



GUIDE IT YOURSELF

Manual for tourist guides



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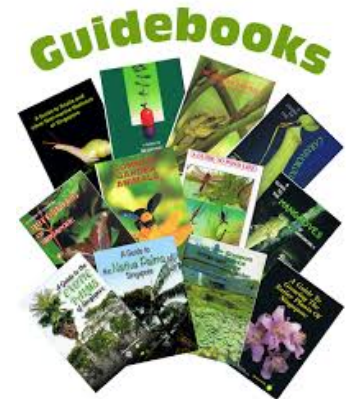
GUIDE IT YOURSELF

*A manual
for everyone who wishes to develop
a tourist trail
and offer services as a
tourist guide*

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INTRODUCTION



Respected,

You have in front of you the tool that will help you open the gate to the job of your dreams. Your place of residence and the region you are in, can be your biggest resource - in an easy and sustainable way. The only thing you need is the will to work and the readiness to look at things from a different angle, and these 40 pages contain everything you need to know to accomplish these things:

- Your place of residence to be placed on the touristic map;
- Creation of a touristic product based on the riches of your surroundings;
- Working for yourself - dictate your own pace of work and your earnings;
- Have a dynamic workplace, communication and travel;
- Offer of unique tourist routes and exactly to the right customers.

This dynamic guidebook will help you define a tourist trail, decide on a segment from the market and define a target group, create a unique product and offer it through the most up-to-date and immediate sales channels to your selected clients. If you are motivated by the thought of being among the first visionaries in the region, which have recognized the opportunities of alternative tourism, this manual will become your most useful tool.

Besides the simplified theory and intuitive systematization of the contents, this manual will contain three very practical elements: links, examples and exercises.



18 links to selected contents recommended by the authors, which will be of use to each professional, for obtaining thorough information, as well as for upgrading of their own knowledge and skills.

6 exercises for direction to individual answers which you will need as a base for all further work.



4 dilemmas that may arise during the process of implementation solved through the examples of the brand ambassador of the guidebook: Aleksandar from the Southern Balkans.

1. Tourism, alternative tourism

"Tourism comprises the activities of people that travel and stay in places outside of their usual environment, for not more than one consecutive year, for pleasure, business and other purposes." - [definition according to WTOⁱ](#) (World Tourism Organisation).

In simpler terms, we can speak of tourism, any time a person leaves his/her current place of residence – for pleasure, for learning or even for business. Children going out of school and visiting the nearby forest to learn about coniferous trees, are practicing educational tourism. At the same time, employees sent on a business trip by their employer, become immediately business tourists. And people traveling to the next big city or the neighboring country, simply to purchase a better or a cheaper product are no other than tourists going on a shopping tour.

Alternative tourism has been introduced as a term to distinguish from mass tourism, which was so popular in the not-so-distant past. Mass tourism was the trademark of socialist times in Bulgaria and Yugoslavia, where people were taking vacations in a most organized manner, no matter if it is a sea or mountain holiday at the holiday building owned by the factory or administration they were working at, or a 5-day cultural excursion around some renowned landmarks by a large bus of 50. Alternative tourism was meant to offer a change to that pattern and turn the visitor from a simple room number in a nameless huge hotel, into a person with identity and specific needs.

Sustainable tourism is a "Tourism that takes fully into account the current and future economic, social and environmental impact, meeting the needs of the visitors, industry, environment and host communities". - [definition according to WTO](#)ⁱⁱ

Said in simple terms, sustainable tourism is the one that does not destroy its own resources along the way, and that puts the generated benefits in the hands of the local communities. For example, tourism which is supposed to sell 'sea and sand' but builds enormous hotels right over the same sand cannot be considered sustainable.

Alternative tourism is often taken for sustainable by default which is not exactly true. Mass forms of tourism such as the 'sea and sand' can actually develop in a sustainable way if facilities do not destroy the 'sea and sand' themselves but rather blend into local landscape and allow local people to benefit from it. At the same time, an alternative form of tourism such as eco-tourism could be quite unsustainable if it takes large groups of people to sensitive nesting places of some birds in the mountain during the reproduction period, thus chasing the birds away.

According to ATTA ([Adventure Travel Trade Association](#))ⁱⁱⁱ the state of the industry in 2017 focuses on: eco-tourism, cultural tours, environmentally sustainable tourism products, hiking/walking and culinary art. Also popular for some regions are the biking activities.

