</b>	<b>September 2001</b>	

### *Budget*

A budget is necessary for any event regardless if the intent is to make a profit. The committee leader should be responsible for the creation and monitoring of the budget. This is also another key item to be used as a reference in planning future events. All revenues and expenses should be educationally researched and estimated. This will create a proposed event budget. Following the conclusion of the event a profit and loss statement should be composed. An example event budget including sample line items is found below.

### **SAMPLE BUDGET ITEMS**

<b>Account Code</b>	<b>Category</b>		<b>Cost</b>
<b>Expenditures</b>			
100	Invitations	(\$ each @ quantity)	\$
200	Ribbon cutting ceremony materials		\$
300	Marketing materials		\$
301	Volunteer Expenses (ie t-shirts, name tags)	\$ each @ quantity)	\$
400	Equipment rental		\$
401	Security/License Fees		\$
500	Food		\$
501	Beverage		\$
600	Entertainment		\$
700	Travel		\$
<b>REVENUE</b>			
800	Sponsorships		\$
900	Other		\$
<b>Total Costs</b>		<b>\$</b>	



### *Legal / Risk Management / Contingency Plan*

Any event whether large or small carries risk and legal liabilities. To insure the risks and liabilities are reduced to a minimum a plan of action needs to be created. The following points should be investigated and implemented into an action plan.

- Vendor contracts
- Municipality permits
- Park permits
- VIP, park and community security
- Guest and attendee security
- Attendee liability issues in park and villages
- First Aide staff

In addition to a risk and liability action plan a contingency plan should be developed. Due to the fact that the event will be an outdoor activity, a back up plan needs to be determined in case of inclement weather. A possible indoor venue was suggested by the Head of the Beli Iskar park section, Vladimir Chapkunski, this should be further looked into and confirmed as a plan of action.

### **Coordination**

During this phase of the event process, agreements will be finalized with any vendors, volunteers and clients. Timelines, which have been established, should be monitored and a checklist utilized to monitor service delivery. Communication is key and all stakeholders, volunteers and vendors should be constantly in contact with one another.

### *Production Schedule*

A production schedule is a detailed timeline for the day of the event. This will help all committee members and additional event staff understand the flow of the event. It will also make it easier for all involved to stay on schedule. A sample production schedule for this event is below.

#### **DAY ONE EVENT SCHEDULE EXAMPLE**

<b>Time</b>	<b>Description</b>
(Sept. 28 <sup>th</sup> ) Day prior-set up for events in community where possible	
(Sept. 29 <sup>th</sup> ) 9:00am	Check program schedule for any final changes
9:30 am	Inform vendors of any final changes
10:00am	Set up for events in communities
10:00 am	Meet with volunteer staff
11:00 am	Pre-event site inspections
11:30 am	Set up for Ribbon Cutting ceremony at park (equipment delivered, stage if needed, audio equipment etc)
12:30pm	Sound check and briefing with participants
1:30pm	Volunteers in place to greet guest
1:30-1:45	Guest arrive
2:00pm	Ceremony takes place
3:30 pm	Events move to communities
4:00pm	Clean up area where ribbon cutting takes place
3:30-end	Events in community
3:30pm	Clean up volunteers assisting throughout event
Day 1 end	Clean up which will continue next day as well

## Evaluation

The evaluation phase of an event is an essential way to determine the successes and weaknesses of the event. This will be the most valuable tool for organizing future events. To facilitate the evaluation phase an attendee survey should be conducted. Attached is an example of a short yet to the point model. All volunteers should be surveyed as well. Their eyes are what typically pick up the most information during the execution of the event. The volunteer survey can be conducted in the form of a written evaluation or during a wrap-up meeting, which should be held only days after the conclusion of the event. All comments and evaluations from attendees and volunteers should be included in the final event report. The report should also contain materials previously mentioned as essential references for planning future events.

### ATTENDEE EVALUATION

Thank you for your attendance at the Rila National Park Celebration. Please take a few minutes to give us your comments in order to improve the celebration next year. Once you are finished please return the form to one of the volunteers. Thank you!

Please mark ("x") the box that best reflects your answer to the questions below.		
	Yes	No
Have you visited the Rila National Park prior to this event?		
Did you attend the ribbon cutting ceremony?		
Did you attend any of the events in the surrounding villages?		
Did you learn new things about the park, such as sporting opportunities and/or animal habitats?		
Would you visit the park again in the future?		

What is the length of your visit to the RNP & community? (Please check one)

- For the afternoon  
 For the day  
 One night  
 Two nights  
 Other

How did you hear about the event? (Please check all that apply)

- Newspaper  
 Radio  
 Television  
 Event Press Kit  
 Friend/Family/Co-worker

What activities did you participate in during your stay? (Please check all that apply)

- Ribbon Cutting Ceremony  
 Hiking tour  
 Rock-climbing demonstration  
 Craft walk  
 Eat local cuisine  
 Music concert

Please feel free to share any further comments:

## **APPENDIX 9 – HISTORY OF RILA FOR PRESS KIT**



## History of Bulgaria's Rila National Park

The Bulgarian Ministry of Environment and Waters established the Rila National Park in 1992. It covers a total area of 81,046 hectares in Western Bulgaria. The Park includes the treeless parts along the mountain ridge and part of the forest complexes below in the four main sections of the mountain: Eastern, Medium, Southwestern and Northeastern representing approximately 30% of the Rila Mountain Range. The Park includes the highest peak on the Balkan Peninsula: peak Mussala reaching 2,925 meters above sea level.

There are four reserves (IUCN Category I) in Rila National Park: Parangalitsa, Skakavitsa, Ibar and Central Rila Reserve covering 16,221 hectares. More than 200 lakes are located among the meadows and mountain region. The famous "Seven Lakes of Rila" are located in a valley on different terraces between 2,100 and 2,800 meters in elevation, and can be circled within less than 2 hours. It is not a coincidence that the name of the mountain originates in the Thracian word "roula", which means "much water." Some of the deepest and longest rivers on the Balkan Peninsula – Maritsa, Iskar, and Mesta – start here.

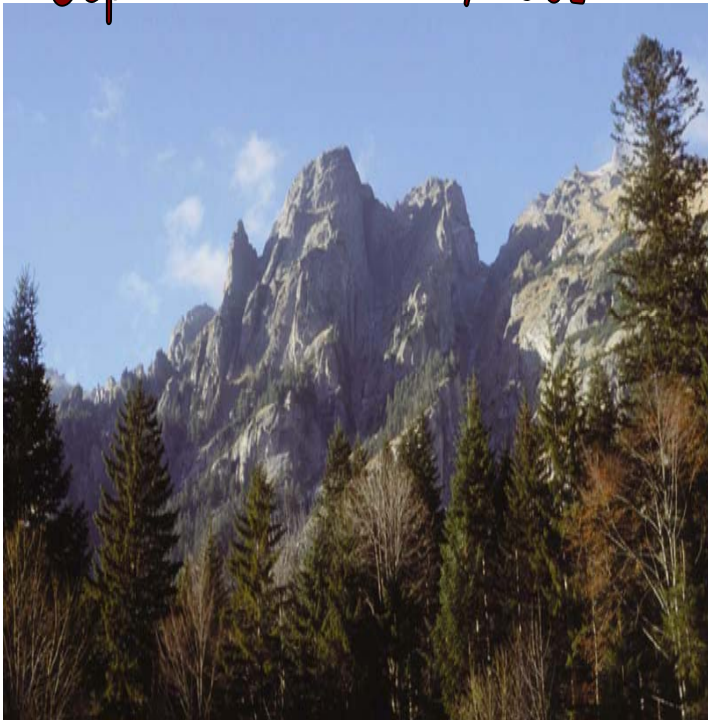
Endangered and rare species of plants and animals are being preserved within the four reserves. Around 1,400 higher plants are described, some of which are of primary significance. Bulgaria's Red Data Book lists 75 plant species as endangered and rare including Rila cowslip, yellow gentian, and Bulgarian avens, and 11 species are included in the European List of rare, endangered and endemic species. Forests in Rila are mainly coniferous but there are also beech, and beech-fir forests. The pristine Parangalitsa reserve protects 150-160 years old spruce and fir forests. In July and August, the northern slopes of the Belmeken peak glow pink with alpine roses – one of the few high-mountain species with evergreen leaves. The Park provides habitat for 20% of the terrestrial vertebrates also listed in Bulgaria's Red Data Book such as the golden eagle, the chamois and the bear.

Rila National Park is encompassed with serene villages offering a taste of true Bulgarian culture and heritage. The villages of Beli Iskar, Govedartsi, Malyovitsa, and Mala Tsarkva are just a few of the areas full of traditional Bulgarian cuisine, dance, music, and fine arts. Ecotourism is the growing focus of the community, consistently concerning themselves with the preservation of their most valuable asset: Rila National Park. Together, the large biological diversity and the citizens invested in conserving it, form a nature lover's haven.

**APPENDIX 10 – RILA EVENT ANNOUNCEMENT FLYER**

# Rila National Park

*Celebration of the New Park Entries*  
**September 29 & 30, 2001**



*Festivities will commence at 2.00pm on the 29th of September, 2001, with a Ribbon Cutting Ceremony at the Gate entrance.*

*Some Activities Include:*

*Hiking Tours*

*Rock Climbing Demonstrations*

*Environmental Awareness Seminars*

*Contests for Kids*

*Bulgarian Cuisine*

*Folklore Music*

*Horseback Rides*

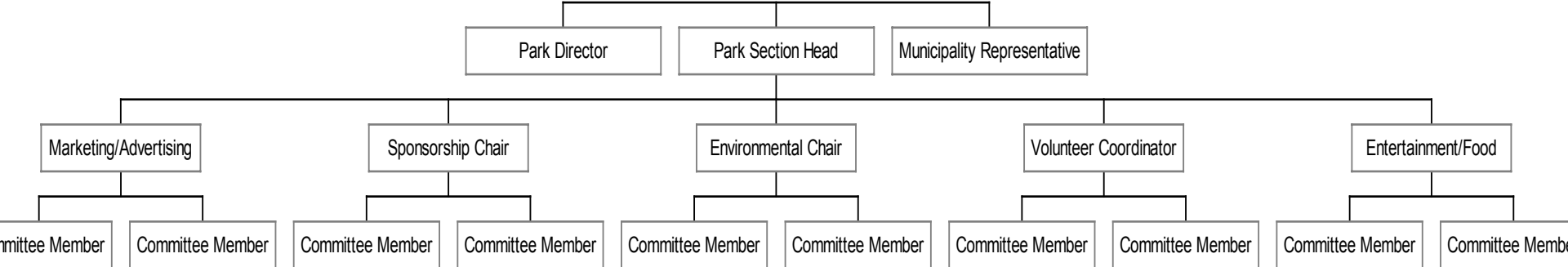
*Sports Competition*

For Further Information, please contact:

Rila National Park Headquarters  
Varosha Quarters,  
2700 Blagoevgrad  
073/8 05 37, 8 05 38

**APPENDIX 11**  
**EVENT PLANNING COMMITTEE STRUCTURE**

# Event Planning Committee Structure





## **APPENDIX 12 – KALOFER VISITOR CENTER ACTION PLAN**

<b>Mountain Ecotourism</b> <i>Detailed Work Plan for Priority Action(s)</i>		
Proposer: Name & Address	Visitor Center Management	Phone: Email:
BCEG Advisor: Name & Address	Peter Hetz Kamelia Georgieva 55, Parchevich Street	Phone: 048 79 0101 Phone: 048 895 267
GW Team: Name & Address  Name & Address	Kalofer Team Members	Phone: Email:  Phone: Email:

<b>Description of Recommended Action</b>
Develop a community based visitors centre that will promote, support and organize tourism services and products that link the Central Balkan National Park and businesses of Kalofer. The centre will unite the collaborative local efforts of protecting both the ecological and cultural assets of the park and surrounding area by hosting both economic activities and educational programs.

<b>Objectives</b>	<b>Tasks to be Performed</b>	<b>Responsibility</b>
1. Coordinate identified businesses and educational programs into an integrated visitors centre	1.1 Refurbish current building 1.2 Define separate entity to manage the visitors centre 1.3 Collect & Coordinate all the components 1.4 Seek initial capital/ funding	Park and Municipality All parties involved  All parties involved All parties involved
2. Set up the different components of the visitors centre	2.1 Setting up Destination Management Company 2.2 Setting up Business Centre 2.3 Setting up Crafts and Souvenir Shop 2.4 Setting up Information & Interpretation Centre	Donka Kodjeikova Lalio Ganchev Tanya Nancheva Collaborative Effort
3. Financial Structure and	3.1 Decide on common overhead and	Landlord

Marketing Strategy	<p>rent contribution of each business</p> <p>3.2 Decide on portion of revenue to be allocated for collaborative visitor centre marketing</p> <p>3.3 Develop comprehensive marketing strategy for the visitors centre</p>	<p>All parties involved</p> <p>Visitor Centre Manager</p>
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Work Outputs by Objective	Critical Success Indicators
Obj. 1: Visitor Centre ready for use	<p>Management has been established</p> <p>Funds have been obtained for refurbishment</p> <p>The phone line, structural repairs, internet capabilities and utilities are acceptable to set standards</p> <p>Business Plans are ready for implementation</p>
Obj. 2: Four components of the visitor centre are collaboratively established	The Destination Management Company, Business Centre, Crafts and Souvenir Shop, and the Information & Interpretive Centre are functional
Obj. 3: Financial Systems are successfully operating and are supporting marketing efforts	<p>The business components are able to sustain the activities of the Visitors Centre.</p> <p>Due to marketing efforts, tourist visitation to Kalofer has increased and led to economic growth.</p>

Resource Requirements:		
Item	Description	Estimated Costs (if any)
Staff	1 Administrator (could be a person from the park)	
Consultants		
Other persons		
Equipment	General equipments for building's operations	
Other		

Describe Linkages:	
Strategic Alliances	<p>Local Tourism Council</p> <p>Tour Operators in major cities of Bulgaria</p>
Institutional arrangements	BATA, BAAT
Other	

*Complete detailed task work plan tasks and timing using table overleaf*



**Work Plan Timing**

Task		Timing by Month, beginning _____, 19____											
		1	2	3	4	5	6	7	8	9	10	11	12
No.	Description/Specific Tasks												
<b>1</b>													
1.1													
1.2													
1.3													
<b>2</b>													
2.1													
2.2													
2.3													
<b>3</b>													
3.1													
3.2													
3.3													
<b>4</b>													
4.1													
4.2													
4.3													

**APPENDIX 13**  
**ACTION PLAN FOR BED & BREAKFAST,**  
**HOTEL & RESTAURANT ASSOCIATION**

<b>Mountain Ecotourism</b> <i>Detailed Work Plan for Priority Action(s)</i>		
Proposer: Name & Address	Kalofer Bed&Breakfast/Hotel & Association	Phone: Email:
BCEG Advisor: Name & Address	Peter Hetz Kamelia Georgieva 55, Parchevich Street	Phone: 048 79 0101 Phone: 048 895 267
GW Team: Name & Address Name & Address	Wendy Gutscher George Washington University 600 21 <sup>st</sup> Street Washington, DC Rachel Collis Same	Phone: 703-824-0781 Email: wendyrgutscher@hotmail.com Phone: 202-242-1446 Email: rachaelcollis@hotmail.com

<b>Description of Recommended Action</b>
<p>There is a need for the hospitality industry in Kalofer to work together in order to promote their establishments, and to implement standards and guidelines that would be more acceptable to tourists in the regional and international markets. This necessitated the recommendation to form a local Bed &amp; Breakfast/Hotel &amp; Restaurant Association to promote quality assurance through guidelines&amp; standards.</p>

<b>Objectives</b>	<b>Tasks to be Performed</b>	<b>Responsibility</b>
1. Coordinate identified businesses that would participate in the Association	1.1 Identify participating business 1.2 Select a committee to perform initial research on Associations 1.3 Acquire additional information from the Bulgarian Hotel and Restaurant Association (++359-2) 989 05 38	Initiative Group Participating business  Committee
2. Set up the different components of the Association including financial structure	2.1 Select a potential site for the Association 2.2 Calculated initial costs & overhead to start-up the Association 2.3 Seek initial capital/finding 2.4 Set up membership guidelines & licensing requirements 2.5 Set up membership dues	Committee/Participating business Committee/Participating business Committee/Participating business Committee/Participating business
3. Branding, Product Development and evolution of Marketing Strategy	3.1 Develop sub-committees to do initial development on branding, market strategy & product development 3.2 Develop guidelines for standards (a draft of guidelines are attached) 3.3 Work with the Tourism Council on brochure development	ARD & Association members  Sub-committee (With guidance from the National Association) Sub-committee & Tourism Council



	3.4 Develop comprehensive marketing strategy for the Association including website development 3.5 Implement training seminars	Sub-Committee
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<b>Work Outputs by Objective</b>	<b>Critical Success Indicators</b>
Obj. 1: Information has been collected	All initial research has been completed including the pros & cons to join the Bulgarian Hotel & Restaurant Association
Obj. 2: Components of the Association have been established	Site has been selected & initial funding has been granted
Obj. 3: Marketing efforts have been developed	Trademark has been developed. Guidelines & Standards have been implemented. Brochures have been completed, website developed & the Association members have been listed in tour books. Training has been implemented. Due to marketing efforts, tourist visitation to Kalofer has increased and led to economic growth.

<b>Resource Requirements:</b>		
<i>Item</i>	<i>Description</i>	<i>Estimated Costs (if any)</i>
Staff	1 Administrator	
Consultants		
Other persons		
Equipment	General equipments for building's operations	
Other		

<b>Describe Linkages:</b>	
Strategic Alliances	Local Tourism Council Tour Operators in major cities of Bulgaria Bulgarian Hotel and Restaurant Association
Institutional arrangements	
Other	

*Complete detailed task work plan tasks and timing using table overleaf*

**Work Plan Timing**

Task		Timing by Month, beginning August, 2001											
		<i>Aug</i>	<i>Sept</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>	<i>Jul</i>
<b>1</b>	<b>Coordinate identified businesses that would participate in the Association</b>												
1.1	Identify participating business	X											
1.2	Select a committee to perform initial research on Association	X											
1.3	Acquire additional information from the Bulgarian Hotel and Restaurant Association (++359-2) 989 05 38	X											
<b>2</b>	<b>Set up the different components of the Association including financial structure</b>												
2.1	Select a potential site for the Association		X										
2.2	Calculated initial costs & overhead to start-up the Association			X									
2.3	Seek initial capital/finding				X								
2.4	Set up membership guidelines & licensing requirements			X									
2.5	Set up membership dues			X									
<b>3</b>	<b>Branding, Product Development and evolution of Marketing Strategy</b>												
3.1	Develop sub-committees to do initial development on branding, market strategy & product development				X								
3.2	Develop guidelines for standards (a draft of guidelines are attached)				X								
3.3	Work with the Tourism Council on brochure development				X								
3.4	Develop comprehensive marketing strategy for the Association including website development					X							
3.5	Implement training seminars							X					

**KALOFER**  
**HOSPITALITY TRAINING**  
**(for Bed & Breakfast and Restaurant Businesses)**

**BACKGROUND**

**HOSPITALITY IN KALOFER**

***LODGING ESTABLISHMENTS***

There are no hotels in Kalofer. Visitor accommodation is mainly of the bed and breakfast type. Currently there are about 14 bed and breakfast establishments in the town. ( See Appendix 1). Two establishments are actually called hotels, but are by no means ‘hotels’ in the conventional sense of the word. On of these, the **Mehana**, has much potential for development. It is situated in the town center and is supported by an in-house restaurant which offers à la carte dining. The Mehana currently consists of four rooms, but there are renovation plans for the whole complex, which include four additional rooms.

For the most part all guests in Kalofer are accommodated in a variety of private rooms. These are all very reasonably priced, clean, and provide a home-away-from-home atmosphere, if that is desired.

***FOOD SERVICE ESABLISHMENTS***

There are about 10 restaurants and cafés which provide meals that are typical of the region. All these meals start with *shopska*, a popular and very appetizing Bulgarian vegetable and cheese salad. Local dishes and specialties are served daily in all restaurants. Food is very cheap and range from a four-course meal to a simple fare of bread and salad, and a bottle of wine.

Perhaps the most elegant setting for dining is at **Camellia’s**, a two-minute’s walk from the town center. This establishment boasts staff that has had formal training in hospitality services, and a management that has years of experience in the industry. Meals, whether lunch or dinner, are sure to be a treat, offering a variety of foods on the menus. Management is in the process of expanding the business to provide accommodation. This expansion will be in the form of a guesthouse with six single rooms, private baths, and a fireplace in the common sitting room.

**TRAINING NEEDS FOR KALOFER IN HOSPITALITY SERVICES**

After consultations with the owners and managers of hospitality businesses in Kalofer, and from our observations, it was very evident that much training needed to be done in order to improve standards, and make these businesses more ready to receive regional and international tourists. Our assessment provided for a series of training workshops for front-line service providers who have direct contact with visitors. These workshops would provide quality training and educational materials, and will focus on, but not be limited to, basic information about many aspects of hospitality management. The two main goals of the training would be

- to establish and maintain suitable standards among hospitality businesses
- to develop a training manual relevant to Kalofer for future use in the industry

For B&B's, training will be focused on front office duties ( even though most staffs might not exceed 2 or 3 persons), which would stress the need for a policy and procedure manual; basic financial management, making phone calls to and receiving phone calls from prospective clients. Training in reservations management would focus on sales techniques for improving the revenue generated, the use of an online reservation system, and guest tracking.

Guest management training will extend from working with the Association, to assisting with finding entertainment, setting up tours, arranging day trips, and providing personal service.

Other aspects will include decision-making about the types of breakfast offered to guests, housekeeping, the creation of house rules, and multicultural training.

Security training is important for handling guests who are smokers, those accompanied by small children and pets, those who complain about external noises, those who cause trouble, and those who must be charged for creating property damage. Other security issues such as having adequate outdoor lighting, should be emphasized. It is suggested that a checklist be prepared to be used in training to cover these issues.

Training in emergency procedures must be undertaken and staff must be instructed in every aspect, including the periodic practice of emergency evacuation drills.

Training in food preparation, handling and presentation (eg, buffets, special occasions, etc) and menu diversification, will pertain to both B&B's and restaurants. Other common areas such as staffing (numbers and capability) should also be covered.

Emphasis should be placed on pricing, and the review of room rates for B & B's; the offering of incentives to increase business; good record-keeping for the tracking of visitor arrivals; busy and off-peak periods; revenues and expenses; and taxes.

All workshops undertaken will lead to the creation of a workbook manual which would contain a wealth of back-up materials, including samples of letters, forms, checklists, copies of relevant articles, sample resumés, job descriptions, etc. These workshops could consist of short-term training modules and on-the-spot courses on the day-to-day operations of the business. Other components could include the maintenance of an accurate information base about visitor facilities, and attractions and local activities in Kalofer; and general information about the natural and cultural environment, health care facilities, transportation services, and details about current events and festivities.