A total of 67 percent of the travel costs is estimated to remain in the local region.

Categories of travel that gain much more interest from customers include "short trips", "long stays abroad", "programs by order" and "family-multigenerational trips".

Tour operators estimate that the clients who travel organized by travel companies spend around \$142 per person on local handicrafts and souvenirs.

Regarding the demographic of adventure travelers the largest group (40%) is between the ages 50 to 70. The average age of the adventure traveler is 47 years of age. - extracts from the

Во однос на демографијата на авантуристички патници, најголемата група (40%) се на возраст меѓу 50 и 70 години а просечната возраст на авантуристичкиот патник е 47 години. – извадоци од [ATTA research conducted in 2017](#).^{iv}

The European Parliament has stated that the number of tourists visiting Europe is likely to double by 2025, reaching a billion and opening over 5 million new jobs. It is expected to account for about 10% of the GDP of the Old Continent.

8.2 million international tourists have visited Bulgaria in 2016, which is a growth of about 17%, forming income of 3.2 billion Euro. Every second visitor has originated from an EC country, the traditional markets being UK, Germany, France but also our neighbours from Greece, Romania and Macedonia. About 12% of all employed people in the country work in the sector of tourism or related fields. According to WTO - World Tourism Organisation, the tourism sector has formed a GDP (gross domestic product) of over 11.6 Billion BGN, which equals 13% of the country's indicator.

The Ministry of Tourism has stated that Bulgarians spend their holidays mostly in the country, the percentage of those traveling abroad being between 6 and 7%. The National Statistical Institute of Bulgaria reports that the average spending of Bulgarians for travels within Bulgaria was 176.70 BGN in 2016, of which 40% were spent on food, 25% - on accommodation, and 25% - on transport. This leaves a poor 10% spent for complementary services which reflects the very low supply of such in the country.

Macedonia in 2016 was visited by more than 500.000 visitors, generating income of 4.5 billion MKD.

Dilemma 1

It is now time to introduce you all to Alexander / Sasho, a curious man living in a small village in the Southern Balkans, a person who loves his homeplace and the beauty of his region.

He doesn't like these kinds of definitions and descriptions that do not have much applicability in everyday life. Alexander would like to quit the boring office job for which he must travel to the neighboring city each day, but his only alternative is the agricultural activities that his family deals with.

Since he consider himself as friendly and open person, and to work with people from outside his region, seems like a challenge he is willing to take, Alexander agrees to take on a business experiment with our help, which will serve as an example for this manual.

2. Who and what is a tour guide?



A tour guide is a person authorized by the national authorities, who guides the visitors through a certain location or region, while explaining the main attractions, points of interest for the cultural and natural heritage and answers questions from visitors for the areas he or she is qualified in.

A tour guide is a person responsible for a well guided tour, after which the visitors are left impressed with what they saw, satisfied from the atmosphere on the tour, and have a deeper knowledge for the culture, history and specifics of the visited places, the natural treasures and especially the local way of life.

A tour guide according to the [law that regulates this activity in the Republic of Macedonia](#)^v is a person which presents to the domestic and foreign tourists the natural and anthropogenic tourist attractions; the history of the country and the cultural and historical monuments; works of art; ethnographic and other attractions; historical events, legends and personalities in connection with those events; the social structure of the country; a person that has great communication skills and general knowledge from the field of tourism and psychology of tourism; and speaks the language used by the foreign tourists.

According to Article 40 of the same law, the tour guide must meet the following criteria: to be a citizen of the Republic of Macedonia and have residence on the territory of Macedonia. The tour guide must have at least secondary vocational training and has passed a vocational exam for tour guide.