Basic skills on the handling of complaints and problem solving, responding to inquiries and providing accurate directions, can be taught at the workshops through a role-play method.

Though certain skills cannot be taught by a facilitator, such as the ability to appreciate and interpret the uniqueness of Kalofer to visitors, it is recommended that trainers try to encourage participants to formalize their knowledge of their town by acquiring the capacity to recount stories of its mythology and geography, its traditions, its flora and fauna, its ethnic diversity, its locally produced art and crafts, and other products.

Most important will be the ability of the workshops to instill in participants the importance of exhibiting positive attitudes and a willingness to respond to visitor expectations.

### **THE USE OF TECHNOLOGY IN TRAINING FOR KALOFER**

While Kalofer is not a full-fledged hotel hospitality destination, it is important to introduce common aspects of training which are used internationally, since it hopes to eventually attract visitors world-wide. One training tool that could prove effective will be Video and CD-ROM Training Modules devised by the Educational Institute of the American Hotel & Motel Association (AH&MA). The CD-ROM program uses the latest in multimedia technology to

train staff in critical areas of guest service, while video footage, 3-D digital animation and demonstrations, allow for training in a virtual hospitality environment. The use of wordless training videos for multicultural training is highly recommended. Because of the diversity of the Bulgarian culture, training can become difficult. Wordless videos can eliminate worry over whether the training is understood, and also the need for dual-language versions of training tools. Videos dealing with such topics as 'Setting a Dinner Table' and 'Housekeeping' can be obtained from the Educational Institute.

Another method of training should be in the use of SMARTINFO, database designed for the hospitality industry for the National Tourism Information System of Bulgaria. SMARTINFO has made the data on licensed tourist companies and tourist sites available to the public, and also provides templates of forms for this purpose. This is achieved mainly because of the joint activities and efforts of the local regional and branch tourist organizations and the Ministry of the Economy in Bulgaria. SMARTINFO can prove to be a powerful ally in Kalofer's tourism market strategy, if hospitality businesses are trained in its proper use.

### **OTHER ASPECTS OF TRAINING REQUIRED**

It is said that we learn best by observation. We are recommending that from time to time the Association organize familiarization tours of like establishments by its members. These can start with visits in Bulgaria, spreading to other European destinations, and eventually to international venues. These tours can also be used as exchange visits for the training of managers and staff. It is also recommended that hospitality owners attend working seminars in other locations where they can receive information from experienced bed and breakfast and restaurant operators on management techniques. They can learn from persons who have had hands-on experience and will gain further insight into the business, as well as new thoughts and ideas on how to make their business more profitable and enjoyable to run. A good idea will also be to include internships or other types of hands-on hospitality activities in a management education program.

Language training will be very useful as a marketing tool for the industry. Basic words and expressions used in guests' services can be taught and practiced at these workshops. Using another language, such as English or French, will greatly enhance Kalofer's chances on the international market.

### **ADDRESSING ISSUES IN TRAINING**

**Who can most effectively conduct the training.** Because of the small number of establishments in Kalofer, and the small number of persons employed in the industry, one capable trainer will suffice for each area in which training is to be conducted, eg, housekeeping, front-office duties. Different trainers can later be used for follow-up and refresher sessions.

**Who will receive training.** Because most B&B's are owned, managed and operated by one or two persons, it is advised that all owners and managers attend training sessions. In the case of Mehana Restaurant and Kamelia's Café, which are the largest employers, training is recommended for all staff members. Different levels of training can be developed for different groups.

**What skills are particularly important to develop.** First it must be determined what are the objectives to be accomplished. Does a restaurant want to increase its monthly sales by 7%? Does a B&B need to develop techniques in breakfast planning? In meeting these objectives, the level of expertise, if any, of participants prior to training, would need to be established. This can determine whether the workshop should be conducted in preliminary, intermediate or advanced sessions. On-site settings are recommended since adults learn best in participatory rather than formal teaching settings.

**Where will the training be conducted.** The nature of the industry calls for on-site training for most segments of instruction, eg, one identified B&B can be used to train participants who own establishments of a similar nature. The inclusion of tours of attractions and activities is also recommended. Theoretical training can be undertaken in a workshop setting.

**When will training be conducted.** Workshops can be held over two days initially, reduced to one day just prior to the peak tourist season. Short segments spread over a period of time, which deal specifically with one topic, can achieve best results, since most of the participants might have other jobs, or family duties to attend.

**Reward for participants for their efforts.** Recognition for successful completion of workshops and training modules can take the form of the awarding of a certificate. Further formal certification can be established as standards improve, eg, national membership in a hospitality association. Periodic awards such as 'Most Hospitable Tourism Employee', or 'B&B of the Year' are also awards to be considered.

This is an initial draft of workbook manual for running a Bed & Breakfast, this is NOT a comprehensive manual and is to be used as beginning to create a Bed & Breakfast manual specific to the industry in Kalofer. This manual should be edited as you build the Bed & Breakfast/Hotel & Restaurant Association and receive information for other associations including the National Bulgarian Hotel & Restaurant Association.

As you begin training you can create workbook manuals for ALL sectors of the hospitality industry from Hotels to Restaurants.

## **Bed & Breakfast Draft Workbook Manual**

Starting up and operating a bed and breakfast is a very demanding, yet rewarding, experience. It can bring you financial success; while at the same time give you the opportunity to meet some wonderful people who might become life-long friends. However, a pretty home will not become a thriving B&B by itself. You must work at it by incorporating some business organization or managerial experience in how to accommodate people, otherwise disenchantment or discouragement can set in early.

The primary requisite for a prospective bed and breakfast owner is to be well-informed about the art of inn keeping and what makes a successful bed and breakfast.

### **BUSINESS PLANS**

You might have notes in your head about finances, renovation improvements or marketing strategies. You probably know just how much you'll need to spend for startup renovations. Putting these thoughts and figures on paper will help you see them as attainable goals.

The business plan is a tool to use at startup and also a working document that you'll refer to as the business grows. Your business plan will serve as your roadmap, but that's not all it can do for you. Banks or other financial lenders will require some kind of written plan before they invest in your dream.

### **DAY-TO-DAY OPERATIONS FOR A BED & BREAKFAST**

Operating a B&B can be no more difficult than operating your own home as long as you have some organization, discipline and have set goals to help you achieve what you want to attain in this business.

The number of rooms you make available for your guests should at first be kept to a reasonable number. You should maintain a sufficient number of guest rooms that will make money for you, but not so many that the work will become overwhelming. Special consideration should be paid to the number of bathrooms. Although shared baths have been acceptable in the past, travelers today usually prefer private baths. In addition, the innkeeper generally finds private baths can make the rush in the morning a little less hectic.

The innkeeper's day starts early. Most guests are usually up and wanting to be on the road fairly early. The time of your breakfast is usually anywhere from 8:00a.m. - 10:00a.m. If a guest needs to be on the road earlier than 8:00a.m. this arrangement should be made the night before.

Experienced innkeepers know the advantage of being prepared. Take time out to schedule each day. Plan your daily breakfast menus a few days in advance. You may also want to set your breakfast table the night before and if any of your guests are on special diets, those arrangements can also be made ahead of time. Hopefully this helps to insure that all goes smoothly.

## **BREAKFAST**

The type of breakfast you offer the guests can be one of your own choosing - Continental, Continental Plus, or Full.

Continental might be: juice or fresh fruit, coffee, tea or milk, toast, rolls or boiled egg. Continental Plus might be: all of the above with the addition of a hot or cold cereal or perhaps serving eggs or another hot dish. Full might consist of all of the above plus some meat, such as sausage or bacon along with a house specialty, such as waffles, French toast, or a breakfast casserole.

It is up to the host to decide which breakfast is most convenient to prepare that meets the needs of the travelers passing through his/her area. In addition, guests enjoy such things as homemade or local breads, jellies or jams. This adds a nice touch to any of the above breakfasts.

After your guests leave, your day is pretty much taken up with other work commitments and getting the place ready for the new guests who will be coming in later that day, as well as, marketing for new business, record keeping, answering reservation and informational requests on the telephone and opening and answering the mail. If guests are expected to arrive in the evening, there should be at least one person there to greet them.

At all times, the bed & breakfast home must be immaculately clean. Bed linens must be changed each day and fresh towels provided for new guests. If your guests are staying over it is not necessary to change the linens every day -- they can be changed on the second day. However, there must always be fresh towels. The towels should be left in the guests' room or in a convenient area where they are easily accessible.

## **Amenities**

Other amenities that you might consider offering are those that make your guests' stay complete. If you enjoy cooking, you might want to offer lunch or dinner for an **additional charge**. You might have some information or maps available so the guests can easily locate and visit places of interest in the area. Restaurant menus make it convenient for guests to make their dinner plans. A FAX machine is so important to people in business today as is an extra telephone line for internet use. For those guests who enjoy watching television or movies, a room with comfortable chairs where they can watch a program or movie without disturbing the other guests is a good idea. You may want to give each guest a small memento of his or her stay with you such as a business card or brochure. This is a terrific way of reminding them of their stay and allows guests to pass your name along to a friend.

## **Pricing**

To help establish the relative value of your rooms, take a close look at what your competition offers and prepare a list of amenities you hope to feature. Such as:



Amenity	You offer
<b>Breakfast and Meals</b>	
Full breakfast	
Continental breakfast	
Full breakfast only sometimes	
Lunch (not included in room rate)	
Dinner (not included in room rate)	
Lunch and dinner (not included in room rate)	
<b>Business Services</b>	
Voicemail or answering service in rooms	
Fax accessibility	
E-mail/Internet access in rooms	
Mailing supplies	
Stationery supplies (notepaper, pens, envelopes, etc)	
Conference or meeting rooms	
<b>Common Rooms</b>	
TV	
TV w/VCR	
DVD player	
Stereo	
Fireplace	
Computer w/Internet access	
Use of Kitchen	
Common Baths	
Ice Maker	
<b>Common-Use Incidentals</b>	
Video (and/or DVD) library	
Book/reference library	
Magazines and daily newspaper	
Games	
Umbrellas	
Bicycles	
Picnic baskets	
<b>Complimentaries</b>	
Wine/sparking juice in room (even just for special occasions)	
Rakui	
Snacks in room or common area	
Wine and cheese hour	
Afternoon Tea	
<b>Grounds</b>	
Picnic/lounge area	
Porch or patio	
Walking access to hiking trails	
Swimming pool	

Kiddie pool	
Jacuzzi-type spa or hot tub	
Playscape for kids	
<b>Guest Rooms: Big Stuff</b>	
Queen or king-size beds	
Whirlpool tub	
Firplaces	
Ceiling fans	
Eat-n kitchen in one or some rooms	
Mini-fridge	
Porches or decks	
Dimmer lights	
Heat/vent/light fixtures	
Bathrobes	
Extra blankets and pillows	
Coffeemaker and supplies	
Buckt w/ice and glasses	
Iron/Ironing board	
Digital or mechanical safe	
Extra-nice bedding (feather duvets, etc.)	
Cots or roll-aways (and/or cribs) for extra guests)	
One or some rooms with sitting areas	
<b>Guest Rooms: Incidentals</b>	
Mini-shampoo/conditioner/lotion	
Soap w/B&B name or shower gel	
Bath salts (for tubs)	
Hair dryer	
Towel warmer	
Makeup or shaving mirror	
<b>Special Services</b>	
24-hour manager	
Airport/bus/train pick-up	
Breakfast in bed (served or self-serve)	
Dinner/show/other reservations	
Turndown service	
Discounts booklets for tourist attractions	
In-house laundry service	

Amenities may differ from this list. Focus on qualities that are important to you and take into consideration your property's limitations. Calculate the costs of your amenities and begin establishing your base rate from there. Breakfast is an amenity that carries some weight when determining rates. It's Included in the rate, but what's included? Full breakfasts B&Bs can charge a little more, and those that serve only a continental style breakfast should concentrate on guest services and amenities to compensate.

## HOUSE RULES

It is important to maintain house rules. Your bed and breakfast is your own private domain. Each guest is someone you welcome. Making them feel comfortable is the mainstay of the business and can be easy if you approach it as though they are your favorite relatives coming to stay overnight. Your house rules are made for their safety and can be conveyed to them either by taking a moment to tell them of the rules when they first arrive, or perhaps placing a notice of the rules someplace in their room where it can be readily seen. See example below:

### HOUSE RULES

#### **During your stay, please observe the following:**

Smoking is allowed on all patios and outdoor areas. Guest rooms and indoor areas are always smoke-free.

A continental breakfast will be served buffet-style from 8 to 11 a.m. in the downstairs common room. Feel free to bring breakfast back to your room.

For your convenience, a phone is available in the common area. Instructions for recording an outgoing message, picking up messages left for you, and emergency contacts are near the phone.

Please keep your room and house keys with you at all times.

Because water is one of our most important natural resources, we ask that you use it responsibly.

Our quiet hours are from 12 p.m. until 7:00 a.m. If you enter the house between these hours, please be mindful of other guests who are sleeping.

Checkout time is 11 a.m. Let us know in advance if you'd like to have luggage stored during your last day in town.

Most of all, call on us for anything that might make your stay more enjoyable.

## RECORD KEEPING

Every business has to keep records. Keeping a record of all your expenditures and income in detail is most important. Any improvements made on the bed & breakfast home, as well as a new addition to the business, should be recorded accurately. Keep business checking and savings accounts separate from your personal ones.

Over a period of time, you will get to know when to expect busy and less busy periods. Accordingly, once you have this information documented, you might want to review your room rates, perhaps lowering the rates during the down time or offer some kind of special incentive to increase business during those times. If you have a local tax that is applicable, be sure and keep that record separately.

One of the best ways to keep track of how you spend your money is to break up each expense into subcategories. The same can be done with revenue, especially if you earn money other ways additional to room rentals. Usually called a “chart of accounts,” this system enables you to assign a number to each type of expense and income. You can use these numbers in several different places such as in your check ledger and reports.

### Charting Accounts

Account #	Description
101	Food/beverage
102	Linens/towels/bedding
103	Nonfood supplies
104	Utilities
105	Phone
106	Postage
107	Office supplies
108	Legal fees
109	Accounting fees
110	Bank fees
111	Vehicle (leasing/maintenance/repair/fuel)
112	Business fees/takes
113	Insurance
114	Advertising/promotion
115	Dues/subscriptions
116	External services
117	Travel and entertainment
118	RSA fees
119	Miscellaneous
120	Room revenue
201	Renting out space for events

Recording expenses and income should be tracked every day and in turn make your life easier. If you can't get to logging expenses and income do it at least once a week. **See attached excel spreadsheet.**

**Monthly Expense Report for: July 2001 (Sample)**

<b>Property:</b>						
<b>Date</b>	<b>To</b>	<b>Method</b>	<b>101 Food &amp; Beverages</b>	<b>102 Linens etc.</b>	<b>103 Nonfood Supplies</b>	<b>104 Utilites</b>
7-Jul	Safeway Grocery Store	Bus. Check	\$90.00			
8-Jul	Linens & Things	Bus. Check		\$500.00		
12-Jul	Farmers' Market	Cash	\$30.00			
13-Jul	Gas Company	Bus. Check				\$60.00
16-Jul	Game Store	Cash			\$25.00	
<b>Totals:</b>			\$120.00	\$500.00	\$25.00	\$60.00
<b>Monthly Expense Total for July 2001:</b>		<b>\$705.00</b>				

**Monthly Income Report for: July 2001 (Sample)**

<b>Property:</b>						
<b>201</b>	<b>Room Revenue</b>					
<b>202</b>	<b>Renting out space for event</b>					
<b>203</b>	<b>Consulting</b>					
<b>204</b>	<b>Product Sales</b>					
1-Jul	Gutscher	Cash	\$200.00			
1-Jul	Collis	Personnal Check	\$200.00			
1-Jul	Smith	Credit Card	\$200.00			
4-Jul	Brown	Cash				\$20.00
8-Jul	Jones	Cash	\$200.00			
12-Jul	Holmes	Cash	\$200.00			
13-Jul	Holmes	Cash	\$200.00			
<b>Totals:</b>			\$1,200.00	\$0.00	\$0.00	\$20.00
<b>Monthly Income Total for July 2001:</b>		<b>\$1,220.00</b>				

## **APPENDIX 14 – GUIDELINE FOR ACCOMMODATIONS DEVELOPMENT**

## Recommendations for Guidelines for Accommodations Development in Kalofer

Only by striving for quality does each lodging establishment have an opportunity to achieve greatness. These are recommendation of what a standard Bed & Breakfast should have in their establishment. Level 1 is for Standard Accommodations – Level 5 is for Excellent Accommodations.

### Rooms (for all types of accommodations)

- Single and Double Beds
  - Beds should be made each day; sheets can be change a t the discretion of the owner but no later than every five days
- Closet with hangers
- Chair or armchair
- Dresser with drawers
- Ashtrays
- Good ventilation (i.e. window with curtains, fans or air conditioning)
- Heat Source (i.e. fireplace or space heater)
- Extra sheets, blankets, pillow
- Door to the room that locks
- Should be cleaned daily

### Bathrooms (for all types of accommodations)

- Hand and body towels changed daily, if used
- Sink with hot and cold water
- Shower with hot and cold water
- Proper floor drainage
- Options of a Turkish or European Toilet
- Toilet paper
- Trash Can
- A small poster explaining that the guest is supposed to put used toilet paper in trash can
- An average-sized mirror
- Shelving
- Good ventilation (i.e. window with curtains, fans or air conditioning)
- Provide soap for sink and shower
- Should be cleaned daily

### Level 1

- Two light sources
- Alarm clock
- Good linens
- Facial Tissues
- Sanitary
- Breakfast can be simple; consisting of juice, tea, coffee and muffins
- Outside grounds should be attractive and tidy

### Level 2

- Clock radio
- Television in the room or 24 hour access to a room with one

- Shampoo and conditioner in 1 or 1 1/2-ounce bottles
- Hairdryer
- Access to Iron with ironing board
- A selection of games and puzzles
- Expanded information about area attractions
- Add two items to breakfast (fresh fruit, yogurt, granola, cold cereal, for example)
- Upgraded landscaping

### Level 3

- Includes everything in the first two levels and more:
- Upgrade to either of full or queen-size beds
- Upgraded furnishings
- Television in room
- VCR or DVD with a small selection of videos in the living room or separate viewing lounge should be provided
- Bedside reading lamps
- Phone available to guest
- Private Bath or 1 bath per two rooms
- Small bottles of shampoo, conditioner, hand and body lotion.
- Offer wake-up calls and restaurant reservations
- Fresh flowers in common rooms
- Upgraded grounds
- Breakfast can be either an appealing and nutritious sit-down or an expanded continental with two more items than in level 2

### Level 4

- Includes everything in the last three levels:
- Upgrade lighting
- A fruit basket or snack item should be available outside of breakfast hours
- Ice and washable plastic tumblers should be available after hours
- Binoculars should be available for sightseeing
- Your property should have special characteristics: location, view or amenities (such as an outdoor Barb-que, pool or hot tub)

### Level 5

- At this level of service, your amenities and property must shine
- Fax machine
- Data ports
- Turndown service
- Responsive concierge for all entertainment including horseback riding, picnics, or hiking,
- The person who handles services also arranges for pick-up and drop-of to local airports, piers, and train or bus depots
- Guests will expect superb breakfast offerings
- Bar set-up that includes wine key, filled ice bucket and glassware



**APPENDIX 15 - GUIDELINES FOR DEVELOPING A TOUR**

**DRAFT of Guidelines for Designing a Tour**  
**June 16, 2001**  
**Kalofer, Bulgaria**  
**Central Balkan National Park**

1. **Name of the tour:** This name could reflect the theme and or location of the tour
2. **Contact information:** This should include the name of the tour operator, the company they represent, the company's phone number, website address and email, and the location of the business.
3. **How to purchase tickets:** For example there may be a Visitors Center, which sells tickets for the tour operator as well as the tour operator's company selling the tickets.
4. **Length of the tour:** This should give approximate schedules and the duration of the tour. Take into consideration how long you expect that the group will stop at each point of interest, including food and beverage stops.
5. **Transportation to the starting point** (if applicable)
6. **Starting point, Circuit and End point of the tour:** This is basically the route, which the tour will follow.
7. **Means of transportation while on the tour:** Examples are: foot, bicycle, horse, ski, snowshoe, car, bus or kayak.
8. **Optional items to suggest that tourists bring on the tour:** Optional items, which are not included in the base price of the tour, could include; sun block, sunglasses, a hat, a dry pair of socks, snacks, water bottle and a camera.
9. **Points of Interest:** Points of interest could include all cultural, historical and ecological sites, which enhance the tour and provide content for the guide to discuss. This can be considered an educational component of the tour
10. **Entertainment:** This could involve a performance of: a historical reenactment, a live dance, a song, a poem and an artistic demonstration.
11. **Products and Services included in the tour:** Products may include but are not limited to a promotional t-shirt and written/printed material about the tour. Services included in the price of the tour may involve; transportation, food and beverage, and entrance fees to parks, museums, galleries or theatres.
12. **Price and Method of Payment:** The price must cover the fixed and variable costs and allow for the tour operator to have a profit margin on each unit of sale. Depending on the country, different payment methods may or may not be available. Cash, credit card, and travelers checks are the preferred forms of payment for both domestic and international tourists.
13. **Cancellation and Refund Policy:** This policy, which should be made available to all tourists purchasing the tour, protects the tour operator from losing revenue from last minute cancellations or no-shows. It states clearly if, how and under what conditions refunds to reservations will be delivered to the tourist.
14. **Waiver form:** This form is also a protection device, which is signed by the tourist and may show that they accept full responsibility for all risks and outcomes of the tour. Depending on the activities of the tour and the legal system of the country in which the tour is taking place, this form will vary.
15. **Verbal Content:** This needs to be developed for the guides to learn and deliver to the tourists while on the tour. It is best that this content only provides a base of knowledge for the guides and that they are able to creatively share it, making sure to elaborate on the subjects which interest the tourists.

16. **Written Content:** This material could be given or sold to tourists and may enhance the educational aspect of the tour by explaining the cultural, historical and natural aspects of the tour.
17. **Establish necessary working relationships with suppliers:** This is a step, which adds value to the tour by incorporating the strengths of other businesses, and their products and services, into your final product. It is necessary to establish set prices, which will be paid out to the contracted businesses so as to keep the working relationships clear of misunderstandings. The selling price of the tour per tourist less the payments to contracted businesses must cover the fixed costs, variable costs and the profit margin of the tour operation.
18. **Identify and procure necessary equipment:** To run tours smoothly it is necessary to own or have immediate access to all equipment that the tour activities demand. For example, if you are planning to conduct a mountain biking tour you must have the mountain bikes and the helmets available.
19. **Train or Contract Guides:** The better trained your guides are the higher quality your tours will be. Guides should be knowledgeable of the route which the tour will follow,
20. **Train or Contract Translators:** The market segments which Kalofer is able to attract and sustain will partially depend on the tour operators ability to effectively communicate the cultural and ecological assets of the area in a variety of languages.
21. **Marketing and Promotion:** If the community is able to support and sustain a Tourism Council and/or the Ecotourism Incubator concept, funding and management of marketing and promotional efforts will be collaborated with these groups. It is the responsibility of the tour operator to communicate with and utilize the marketing opportunities that are provided by community-based tourism promoting entities.