Relevant bodies and institutions in regard to the courses for vocational exam for tour guide:

УТМС	Универзитет за Туризам и Менаџмент Скопје ^{vi} (University of tourism and management)
УКЛО	Универзитет Климент Охридски - Охрид ^{vii} (University St. Kliment Ohridski – Ohrid)
УГД	Универзитет Гоце Делчев - Штип ^{viii} (University Goce Delcev Shtip)
ЗТВМ	Здружение на Туристички водичи на Македонија ^{ix} (Association of Travel Guides of Macedonia)
ФПСМ	Федерација на Планинарски спортови на Македонија ^x (Federation of Mountain Sports of Macedonia)

The Bulgarian Tourism Act in force requires official competence and listing in the National Tourism Register for the following professions: “(Excursion) Guide”, “Mountain Guide” and “Ski Instructor”. The required ‘official competence’ is determined through special regulations by the Ministry of Tourism, together with the Ministry of Education and Science and Ministry of Youth and Sports. By the definition of the same Act, an “(Excursion) Guide” is a person who, during the tourist programme, introduces the tourists to the natural and geographic specifics, social and economic development and the cultural heritage of the country. The “Mountain Guide” is a person who guides and accompanies tourists in a mountainous and natural environment, taking care of their safety during the accomplishment of the corresponding trail and gives information about the natural and geographic specifics and landmarks around.

The necessary regulations can be found at:

<http://www.tourism.government.bg/bg/kategorii/naredbi>^{xi}

3. What constitutes the tourist product?

The tourist product, in a broadest sense of the term, is constituted by all services and products that are needed by the visiting tourist. The theory divides the product into hard and soft elements (according to [Hunziker](#)^{xii} and Krapf), or to basic, expanded and complementary (according to [Kotler](#)^{xiii}). “In any case, the touristic product is a set of products and services that the tourist needs during the travel, and so, some of the basic and tangible (hard) are the accommodation, transport, food, and the complementary (soft) are the touristic story, experience, visit with a tour guide etc.”^{xiv} The tourist trail is among the complementary products/services that adds value and quality during the tourist trip.

4. What is a tourist trail?

A tourist trail is a virtual term - it does not necessarily refer to an actual, physically present trail or path. The tourist trail is a route by which the tourists are guided through a thematic unit. It can be composed of thematically similar or complementary elements: visit to cultural, historical or natural sights, museums or similar facilities, spots that offer entertainment or interactive content, places where physiological needs can be met.

For example, the tourist trail for Skopje is mostly determined. The tour starts at Skopje's Kale Fortress, with visits to the Mustafa Pashin Mosque and the Church St. Spas, some of the hans and hammams in the old bazaar are visited, after the visits of the museums the Stone Bridge is crossed and through the Macedonia Square and the landmarks of Skopje 2014 it finishes at the Memorial House of Mother Teresa or in front of the old Railway station. But the tourist trail in Skopje which includes stay in nature inevitably has to be expanded with locations like Vodno, Matka or Skopska Crna Gora.

Another such example could be given with Blagoevgrad Town in Southwest Bulgaria. Tours could start with the old Varosha Quarter showing typical architecture from the so-called National Revival Period (or Bulgarian Renaissance, 18th-19th c.); continue with the "old urban" houses from the early 20th c. in the heart of the town, and finish at the area of mastodon socialist public buildings such as the Municipality, the Post Office, the Theatre, the American University in Bulgaria, etc.

The destinations that do not have a formed tourist trail are more challenging, but also give full freedom to the tour guide to define the program and path for guiding the tourists. There are various classifications and definitions about the types of trails that exist; the most popular make a distinction between short (up to 4 hours) and long trails; between one-way and circular trails; between themed and non-themed trails. Needless to say, modern tourism which wants to sell quality services and fun to visitors should focus on themed trails and routes that are suitable for larger segments of the tourism market.

When creating the tourist trail it is important to understand and take into consideration several segments:

- Theme
- Adequacy or target group suitability
- Connection of the program
- Use of potential
- STORY

The theme must be defined. The more precisely defined - the better quality of the product. It can encompass one, two or more themes or subjects, but it must not include all the activities that can be offered at a destination, as much as it may seem little or not enough.

Adequacy (or suitability for the target group) means that the theme of the trail and the activities it includes suit the interests of the group it is offered to. For example, a Facebook Selfie Challenge on locations on the trail is suitable for a group of teenagers, while meditation in nature is not suitable for families with small children.

Connection of the program refers to the literal physical connection, because getting from point A to point B and C of the program, determines the duration and price of the product. It has to be well planned: what are the basic transportation means, what are the alternatives, how can they be provided and at what cost.

Use of potential is a two-edged sword during the planning of the tour. With undeveloped destinations, it may seem that there are very few attractions and that the trail would need to encompass all of them in order to be complete, which will result in a non-themed trail that would not be suitable for anyone.