**APPENDIX 16 – DRAFT PROPOSAL FOR HAYDUTS TOUR**

**Example for designing “The Way of the Hayduts” tour**

June 16, 2001

Kalofer, Bulgaria

Central Balkan National Park

(This document format follows the “Draft of Guidelines for Designing a Tour” document)

1. **Name of the tour:** The Way of the Hayduts
2. **Contact information:** Dzendem Outfitters, ph: #####, Main Street, Kalofer, Bulgaria/ The Kalofer Visitors Center, ph: #####, Main Street, Kalofer, Bulgaria
3. **How to purchase tickets:** By phone: The Kalofer Visitors Center or Dzendem Outfitters, In person: The Kalofer Visitors Center
4. **Length of the tour:** 5-7 hours as a day trip, departing at 10am and returning between 3-5pm, total mileage: 30-36 km, the tour will reach as high as 1300-1400 meters high (an overnight camping exhibition is possible upon request but will increase the base price of the tour as well as offer more entertainment options such as a musical performance and dinner)
5. **Transportation to the starting point** (if applicable): Bicycle or Van
6. **Starting point, Circuit and End point of the tour:** Tourists will meet the tour operator in the center of town. Depending on their reservations they will either get into the van or get on the provided bicycles. From this point, the tour will go up to the two monuments of Kalifer Voivoda and enjoy a story telling of the founding of the town, Kalofer. When this site visit is concluded the tour will follow Deep Road to the Road to Panitzitcy for 6km. After 6km, the tour will come to an area which is planned to have a depot for the bicycles, a fenced in area for the horses, a small building from which cold beverages are available, and wooden tables and benches for the tourists to relax while the horses are prepared for riding. From this point on the tour will follow the piste and other natural paths provided by the county and the Central Balkan National Park. Whether the tour is a day tour or an overnight excursion the tourists will end the tour at the Visitors Center in Kalofer.
7. **Means of transportation while on the tour:** Horseback (foot, car and bicycle options are available on request but will require separate tour designing)
8. **Optional items to suggest that tourists bring on the tour:** Tourists may want to bring the following optional items: sun block, sunglasses, a hat, a water bottle and a camera. (for an overnight this list would be expanded)
9. **Points of Interest:** Kalifer Voivoda monuments, plants and animals spotted along the way, homemade cheese making facility, Bacho Nichola fountain
10. **Entertainment:** On this tour it is recommended that common edible plants are explained along the way. Perhaps a chilled tea made from some of these plants can be offered at one of the points of interest. At the cheese making facility, the tourists will witness the process and will be provided with a simple picnic of cheese, shopska salata, breads, fruits and beverages. At the Bacho Nichola fountain the guides will explain its significance to the people of Kalofer and can perform the song of Bacho Nichola, who is a legendary, local haydut.
11. **Products and Services included in the tour:** The transportation from the Visitors Center, in the form of a bicycle or van ride, will be included in the base price. The horse ride, the interpretive material (verbal and written), the cheese making demonstration, the picnic and the entertainment at the Bacho Nichola fountain will also be included.

12. **Price and Method of Payment:** The cost of the tour operator's overhead, the equipment, the contracted services, the food, the guides, the production of the interpretive material and the profit margin will determine the price. Cash, credit card, and travelers checks are the preferred forms of payment for both domestic and international tourists.
13. **Cancellation and Refund Policy:** Dzendem Outfitters must be notified 14 days in advance in order to give a full refund. If they are notified 7 days before the trip is planned, the tourist will receive 50% of their money back. If they are notified after that time, the tourist will not receive any refund. The tourist will be reimbursed within 24 hours of notice.
14. **Waiver form:** This form is also a protection device, which is signed by the tourist and may show that they accept full responsibility for all risks and outcomes of the tour. Depending on the activities of the tour and the legal system of the country in which the tour is taking place, this form will vary.
15. **Verbal Content:** This needs to be developed for the guides to learn and deliver to the tourists while on the tour. It is best that this content only provides a base of knowledge for the guides and that they are able to creatively share it, making sure to elaborate on the subjects which interest the tourists.
16. **Written Content:** This material could be given or sold to tourists and may enhance the educational aspect of the tour by explaining the cultural, historical and natural aspects of the tour.
17. **Establish necessary working relationships with suppliers:** Dzendem Outfitters will want to establish concrete working agreements with the suppliers of the horses, the equestrian equipment, the homemade cheese-making household, and the performers of the Bacho Nichola song if they are contractors. It is necessary to establish set prices with these micro businesses, which will be paid out to them so as to keep the working relationships clear of misunderstandings. The selling price of the tour per tourist less the payments to contracted businesses will cover the fixed costs, variable costs and the profit margin of the tour operation.
18. **Identify and procure necessary equipment:** The transportation van, the bicycles, binoculars, tents and field guidebook are all possible items, which Dzendem Outfitters will want to procure.
19. **Train or Contract Guides:** Dzendem Outfitters will hire guides from the community as well as graduates from the regional guide training school.
20. **Train or Contract Translators:** Dzendem Outfitters will strive to have multi-lingual guides and print all of their promotional and educational material in Bulgarian, English and one other European language.
21. **Marketing and Promotion:** If the community is able to support and sustain a Tourism Council and/or the Ecotourism Incubator concept, Dzendem Outfitters will collaborate with these groups. They will communicate with and utilize the marketing opportunities that are provided by these community-based tourism promoting entities.

## **APPENDIX 17 – CENTRAL BALKAN EVENT ACTION PLAN**

<b>Mountain Ecotourism</b> <b><i>Central Bulkan National Park and Kalofer 10<sup>th</sup> Anniversary Celebration</i></b>		
Proposer: Name & Address	Central Bulkan National Park and the City of Kalofer Nanko Minkou	Phone: 03133 2747 Email:
BCEG Advisor: Name & Address		Phone: Email:
GW Team: Name & Address Name & Address	Anne Holland 3837 Beecher Street NW, Washington, DC 20007 Bellina Kweskin 2201 Wilson Blvd. 305 Arlington, VA 20006	Phone: 904 612 2123 Email: <a href="mailto:Hollandac@att.net">Hollandac@att.net</a> Phone: 703-351-1464 Email: <a href="mailto:bkweskin@aol.com">bkweskin@aol.com</a>

<b>Description of Recommended Action</b>
October 8, 2001, the Central Balkan National Park will celebrate its 10 <sup>th</sup> birthday celebration. This festival is meant to be a marketing opportunity for the Park and Kalofer to promote their collaborative efforts in creating a sustainable tourism destination for ecotourists and visitors from around the area. This two-day event will highlight unique historical park attractions, local folklore, and crafts and souvenirs made by the Kalofer community.

<b>Objectives</b>	<b>Tasks to be Performed</b>	<b>Responsibility</b>
1. Promote the Park and its biodiversity	1.1 Prepare treks for festival and photo contest 1.2 Invite VIP's to park	Nanko
2. Marketing	2.1 Media to attend 2.2 Promote to tourists and VIP's	
3. Introduce Kalofer as ecotourism destination	3.1 Prepare Visitor's Center with photo exhibit 3.2 Have all crafts and vendors open for business with inventory to sell 3.3 Have hospitality vendors ready for visitors	

*Add additional objectives or tasks as needed*

<b>Work Outputs by Objective</b>	<b>Critical Success Indicators</b>
Obj. 1: Have park, treks and services available to incoming guests.	Brochures available for treks Signage available throughout parks Parking available at park entrance Safety vehicles available Campground ready for campers (charge \$) Camp ground registration, maps to and about Kalofer, camping rules and regulations



<p>Obj. 2: Marketing</p> <p>High end media and political officials Photographers/ecotourists</p> <p>Bulgarian general population</p>	<p>Official press conference to introduce park objectives and festival VIP invitations Photo contest registration, fliers and advertising out in newspapers, magazines and photography web-sites. Festival Brochure in every hotel and B&amp;B in Bulgaria (tourism council), up in every train and bus station, advertised in newspapers and trade magazines and at each of the 9 national parks</p>
<p>Obj. 3: Kalofer as a destination</p>	<p>B&amp;B will be ready for visitors Restaurants and cafes will be open for guests Open house and floor plan available for the visitors centre Local vendor selling goods, products and services. Entertainment will be of the highest quality</p>

<b>Resource Requirements:</b>		
<i>Item</i>	<i>Description</i>	<i>Estimated Costs (if any)</i>
Staff	Additional Park staff – trip leaders	Weekend pay
Consultants	Two consultants to oversee logistics	Travel cost
Other persons	Camp ground Security Monastery Help for VIP level Audio Visual Volunteers or Committee members Entertainment	TBD TBD TBD Free TBD
Equipment	VIP transportation	Per day
Other	Visitor Centre Equipment Media Coordinator Photography contest registration, tables, signage, judges, awards follow up	

<b>Describe Linkages:</b>	
Strategic Alliances	Park and Kalofer collaboration on sustainable, ecotourism destination
Institutional arrangements	Education about park environment, biodiversity and ecological surroundings
Other	

*Complete detailed task work plan tasks and timing using table overleaf*

**Work Plan Timing**

<b>Task</b>		<b>Timing by Month, beginning _July 1_____, 2001</b>											
<i>No.</i>	<i>Description/Specific Tasks</i>	<i>July 14</i>	<i>aug 15</i>	<i>Sept 3</i>	<i>Oct 4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>
<b>1</b>	<b>Committee Meeting</b>	x	x	x	x								
1.1	Send out invite to all individuals who want to participate with event – encourage young adults	x											
1.2	Meet with sub committee to brainstorm and collaborate with community	x											
1.3													
<b>2</b>	<b>Solicit Benefactors</b>												
2.1	Local community businesses	x	x	x									
2.2	National sponsorship		x	x									
2.3	International Sponsorship		x	x									
<b>3</b>	<b>Marketing</b>		x	x	x								
3.1	Prepare Basis Flyer and brochure			x									
3.2	Prepare and sent out VIP invitation with weekend details		x										
3.3	Advertise and send out Photo contest forms, registration and guidelines		x	x									
<b>4</b>	<b>Speakers and Entertainment</b>												
4.1	Make list of possible prospects	x											
4.2	Send creative bid packet	x	x										
4.3	Secure speakers and entertainment (try to stay away from government officials)		x	x									

## **APPENDIX 18 – KALO FER FESTIVAL PORTFOLIO**

**Kalofer's Celebration of the Central Balkan National Park's 10<sup>th</sup>  
Anniversary  
October 6-7, 2001**

**Table of Contents**

1. Proposal of Festival with Weekend Agenda
2. Timeline
3. Committees Information
  - a. Media and Public Relation
  - b. Crafts and Food Vendors
  - c. Entertainment/Fireworks
  - d. Budget/Benefactors
  - e. Logistics
  - f. Registration/Visitor's Center
4. VIP Event Information
5. Town of Kalofer Event Information
  - a. Children's Activities
  - b. Special Tours
  - c. Restaurant Information
6. Saturday October 6<sup>th</sup> Agenda
7. Sunday October 7<sup>th</sup> Agenda
8. Registration/Photo Contest

**Kalofer's Celebration of the Central Balkan National Park's 10<sup>th</sup>  
Anniversary  
October 6-7, 2001**

**Proposal**

"With the goal to forever protect for the benefit of society the units of self regulating ecosystems and their inherent diversity of species, habitants of rare and endangered species and communities, typical and spectacular scenery and sites of non-living nature which are of world importance for science and culture..."(p.143 People and National Parks)

With the 10<sup>th</sup> anniversary of the Central Balkan National Park (CBNP), the gateway community of Kalofer, Bulgaria is planning and producing a weekend celebration in conjunction with the CBNP. The national park will celebrate the opening of the newly developed trail designed to highlight the cultural heritage, biological diversity, and revolutionary history of the CBNP range. This two-day event starting on October 6<sup>th</sup>, 2001 will include a VIP party for the local press, political officials, and international investors for the benefit of the park and local community. Trails will be open on Saturday for community and visiting tourists, while an evening cookout is planned at the lower White River Trail campground. This will be held in conjunction with a dinner at the Men's monastery for the invited VIP's. Specialty tours will be arranged throughout the town of Kalofer with craft demonstrations available.

Sunday at noon the official park festival will begin in the center of Kalofer with live entertainment, national park information guides, local craft bazaar, food vendors, and dancing. A photo exhibit of entries to the photo contest promoted by Kalofer will be on display at the site of the future Visitor's Center. The park head during the daytime festivities will announce the top three winners of the photo contest. The local children from the Kalofer elementary school will be invited to participate in a sidewalk, chalk drawing contest. The night will conclude with a firework display and a dance in the culture center.

**Kalofer's Celebration of the  
Central Balkan National Park's 10th Anniversary  
October 6-7, 2001  
General Event Timeline**

<b>Month</b>	<b>Day</b>	<b>TASK</b>
<b>June</b>	27	Hold committee pre-planning meeting
<b>July</b>	7	Have photo contest flier prepared and send out
<b>July</b>	14	Start arranging entertainment- musicians and dancers
<b>July</b>	21	Begin targeting benefactors
<b>July</b>	27	Celebration committee meeting - updates and discussion
<b>July</b>	28	Let monastery know festival dates and activities
<b>August</b>	1	Begin marketing campaign - directed towards newspaper journalists, flier mailings and poster hanging
<b>August</b>	1	Crafts Chair meet with local vendors to promote inventory build-up and start vendor registration
<b>August</b>	7	Visitor Cleanup Preparation
<b>August</b>	15	Repeat marketing campaign - start radio announcements on the first following Friday
<b>August</b>	15	Secure entertainment, vendors, and speakers for function
<b>August</b>	17	Design central banner, t-shirts and souvenirs for celebration
<b>August</b>	19	Send designed banners, shirts and souvenirs to printers and actual creators
<b>August</b>	21	Send invitations to VIPs and honorary guests
		Extend invitation to all National Park Service employees
	Ongoing	Follow up on all prospects
<b>August</b>	27	Celebration Committee meeting
<b>September</b>	1	Confirm Benefactor sponsorship
<b>September</b>	1	Meet with monastery to confirm use of facilities for VIP guests
<b>September</b>	7	Go to local elementary schools to promote sidewalk chalk-drawing contest
<b>September</b>	10	Check on souvenir materials/confirm prizes for photo contest
<b>September</b>	15	Confirm trails and camping site are prepared for event
<b>September</b>	15	Arrange A/V equipment
<b>September</b>	17	Pick up signage and promotional materials
<b>September</b>	27	Celebration Committee Meeting
<b>September</b>	30	Clean up Visitor Center - community effort
<b>October</b>	3	Kalofer Beautification day - community effort
<b>October</b>	3	Registration for photo contest is due
<b>October</b>	5	Set up photo exhibit in Visitor's Center
<b>October</b>	<b>6-7</b>	<b>EVENT</b>
<b>October</b>	10	Enter photo contest information into park database
<b>October</b>	10	Wrap – up committee meeting

## Kalofer's Celebration of the Central Balkan National Park's 10<sup>th</sup> Anniversary

October 6-7, 2001

### Committee List:

1. Executive Chair
  - Record event history
  - Oversee planning of entire festival
2. VIP Chair: Nanco
  - Park Registration
  - Arrange accommodation
  - Dinner on Saturday
  - Meet and greet VIP's
  - Transportation
  - Gifts for VIP
3. Crafts Chair
  - Local Craft demonstrations
  - Community organization and involvement
  - Crafts Bazaar
4. Entertainment Chair
  - Music
  - Fireworks
  - Speakers
  - Dancers
  - Signage
  - Audio Visual
5. Budget Chair
  - Corporate Benefactors/Sponsors
  - Payment/Accounting
  - Photo Registration
  - T-shirts
  - Number of people @ event
6. Logistics
  - Set-up of town center events
  - Develop program of events
  - Speakers
  - Food and Beverages
7. Media/Public Relations Chair
  - Cable
  - Radio
  - Advertisement
  - TV
  - Newspapers
  - Fliers

- Posters
  - VIP Invitation Mailing
  - Contact with Rila, Pirin and Rhodope National Parks
  - ARD
  - The Ministry of Environment and Waters
  - The Ministry of Culture
  - Town and Park Signage – acquire
  - Transportation
  - School children participation
8. Registration/Visitor's Center Chair/Community Awareness
- River and Visitor's Center Cleanup
  - Special Tours
  - Photo Contest Registration
  - Photo Contest Exhibit



## **Kalofer's Celebration of the Central Balkan National Park's 10<sup>th</sup> Anniversary**

**October 6-7, 2001**

### VIP Event

- Contact local and national “Very Important Persons”(VIP)
- Create invitation for VIP
- Arrange monastery accommodations
- Arrange all transportation for weekend
- Prepare tour for Saturday
- Give VIP disposable cameras for weekend

**Kalofer's Celebration of the  
Central Balkan National Park's 10<sup>th</sup> Anniversary**

**October 6-7, 2001**

**Park Event Information**

- Create park signage
- Park clean-up
- Ready campground for Saturday night event
- Take care of any campground preparations necessary for visitors, dinner, and festivities
- Arrange monastery accommodations and dinner
- Prepare tours and treks for tourists, visitors, and VIP's
- Prepare tour guides if necessary
- Arrange park speaker for Sunday Event

## **Kalofer's Celebration of the Central Balkan National Park's 10<sup>th</sup> Anniversary**

**October 6-7, 2001**

### **Park Event Information**

- Create park signage
- Park clean-up
- Ready campground for Saturday night event
- Take care of any campground preparations necessary for visitors, dinner, and festivities
- Arrange monastery accommodations and dinner
- Prepare tours and treks for tourists, visitors, and VIP's
- Prepare tour guides if necessary
- Arrange park speaker for Sunday Event

## **Kalofer's Celebration of the Central Balkan National Park's 10<sup>th</sup> Anniversary**

**October 6-7, 2001**

### **Town of Kalofer Event Information**

- List of open house tours of hotels and restaurants
- Brochures available for tourists
- Open Visitor's Center
- Photo Exhibit
- Children's Activity: Children draw pictures in central square of nature and park
- Fireworks
- Mayor's speech
- Entertainment
- Crafts and food vendors

**Kalofer's Celebration of the  
Central Balkan National Park's 10<sup>th</sup> Anniversary  
October 6-7, 2001**



**National Photo Contest**

The Kalofer community is sponsoring a National photo contest. This photo contest is being held to promote the Central Balkan National Park, the town of Kalofer and the rich natural heritage of Bulgaria. The committee for Kalofer's Celebration of the Central Balkan National Park's 10<sup>th</sup> Anniversary is asking individuals to participate in this contest by sending in photo's taken in the Central Balkan National Park. These photos will be displayed over the weekend of October 6-7, 2001 in the Visitor's Center in Kalofer. The top three photos will be awarded prizes.

**Good luck and enjoy the beauty of the mountains!!**

**Rules of the Contest:**

1. Please describe photo and include date of photo, location of photo and equipment used to take photo.
2. Photo taken during the months of July, August and September can be entered.
3. Committee must receive picture by October 3<sup>rd</sup>, 2001.
4. Picture must be taken on one of the designated park trails mapped on the back of this flier.
5. Picture must be an unpublished photograph.
6. The Committee will review photo entries for Kalofer's Celebration of the Central Balkan National Park's 10<sup>th</sup> Anniversary.
7. Pictures may be used to promote the Central Balkan National Park, Kalofer and surrounding areas.
8. Pictures will NOT be returned.

**See you in Kalofer!!!!**

-----  
**Registration Form**

\_\_\_\_\_  
First Name

\_\_\_\_\_  
Last Name

\_\_\_\_\_  
Address

\_\_\_\_\_  
Address

\_\_\_\_\_  
Phone number

\_\_\_\_\_  
email

There is camping available inside the Central Balkan National Park. If you need hotel accommodations please call #-----.

**Check here if you would like to be on the Central Balkan National Park's mailing list.**

**APPENDIX 19**  
**CHECKLIST FOR AN ECOTOUR**

# CHECKLIST FOR DEVELOPMENT OF ECOTOURISM FACILITIES

The following generalised criteria are suggested as a guideline for preparing more detailed standards related to specific local issues and the ecological characteristics of a given site. With some exceptions, the criteria and the principles they embody may also be applied to other types of development. These are intended as a general guide only and should not be considered a complete list of criteria or as a substitute for professional services.

## Site Planning Issues

- Site buildings and structures to avoid cutting significant trees and to minimise disruption of other natural features.
- Use naturally-felled trees whenever possible (such as trees felled by high winds or other natural causes).
- Trail systems should respect travel patterns and habitats of wildlife.
- Erosion control should be considered in all buildings/trail placement.
- Divert water off trails and roads before it gains sufficient flow and velocity to create significant erosion problems.
- Shorelines and beach fronts should not be intensively cleared of vegetation.
- Minimise trail crossing points at rivers and streams.
- Maintain vegetation areas adjacent to lakes, ponds, perennial streams, and intermittent streams as filter strips to minimise runoff of sediment and debris.
- Buildings should be spaced to allow for wildlife travel patterns and forest growth.
- Provide trail head signs to enhance appreciation of the natural environment and to clearly establish rules of conduct. Provide additional rules posted in guest units.
- Discretely label plant/tree types around the immediate lodging facilities to acquaint visitors with species they may encounter in the surrounding preserved/protected areas.
- Utilise low impact site development techniques, such as boardwalks, instead of paved or unpaved trails wherever possible.
- Pastures and corrals for horses and other grazing stock should be located so as not to pollute water sources or watersheds.
- Review any potential sources of sound or smell associated with development that may be disruptive to the environment or offensive to the visitor.
- Design should reflect seasonal variations such as rainy seasons and solar angles.
- Site lighting should be limited and controlled to avoid disruption of wildlife diurnal cycles.

Special care should be taken in planning of trails through untouched areas. It is prudent to hire a naturalist to help place the trail system to minimise disruption of wildlife and plant biosystems. Special attention should be granted to creatures that rely on trees as aerial pathways or habitat. Careful consideration should be taken in the placement of access roads into a site. Vehicular travel within protected areas should be limited if not avoided completely. A civil engineer should also be involved in the design of trails where erosion control may be an issue. Opportunities for handicapped individuals should be provided wherever possible.

## Building Design Issues

- Design of buildings should utilise local construction techniques, materials, and cultural images wherever that approach is environmentally sound.
- Provide building forms and images in harmony with the natural environment. Design buildings on long-term environmental standards and not necessarily on short-term material standards.
- Maintenance of ecosystems should take priority over view or dramatic design statements.
- Provide facilities to accommodate messy activities. Placement of boot scrapers, outdoor showers, etc., become a necessity for operation in some areas.