The STORY is the essence of the trail in every way. The story provides the theme of the trail, makes it interesting and sells the trail to the potential users. The story must be based on the local resources and activities.

In a global context, the modern tourism and especially the products centred on rich natural and/or cultural diversity has been using the methodology of heritage interpretation for quite some time now, in order to create memorable and sellable offers. Heritage interpretation is a special form of communication which was first introduced to formal education in order to raise its quality and efficiency. Since people love to learn new things, especially when they are not obliged to do that, it was soon discovered that the same methodology did wonders for tourism development.

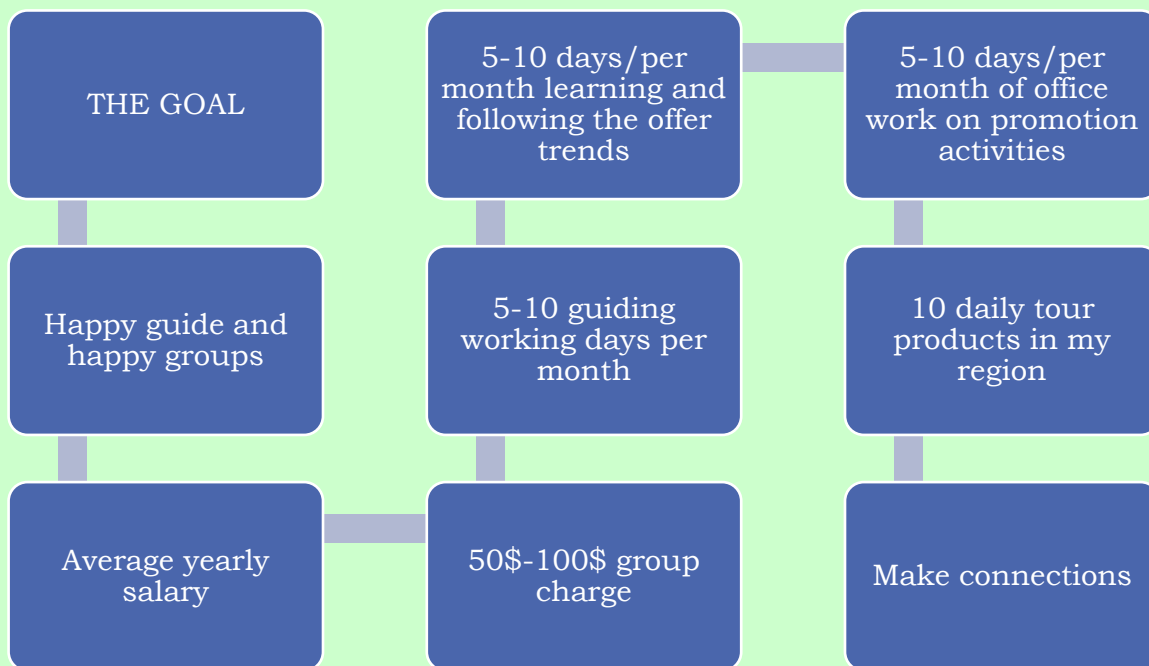
Heritage interpretation methodology translates information which is complex and full of facts into a language that is understandable and meaningful to the public. It may be described by the following features:

- Heritage interpretation is fun. It requires a non-formal environment where relations in the group are more like between friends than between service - provider and service - recipient without. Visitors are supposed to feel at ease and enjoy themselves. Humour is an obligatory element of the service.
- What distinguishes heritage interpretation from general animation which is also mostly about fun, is the fact that visitors always learn something new. New knowledge and sometimes skills are usually related to heritage – natural, cultural or both – but delivered in a way that the visitor does not even realize s/he is actually learning something. Very often heritage interpretation is more about creating attitudes than simply transferring a volume of information. For example, it is very often difficult to the point of impossibility to explain to non-specialists why it is so important not to disturb a certain bird during its nesting season. But if we succeed to make the same people like the bird, they will be reluctant to disturb it themselves. That is why it is often said that heritage interpretation sells messages more than anything else.
- The visitor is always a participant, not only a spectator or a mere receiver of data. There is a large set of instruments that heritage interpretation uses in order to transform factual information into something the visitor will understand, relate to, and remember; the same instruments usually involve the audience into various activities which are, of course, specific for every different target group.