- Consider use of canopies to cover high use trails between structures to minimise erosion and to provide shelter during the rainy season.
- Provide an architecture consistent with environmental philosophies and/or scientific purposes. Avoid contradictions.
- Provide adequate storage for travel gear, such as backpacks, boots, and other camping equipment.
- Use low tech design solutions wherever possible.
- Prominently post an environmental code of conduct for visitors and staff.
- Provide ecotourists with on-site reference materials for environmental studies.
- Interior furnishing and equipment should represent local resources except where special purpose furnishings or equipment are not readily available for local sources.
- Facilities should take advantage of local materials, local craftsmen, and artists wherever possible.
- Use of energy intensive products or hazardous material should be avoided.
- Building practices should respect local cultural standards and morals. Involvement of local inhabitants should be encouraged to provide input for the designer as well as a sense of ownership and acceptance by local residents.
- Hand excavate footings wherever possible.
- Special design consideration should be given to insect, reptile, and rodent control. The sensitive approach to design should minimise opportunities for intrusion rather than the killing of pests.
- Facilities for handicapped individuals should be provided where practical. It is noted, however, that the rugged nature of most ecotourism or scientific sites preclude access for some disabled individuals. Educational facilities should make equal access for the handicapped a strong priority.
- Plan for future growth of the facility to minimise future demolition and waste.
- Construction specifications should reflect environmental concerns regarding use of wood products and other building materials. Refer to "First Cut: A Primer on Tropical Wood Use and Conservation" prepared by the Rainforest Alliance.
- Seismic design considerations should also be taken into account.

### **Energy Resource and Utility Infrastructure Issues**

- Landscape elements should be placed to enhance natural ventilation of the facilities and avoid unnecessary consumption of energy.
- Consider use of passive or active solar or wind energy sources wherever practical.
- Water lines should be located to minimise disruption of earth, adjacent to trails wherever possible.
- Hydroelectric power generation techniques should be utilised with a minimal disruption to the environment.
- Limit use of air conditioning to areas where humidity and temperature control is necessary, such as computer rooms in research facilities. The design approach should utilise natural ventilation techniques to provide for human comfort wherever possible.

### **Waste Management Issues**

- Provide ecologically sound restroom and trash disposal facilities at trail heads for guest and non-guest use.
- Pastures and corrals for horses and other grazing stock should be located so as not to pollute water sources or watersheds.
- Provide for environmentally sound methods of trash removal.
- Provide trash storage secure from animals and insects.
- Provide facilities for recycling.
- Utilise appropriate technologies for the treatment of organic wastes such as composting, septic tanks, or biogas tanks.
- Look at methods to recycle wastewater for non-potable uses and to treat tainted waters before their return to the natural environment.



**APPENDIX 20 - KALO FER VISITOR MONITORING INFORMATION PIECES**

**KALOFER**  
**FOOD SERVICE FACILITIES VISITOR SURVEY**

*Thank you for participating in our visitor survey. Your answers will be held in confidence; however they will be used to improve services for you and future visitors.*

1. Where is your usual place of residence? \_\_\_\_\_
2. What was the main purpose of your visit?  
 Leisure/Vacation       Visiting/Friends       Other (specify) \_\_\_\_\_  
 Business       Passing through
3. How long did you stay in Kalofer?  
Days \_\_\_\_\_ Weeks \_\_\_\_\_ Months \_\_\_\_\_
4. Where did you take your meals? (Check more than one, if applicable)  
 Restaurant       Hotel/Guest House       Other (specify) \_\_\_\_\_
5. What was the approximate total cost of your meals? \_\_\_\_\_ levas
6. How would you rate your meals?  
 Very good    Fairly good    Satisfactory    Not very good    Not good at all
7. How would you rate the cost of your meals?  
 Expensive    Reasonably priced    Very cheap
8. How would you rate the service?  
 Very good    Fairly good    Satisfactory    Not very good    Not good at all

*For classification purposes, your answers to the following questions will be very much appreciated.*

9. Gender  
 Male       Female
10. Age  
 less than 25       26-35       36-45       46-55       over 65

**Thanks for your cooperation**

Date \_\_\_\_\_

**KALOFER**  
**LODGING FACILITIES SURVEY**

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Name of Business: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

1. Which of the following best describes your lodging facility?  
 Hotel                       Hostel                       Cottage  
 Bed & Breakfast                       Guest House    Other (specify) \_\_\_\_\_
2. The number of rooms by type:  
 Single \_\_\_\_\_ Double \_\_\_\_\_ Other \_\_\_\_\_ Total \_\_\_\_\_
3. What is the average price of a room? \_\_\_\_\_ levas
4. Seasonal Rates of Occupancy:  
 Spring              Weekdays \_\_\_\_\_ %              Weekends \_\_\_\_\_ %               Closed  
 Summer              Weekdays \_\_\_\_\_ %              Weekends \_\_\_\_\_ %               Closed  
 Autumn              Weekdays \_\_\_\_\_ %              Weekends \_\_\_\_\_ %               Closed  
 Winter              Weekdays \_\_\_\_\_ %              Weekends \_\_\_\_\_ %               Closed
5. For the past year, what was the average number of days per visit your guests stayed at your place of lodging? \_\_\_\_\_
6. What percentage of your guests would you say come from outside the Karlovo district?  
 \_\_\_\_\_
7. What percentage of your guests would you say come to Kalofer for:  
 Leisure \_\_\_\_\_ %              Visiting friends/relatives \_\_\_\_\_ %  
 Business \_\_\_\_\_ %  
 Study tours \_\_\_\_\_ %
8. What is your average full-time employment figure? \_\_\_\_\_
9. What do you expect this figure to be next year? \_\_\_\_\_
10. What is your average part-time employment figure? \_\_\_\_\_
11. What do you expect this figure to be next year? \_\_\_\_\_
12. Do you employ more people in summer or winter, or is your employment figure fairly constant?  
 More in summer months               More in winter months               Fairly constant

**Thanks for your cooperation**

**KALOFER**  
**LODGING FACILITIES VISITOR SURVEY**

*Thank you for participating in our visitor survey. Your answers will be held in confidence; however they will be used to improve services for you and future visitors.*

1. Where is your usual place of residence? \_\_\_\_\_
  2. What was the main purpose of your visit?  
 Leisure/Vacation       Visiting/Friends       Other (specify) \_\_\_\_\_  
 Business       Passing through
  3. Where did you stay in Kalofer?  
 Hotel       Bed & Breakfast       Other (specify) \_\_\_\_\_
  4. How many days and nights did you stay at this lodging facility?  
Days \_\_\_\_\_ Nights \_\_\_\_\_
  5. How much did you pay for your room?  
Per day \_\_\_\_\_ levas      Per night \_\_\_\_\_ levas      Total \_\_\_\_\_ levas
  6. Did you take meals at your lodging place?  
 Yes       No       Sometimes       Only Breakfast
  7. What was the total cost of your meals? \_\_\_\_\_ levas
  8. What did you like most about staying at this lodging facility?  
\_\_\_\_\_  
\_\_\_\_\_
  9. What did you NOT like about staying at this lodging facility?  
\_\_\_\_\_  
\_\_\_\_\_
- For classification purposes, your answers to the following questions will be very much appreciated.*
10. Gender  
 Male       Female
  11. Age  
 less than 25       26-35       36-45       46-55       over 65
- Thanks for your cooperation**
- Date \_\_\_\_\_

**APPENDIX 21 – BASELINE ECONOMIC INDICATOR DATA PILOT FOR SAMOKOV**

**Baseline Economic Indicator Data Pilot for Samokov**

<b>Hotel</b>	<i>Occupancy Rate</i>	<i>Full Time Employees</i>	<i>Part Time Employees</i>	<i>Average Salary</i>	<i>Training</i>
1	30%	8 people incl. 5 of the family	-	170.00 lv.	Only 2 persons have graduated High School of Tourism & Catering
2	50 – 60%	9 people incl. 3 of the family	-	240.00 lv.	All the staff is qualified
3	30%	4 people (family business)	-	150.00 lv.	Only one person has High School of Tourism & Catering
4	50%	10 people	-	100.00 lv.	All are qualified by taking special courses
5	10%	2 people (family business)	-	100.00 lv.	No special qualifications in Tourism
6	-	3 people	-	-	Only special courses
7	40%	3 people (family business)	-	240.00 lv.	No special qualifications in Tourism
8	40%	3 people	-	240.00 lv.	No special qualifications in Tourism

<b>Restaur- ant</b>	<i>Occupancy Rate</i>	<i>Full Time Employees</i>	<i>Part Time Employees</i>	<i>Average Salary</i>	<i>Training</i>
1	-	15 people	-	90.00 lv.	All the staff is qualified
2	-	5 people	-	150.00 lv.	All the staff is qualified
3	-	3 people	-	-	High School of Tourism & Catering
4	-	2people	1 person	150.00 lv.	High School of Tourism & Catering
5	40%	3 people	-	150.00 lv.	High School of Tourism & Catering
6	-	9 people	-	150.00 lv.	High School of Tourism & Catering
7	50%	12 people	-	180.00 lv.	Only special courses

<b>Craftsman</b>	<i>Occupancy Rate</i>	<i>Full Time Employees</i>	<i>Part Time Employees</i>	<i>Average Salary</i>	<i>Training</i>
1	-	1 person	-	-	-
2	-	1 person	-	70.00 lv.	No special qualifications
3	-	1 person	1 person	180.00 lv.	No special qualifications
4	30-40%	1 person	-	150.00 lv.	No special qualifications

5	-	2 persons	-	130.00 lv.	No special qualifications
6	-	-	1 person	100.00 lv.	Woodcarving education
7	-	-	1 person	60.00 lv.	Woodcarving education
8	-	-	1 person	80.00 lv.	-
9	-	1 person	-	160.00 lv.	-
10	-	1 person	-	70.00 lv.	-
11	-	1 person	-	170.00 lv.	High School In Arts
12	-	1 person	1 person	130.00 lv.	-
13	-	1 person	-	120.00 lv.	-
14	-	1 person	-	90.00 lv.	-
15	-	1 person	-	80.00 lv.	-

<b>Mountain Guiders</b>	<i>Occupancy Rate</i>	<i>Full Time Employees</i>	<i>Part Time Employees</i>	<i>Average Salary</i>	<i>Training</i>
1	-	1 person	-	300.00 lv.	School Center "Malyovica"
2	-	1 person	-	260.00 lv.	National Sports Academy
3	-	6 people	-	250.00 lv.	National Sports Academy
4	-	2 people	-	400.00 lv.	National Sports Academy
5	-	5 people	-	350.00 lv.	National Sports Academy
6	-	4 people	-	300.00 lv.	National Sports Academy

<b>Transportation Firm</b>	<i>Occupancy Rate</i>	<i>Full Time Employees</i>	<i>Part Time Employees</i>	<i>Average Salary</i>	<i>Training</i>
1	-	5 people	-	300.00 lv.	-
2	-	1 person	-	300.00 lv.	-
3	-	6 people	-	250.00 lv.	-
4	-	8 people	-	230.00 lv.	-

<b>Family House</b>	<i>Occupancy Rate</i>	<i>Full Time Employees</i>	<i>Part Time Employees</i>	<i>Average Salary</i>	<i>Training</i>
1	10%	2 people (family business)	-	100.00 lv.	-
2	-	3 people	-	-	BATO

## **APPENDIX 22 – ECONOMIC ARGUMENT FOR SUSTAINABLE TOURISM**



## Economic Argument for Sustainable Tourism

As the world became more aware of the damage man causes to the earth, everything man does went under scrutiny, including lifestyles, career choices, international development and, of course, tourism. Sustainable tourism, ecotourism, green tourism...these are all buzzwords that have made it into the everyday vernacular of almost all developed and developing country in the world. Experts have praised, scorned, dismissed and promoted this “new” type of alternative tourism, which has been charged with everything from saving the world to destroying it. As an economic development tool, sustainable tourism has been hailed as the “save all” of the developing world. At the same time, it has been analyzed, criticized and dismissed as a viable solution the seemingly endless discussion of economic independence.