5. Marketing approach towards creation of the trail

EXERCISE 1

Start with the imaginary end - is one of the seven habits by which super successful people differ from the average ones according to the author Stephen Covey ([THE SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE](#))^{xv}. To achieve what we desire we should envision what it looks like and be able to pinpoint the details.



Give yourself 15 minutes in a quiet environment without distractions and fantasize about how one of your work days will look like in 3 years from now. Skip all the uncertainties and pressures, you are already registered, have been advertised and guiding groups is a part of your everyday life.

Pay attention to how the people you are guiding look like, what they are looking at, what are their expressions. When you can envision the situation vivid enough, imagine some of them asking you “how often do you guide groups here?”, “Do you make good living from this job?”... and answer their questions.

The beauty, and at the same time the challenge, in creating product invention and creating your own work position, is that there are no boundaries of what might be. Set yourself free from your individual perceptions and eventual limits set by community and surrounding. Envision boldly!

Dilemma 2

Alexander's dilemma about competition and pricing:

When Alexander found out from the website of the National Association of Tour Guides, that the net price for a tour lasting a couple of hours is around 50 euros he thought to himself "I will never be able to do this, who will pay me 50 euros to guide him through my village to the neighboring one?!?". It is a fact that each of us starts off by himself when he imagines the client and unconsciously attributes its own values and preferences to the client. For that reason Alexander must pose these questions in the following order:

- Would I or my friends pay as much for this service? NO.
- Am I offering this service to my friends? No
- Who am I offering this service to? To foreigners which when travelling anywhere in the world, always hire a local guide at the proposed price.
- Who is my competition? Mitko from the nearby village also participates in this program and he will be a guide in the region.
- Who is my real competition? My client regularly receives offers from Italy, Nepal, Chile, Mexico, India, Albania, Slovenia.

Another very important thing for a guide is to be up to date with the trends, have a spy-eye for competition and NEVER STOP LEARNING. If you believe you know all you need to know for the job, the truth is most probably – you are probably not good for this job. Even when you are skeptical do not limit yourself to the knowledge you have, but always keep an open mind and strive for more knowledge. Learning through working gives you space for constant improving, but also is the road to success because of another reason: when you learn you can accept your mistakes and learn from them.

Dilemma 3

Alexander's first online course:

Alexander enrolled in a free online marketing and sales course from a renowned American University (<https://www.coursera.org/>^{xvi} – <https://www.coursera.org/learn/sales-strategies>^{xvii}) even though he already was familiar with everything, these kinds of courses have to say about the product, cost, and SWOT (strengths, weaknesses, opportunities, and threats) analysis. In one of the first lessons the professor insisted that the students choose the narrowest possible target group - which country do their clients come from, which city, what age are they and what profession. "This has nothing to do with my product" - thought Alexander, "my tourist trail is a product which will be available for people from all over the world, age 7 to 77!", but then heard the explanation from the professor:

„For a more clear explanation, let's imagine that my business is a fruit stall. Because I am just starting out, my stall is empty. My main product is apples. I am putting the apples on the stand and wait for buyers, but since nobody has heard of me yet, nobody approaches the stall. An older man approaches, says that he would gladly buy from the apples but since he has a problem with his teeth and cannot chew, he needs a blender for that purpose. I run to the closest market, I buy a blender and sell the blender together with one kilogram of apples to the old man.

This is business! - I say to myself. A pregnant lady approaches, says that she likes apples a lot, but she has a craving for pickles at the moment. I go to the supermarket, I buy some pickles and I sell it to her. A school kid is running towards me and asks if we sell notebooks since he forgot his own at home and is afraid they will expel him from the class. I run home, find a notebook and run back to give it to him. He is unsatisfied since he needed a notebook with lines inside and not one with grid. I hear from the neighbouring sellers that in the meantime a few buyers came to my stall but there was no one to offer service and they left. At the end of the day, I have run around 10 kilometers and sold only one kilogram of apples. The following day I bought all those things in advance and put them on my stall. All the passers-by were confused by my stall and no one stopped to buy something. At the end of the day a joker told me - No offence boy, but I would never buy a blender from someone that sells apples, nor apples from someone that sells a blender.

Alexander was inspired by that, he visited a travel agency in the neighbouring city and asked the employees which are the cheapest and most frequent flights to the closest airport to his region. - Wizz Air has a flight from Munich to Skopje/Sofia three times a week. Great, my clients will be from Germany, from Munich! - decided Alexander, thinking about how to further narrow down the target group by other parameters such as age, sex, profession or hobby.

6. DEVELOP YOUR TRAIL IN THREE SIMPLE STEPS

6.1. Step 1: Define the tourist trail

This starts with an inventory of the region of your interest. The inventory should use all accessible information sources which naturally nowadays starts with Google but it may also cover published information and advertisement materials, and especially local historical reviews or analyses of biodiversity of the area. Information search could also involve meetings with local institutions and people who might help, e.g. museum, Non-Governmental Organisations, local historians, or even the grandma of your friend. The point is, in the way you might search Google, your customers can too, and they would not travel 100s of kilometers to hear things they have or could have read themselves. So discovering the right story for your trail depends very much on how serious you are with your inventory.

The inventory must cover both the natural and the cultural/historical resources of the region, for example:

a) Natural resources:

- Landscape: mountains, hills, valleys, plateaus, highlands, gorges, cirques, caves, rock formations especially such related to legends and tales, etc.;
- Waters: rivers, lakes, dams, mineral or Karst springs, waterfalls, wells, etc.;
- Flora: general features of local plant life, especially rare and endemic species, protected species; with special accent on the so-called ‘charismatic plants’ – the ones that are more likeable to the general public than others;

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- Fauna: same as above; the charismatic species here are of utmost importance, as well as the ones that are most likely to be found on the trail (a lynx is very likeable but is unlikely to ever show off to tourists);
 - Protected territories
 - Existing nature trails
 - Existing natural attractions, e.g. the Dancing Bears Park at Andrianov Chark locality near Belitsa in Bulgaria, or Adrenaline Park in Pehcevo.

b) Cultural and historical resources:

- Archaeological sites: ancient settlements, fortresses, necropolises, monuments, etc.;
- Religious sites: churches and monasteries, mosques, other sanctuaries;
- Architectural sites: samples of various styles and periods;
- Folklore: specific features of local songs and dances, including also musical instruments, customs and rituals, tales and legends, etc.;
- Ethnography: traditional textiles and costumes specific for the region; traditional everyday practices and mode of life; traditional crafts;
- Modern arts;
- Calendar of events;
- Museums, galleries and other displays;
- Existing cultural and historical trails;
- Existing cultural and historical attractions e.g. Gradishte Landscape Park near village of Dolno Dryanovo, Garmen Municipality in Bulgaria; ancient ruins in Morodvis locality, MK.

For each resource, at least the following information should be collected:

- Location (preferable with GPS coordinates);
- Access (by what transport / on foot and from which starting point, including time needed to reach the destination);
- General description and special points of interest (selling points);
- Management, if applicable: contact person/s, opening times if any, pricing.

Once you know what your region has to offer, it is time you to focus your attention on what you would like to do with this potential.

A first consideration should be what *you* like and what you are interested in. **The best guides are those who have a genuine interest and even love for what they present to tourists, and enthusiasm is always contagious.**

A second point of consideration, should be ‘what is the actual possibility to combine various resources under one theme’. Usually the limits to what can be achieved with the available material are the limits of your imagination. However, the selection of a theme does present a challenge, especially for non-experienced guides. How, for instance, could we combine a 200-centuries old church and a sample of modern architecture; or an old tree and a dairy farm? Some hints are given below:

- Start with simple and easy combinations which are somehow obvious and do not present a challenge in organizing;
- Do not go for general themes such as “The Historical Landmarks of ... Region”. It is true such a theme is easily manageable as it can encompass a lot but it is also very un-interesting;

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- Also, try to avoid too narrow themes that could only interest a few people such as “Granite Formations in the ... Landscape”. A really good guide would be capable of developing even such themes into a wonderful and sellable product but it takes time and practice to become such a guide;
 - Do not be worried if your chosen theme seems trivial to you, like “The Orthodox Tradition in the Churches from the mid-19th Century in ... Region”. You can add a truly intriguing contents to that theme and make it a memorable trail for your customers.