Honestly, it would be nice to say that sustainable tourism is always good, but its not. Unfortunately, the answer to both of the above questions can be yes, but it doesn't have to be. With proper planning, development and regulation, sustainable tourism can be integrated into a strong development program that not only ensures economic security but also conserves natural and cultural resources on a national, regional or local level.

Very few deny the economic potential tourism can have as an important factor in revenue generation and economic development for any group, be it a national government or a local community. This is especially true in developing countries. Tourism is one of the largest and fastest growing industries in the world, worth 6% of world Gross National Product (GNP).

### *Fast Facts About Tourism Worldwide*

- 1996 – Tourism generated 593 million arrivals (up 5%)
- 1996 – Tourism generated US\$423 billion (excluding airfare)
- 1998 – Tourism is expected to employ 262 million people or 10.5% of the workforce
- By 2007 – one new job every 2.4 seconds will be created by tourism (383 million total)

Fortunately, not all tourism has to be “bad”. Traditionally, tourism development has been guided by the notion that “more is better”. “Mass” tourism attempts to bring as many tourists into an area as possible, often exploiting its cultural and environmental resources beyond reparation. Without establishing real limits on where, when and how to develop tourism, this industry can be as destructive as any other. But it doesn't have to be. Mass tourism isn't the only answer.

In the two last decades, alternative forms of tourism have emerged, including adventure tourism, cultural tourism and ecotourism. The latter, which is defined as “responsible travel to natural areas that conserves the environment and sustains the livelihood of local people”, is a “new” solution to the age-old dilemma of balancing economic development with environmental protection. While ecotourism in its “purest” form is usually confined to small scale tourism ventures, sustainable tourism, into which many forms of alternative tourism fall, emphasizes travel that is managed so that negative impacts are minimized while economic and social benefits are maximized. Sustainable tourism, which accounts for 20% of total international<sup>1</sup> travel, seeks to improve upon mass tourism in terms of quality of development. If implemented well, benefits will be more equally distributed, “leakages” will be minimized, environmental impacts lessened and quality of life enhanced for local populations. It is important that those involved in tourism development look at the big picture. While large-scale tourism such as golf courses or ski slopes may provide a substantial short-term

economic benefit, sustainable projects will provide more direct income to local residents with lower leakages. At the same time traditional cultures, local traditions and natural resources are preserved.

### **Quick Sustainable Tourism Facts<sup>2</sup>**

- 7% (8 million) US travelers have taken at least one ecotrip
- 43 million US travelers intended on taking an ecotrip between 1992-1995
- Bird watchers – 80 million Americans interested – account for \$14 billion on equipment, travel and related expenses<sup>3</sup>.
- Skin and scuba diving – 3 million divers in the US, increasing 16 percent annually – 500 thousand new divers certified annually. 98.5 percent of divers have a valid passport and 66.2 percent of divers travel outside of the US on diving trips
- In 1994, 77% of North American tourists had taken a vacation involving activities related to nature, outdoor adventure or learning about another culture in the wilderness or countryside
- In 1996, 66% of the 781,000 tourism arrivals to Costa Rica visited a natural protected area
- In Honduras, the number of nature-loving visitors grew nearly 15% to 200,000 in 1995
- According to the KWS, 80% of Kenya's tourist market is drawn by wildlife.
- Kenya's tourism industry accounts for one-third of the country's foreign exchange earnings.

### **How do we make it work?**

Sustainable tourism projects are like any other business venture in that it can be done well or not so well. Case studies have shown that local populations must play an intricate role in planning, managing and maintaining a sustainable tourism project in order for it to both aid development and further conservation. If a community does not directly participate and benefit from a tourism project, it is almost certain to encounter serious problems, such as host aggression to visitors. With this said, in order for sustainable tourism to be adopted and effective as a development tool, it is also key that the project satisfy the economic priorities and interests of national and regional policy makers. After all, it is decision makers who have the ultimate power to choose whether to maintain policies that might conflict with the objectives of sustainable tourism, facilitate sustainable tourism, plan for and regulate it to maximize effectiveness or integrate it into a broader economic policy. In simple terms, leaders and communities must be willing to work together or the project will inevitably fail.

### **Who is Traveling “Eco”?**

We've seen that overall tourism is growing at an unparalleled rate. If one were to split tourism types into groups and race them against each other, sustainable tourism would win by a mile. The number of tourists that opt for a natural or “eco” experience on their vacation is growing like never before and will continue to do so. According to the WTO, ecotourism alone was worth over US\$20 billion a year to the global economy in 1996. It is estimated that while tourism will continue to grow at about 5% annually, nature based tourism has the potential to grow anywhere from 10-30% a year. Culture-based and adventure tourism follow at about 10-15% growth each year. In Nepal, the number of foreign trekkers visiting this country increased by 255% from the last decade to this one<sup>4</sup>.

There is no doubt that these types of alternative tourism will continue to grow. The challenge is to develop destinations in a sustainable manner that responds to the social, environmental and economic needs of a community.

Year	Total International Tourists		Nature Tourists*		Wildlife Related Tourists**	
	Arrivals (millions)	Expenditures (In US\$ billions)	Arrivals (millions)	Expenditures (In US\$ billions)	Arrivals (millions)	Expenditures (In US\$ billions)
1988	393	388	157-236	93-223	79-157	47-155
1994	528.4	416	211-317	166-250	106-211	83-166

\*Nature tourists are defined here as tourists visiting a destination to experience and enjoy nature

\*\*Wildlife-related tourists are defined as tourists visiting a destination to observe wildlife.

Source: The Ecotourism Society. "TES Fact Sheet" Bennington, VT. 1998

### Multiplier Effect

If we were only looking at economic gain, most types of tourism would be attractive to a destination. Tourism is considered an export to the receiving country as tourists travel to the destination and spend money they've brought from their origin country. These incoming funds account for wealth the destination might not otherwise have received. For each dollar spent a portion of it will go to a local business, which will enable the business greater economic power for purchases and investments. If properly planned this process, known as the multiplier effect, will continue to sprinkle down throughout the community.

### Tax Generator

As a generator of government revenue, tourism is strong. In the above table, we see that the government received revenue from the US\$211 million in sales and the additional US\$41 million in household income. These tourism expenditures also have a strong multiplier effect.

### Will it bring jobs into our neighborhood?

It is often believed that more tourism brings more jobs. While this is likely to be true, often the jobs created by mass tourism are low paying, unskilled positions or they are filled by workers brought in from outside of the community.

Sustainable tourism employment differs in that it not only improves the financial well being of a community, but it will also provide economic incentives and political support for natural resource conservation. Residents located near a protected area may find employment as tour guides, park guards, lodge-owners, handicraft makers, maintenance personnel and vendors.

As a result of creating more jobs locally, tourism lessens urban migration. If young people are able to find jobs in their local community, they are less likely to travel to large cities to find employment. Of course, less urban migration means stronger economic and social ties to a community and less need for government services in big cities.

### What else does it do?

While the increased income and employment are two very important benefits of sustainable tourism, they are by no means the only ones. The following are just some of the benefits that sustainable tourism development can bring to a country, region or community.

- Enterprise development – New types of businesses within a community

- Increased Foreign Exchange
- Diversification of Economy
- Lessened host-guest irritation

### **What are the Drawbacks to Sustainable Tourism?**

It would be unrealistic to believe that sustainable tourism is the “save-all” of every community. Like any other development, there are costs involved. The most tragic effect of any type of tourism is social disruption and negative environmental impact. While the danger of this occurring is much greater with mass tourism, without careful planning and regulation, sustainable tourism can also negatively impact a community.

Seasonality and dependence on external economic and natural forces also greatly effect tourism demand. However, while seasonality is often unavoidable, its effect on sustainable tourism can be lessened by the development of “off-season” activities. Costa Rica has been extremely successful in turning their rainy season into the highly successful “green season”. Now tourists that would have stayed away do to the high rains, travel to see the beautiful flora and fauna that the rains bring. Additionally, while no one can avoid natural disasters, man-made crisis such as economic decline, are not felt as sharply within the realm of sustainable tourism. According to *The Economist*, during a moderate recession people are more likely to travel more often for shorter periods of time. This puts those destinations that are nearest to their markets at a strong advantage. Of course, during a serious economic crisis, tourism receipts have been shown to decline but with less fluctuation than other industries such as manufacturing.

In addition to those impacts mentioned, tourism in general can also lead to extended colonization of an area by increasing and improving infrastructure such as sewage systems, water treatment and transportation.

Inflation of local commodities and land prices are another results of any type of tourism. However, inflated land costs near protected area increases the value of land with preserved natural resources relative to land whose timber has been sold in a concession. For example, the value of wild-lands used for tourism in Kenya is \$40 per acre, while farmland in the same country is only worth \$0.40 per acre.

The good news is that through the integrated planning process of proper sustainable tourism development, impacts will be fewer and less permanent than mass tourism or other resource-exploitative development.

### **What about the Social Impacts of Sustainable Tourism?**

Its been said that “money runs the world”. This is probably true in most cases but money isn’t everything. While sustainable tourism is a smart choice for economic reasons, it is also socially and environmentally smart, too.

By developing a tourism product that incorporates the local community, their heritage and traditions, tourism fosters community pride and cultural recognition. Traditions that may have been long forgotten by younger generations are now in high demand. “Ecotourists” expect to see the “real thing”. A large portion of ecotourism is interaction between people and cultures. Trends are shying away from the “man-made” and moving towards authenticity. By

developing this type of tourism, communities are ensuring that younger generations will have an interest in their native traditions and pride in their culture.

### **And the Environment?**

If the world were a perfect place and development wasn't an issue than we wouldn't need sustainable tourism or any type of sustainable development. We could just leave everything alone and let nature be nature. But the world isn't perfect and there are a lot of people fighting for a few resources. If the choice were to develop even the best ecotourism destination or leave an area undeveloped, there are few that would argue to develop. However, this isn't the case anymore. Eco, nature or sustainable tourism all allow a strong economic alternative to resource depletion. Sustainable tourism is unique in that without the environment it cannot exist. It is impossible to separate tourism from the natural resources it utilizes. In other words, sustainable tourism in order to be successful, must protect the environment and the local culture because they are the "product" and in business, without the product, you have nothing.

### **To sum it all up**

In the last century alone, the earth has experienced more change than it has since its creation. Unfortunately, a majority of this change has had negative effects on the environment. However, one of man's greatest abilities is to learn from our mistakes. It is time to begin that process.

Sustainable tourism isn't just about "hugging trees" or "saving the rainforests". We realize that it isn't enough to just want to save the world, you have to be able to save it and pay for. In the global economy, no one is advocating environmentally sustainable practices because it's a "nice" idea. Those days are over. Sustainable development, including tourism, makes economic sense. Of course, being environmentally and socially friendly only adds to its attractiveness.

The world is shrinking. Competition is fierce. Resources are growing scarce. As we move forward into the next millennium, it would be foolish to believe that the earth can continue to be exploited in the destructive manner of this century. We must continue developing in a way that will not only meet our own current needs but also enable future generations to meet theirs. Sustainable development must be an integral part of the earth's future. Sustainable tourism can play an important role in this future.

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<sup>1</sup> World Tourism Organization. "WTO News" Jan/Feb 1998 Issue 1

<sup>2</sup> The Ecotourism Society. "TES Fact Sheet Collection" Bennington, VT 1998

<sup>3</sup> Hawkins

<sup>4</sup> *ibid*