The third consideration when selecting a trail should be related to purely practical issues such as the access to the starting point or to any of the sites included, difficulty of the terrain, availability of water and shade, etc. Hints:

- Decide on what type of trail you are going for this time – Are you going to move by car, by bicycle, on foot? How long would you like it to be and what season you want to start in?
- Review possible routes/tracks and make a shortlist of those which answer your broad criteria (being theme-appropriate, long enough, suitable for walking in the selected season, etc.);
- Pass through all shortlisted tracks to see which one suits you better, considering also all the practical issues mentioned above;
- Select your trail. Remember, the only criterion whether the trail has been selected well, is how good your own planning is.

The final consideration point that needs to be taken into account at this phase, is who would you like to sell your trail to. There has been this long-going dispute in tourism about what came first – the egg or the hen; in other words – do we make a product and search for someone to sell it to, or first we see what kind of potential buyers are there, and try to make a product exactly for them. Well, the fact that this dispute is still ongoing shows there is actually not a right or wrong answer. As usual, the truth is somewhere in the middle. Which means we should be working with what is available in our ‘resource tank’ but try to pack it in a way that would be attractive to our desired customers.

EXERCISE 2	
MACEDONIA	BULGARIA
<p>Alexander faced the dilemma about the theme of the trail even during the creation of the first product: A trail through the Municipality of Zrnovci. On the list of the inventory of touristic values of the trail he found 4 natural outdoor attractions, 8 objects of religious importance (1 of archeological significance), ethno house and a monument. His clients of interest were: ‘hikers and bikers’ from Germany.</p> <p>For them it was important to be able to move along well-marked and clean trails, to visit places whose local importance they have an understanding of, and to have fun</p>	<p>Sasho started his research of his home region (Strumyani Municipality) by checking if and what travel companies were offering there, and he found out that the answer was – nothing. He then searched the Net for descriptions of interesting sites, and he also spoke to experts from the Regional Historical Museum in Blagoevgrad, including those from the Nature Department. He made a list of sites he found intriguing himself and were easily accessible: some churches, an archaeological site, unique old architecture from the 18th-19th c., mysterious rock formations and a nature reserve of untouched forest.</p>

and socialize during the trip. For that reason, Ace read the history of each of the objects and decided to include 2 natural attractions - the river and the picnic spot "Cross Saint Petka" as places that offer nice panoramic views. Of the religious buildings he chose the ones of archeological and religious significance: Morodvis and the Church St. Dimitrij from the 18th century. All the other churches are beautiful and interesting but they have a predominantly religious significance, and his target group is young, unreligious Catholics who want to see rarities of the region. Ace researched the legend about the name Zrnovci (it comes from the words 'zrna' which means grain and 'ovci' which means sheep) and decided to choose precisely that to be the foundation for his story! The story of his profile later looked like this:

Join me for a guided hike in a place called Zrnovci – meaning 'grain & sheep'. We will hike 9,5 kilometers in a hilly area, enjoying river views and a picnic on a view-point with the traditional food of the region – all

He tried to see how (some of) these could be connected thematically and physically, and at the same time searched for some tourist statistics from the Ministry of Tourism, to help him decide about who his potential visitors could be. The official statistics showed rising numbers of foreign visitors to Bulgaria in recent years but they were not coming to his part of the country. He knew already that the International E79 Road passing right through his municipality had a huge travel flow, which potentially could be transformed into a tourist flow. There were many Greeks and Romanians traveling by car in both directions, but he read comments on the Internet that Greeks expected tourist services to be offered in Greek language (which he did not know) and Romanians did not like to stop on their way when they were traveling like 20 hours to reach their planned destination.

So, Sasho decided he would try to work with the Bulgarian passenger flow by tempting them to make a short stop on their way. He would put a sign on the Strumyani road to advertise his tour(s). He would offer short tours, up to 2 hours, so that people would not think

made of grain and sheep milk! We will visit an archaeology site where temples were built in the 5th, 11th, 13th and 16th century, as well as an ethno museum where we will learn more about the life of the locals and the rural life values. If you haven't been to an orthodox church by now, do not pass the opportunity to visit the 18th century St. Dimitrij temple, on the way back.

they would lose too much time for stopping. And he would start with one nature trail – Legends of Stone – among the rocks filled with legends of the Ilindentsi Village (only 4 km distance from E79) and possibly one culture trail around archeological site Gradishteto, near the village of Mikrevo – The Early Days of Christian Life – where he would interpret the early Christian Basilica uncovered there.

6.2. Step 2: Prepare your product

Once you have selected your theme and your route, it is time to start shaping all this as a tourism service.

First you must remember that, as said earlier, people in general and your tourists in particular have nowadays the option – and they use it – to accumulate a lot of information themselves from Internet.

It is not unusual that tourists ask their guide about something they have read in advance – about the place, the history, the people and their habits and customs, etc. What you cannot afford is not to be able to answer. This includes first and most of all your theme, as you can be forgiven for not knowing something you have absolutely nothing to do with, but you simply cannot show ignorance about the theme you are presenting to the invited people on your route. Especially when they pay you for it.

So, start with collecting all possible detailed information about your theme – that is, if you have not already done this during the process of making the inventory. Check also information that is not correct but is published on the Internet; tourists may have come across it and ask you to comment. If you find controversial data, try to consult an expert from the local/regional museum or specialized institutes and NGOs, or even national organizations. At this point, you might wish to narrow (specify) further the theme of your trail, e.g. from “Legends of Stone” to “How Fairy Tales Have Grown from Local Landscape”.

Next task for you is to develop the theme into a tour program. This is the most essential of all your tasks as this is actually your product, which you will offer on the market for sale. At this point, you select the pieces of information under the chosen theme, that you would like to interpret for your audience, and at the same time you develop the connection that we spoke about earlier, like getting from point A to point B, etc.

This connectivity applies both to the physical terrain of your trail and the thematic story, and they are usually intertwined. It is easier and most recommended to develop the trail in logically consecutive modules. One module should include the narrative and activities centered around one stop on the route. Thus, your trail can be visualized like a necklace of beads: Bead – Thread – Bead – Thread – etc., where the beads are the points of interest on the way, and the thread is the connection between them.

The reason for such structuring is very simple – you cannot talk to or entertain your group non-stop during the trail, even if it is a short one. The group needs to move from point A to point B and it is simply impossible to pay equal attention to everyone during that transfer. Plus, if you don’t give them some time to comprehend and digest the information, or simply to enjoy the scenery and the place, you may as well lose them as audience. If someone wants more information, they will ask.

International experts recommend no more than five stops in one trail. Of course, that would depend on the length of trail but the information and activities should be organized in no more than five modules nonetheless. It is your choice whether or not to trust the international experts, and in time you will accumulate sufficient experience to make a justified decision for yourself. For the purpose of a starting business, we shall rely on the “5 max” principle.

So, each module must focus on a sub-topic under your general trail theme. For example: if your theme is “Forest Ants”, you may develop the programme like this:

Module 1:	Module 2:	Module 3:	Module 4:	Module 5:
The forest ant	The home of the ants	Ants’ behaviour	Connection of ants with the surrounding world	Why do we care?
Her peculiarities and how it differs from other ants	The structure and organization of the anthill	Description of various ants’ specializations/functions in the life of the ant community	How ants interact with other living organisms	Why the forest ants are so important to the global ecosystem and why should we protect them

You could organize the same programme into fewer modules, for example by uniting Modules 1+2, and 4+5. It depends on the physical route that will take your path. In addition to the ‘main story’, every trail must envisage a starting point where you make an introduction to the trail, and a final point where you make a conclusion.

This would give a final structure to your Forest Ants Trail as follows:

- Introduction: Why are we talking about forest ants (with accent on “Because they are so interesting” instead of “Because they are so important to ecology”)
- Module 1:
- Module 2:
- Module 3:
- Module 4:
- Module 5:
- Conclusion: Have you understood now why we talked about ants (because they are really so interesting and I hope you found it worthwhile)

In the Introduction part, together with the theme, the guide must introduce the trail itself, with details such as length, difficulty, where it passes, etc. People like to know such things in advance, and this is a much better approach than the old practice of mountain guides who believed that visitors would take a longer climb easier if they did not know about it from the beginning but were lured to “go a bit further” or “not much left now, come on”...

The theory of heritage interpretation claims that every guide should choose a message for his/her theme; that is the one thing s/he wants the visitors to remember when leaving, if nothing else is remembered.

In our Ants example, the message could be “Forest ants are mostly known by people as a nuisance or something one should beware of but they are actually doing us many favours we have no idea about”. The message of a trail should be announced in the Introduction, repeated through the sub-themes (modules) and reinforced in the Conclusion.

Remember the modules of your programme are connected to actual stops along the route. Your visitors should not lose the logical sequence while they walk / ride / cycle / drive between the stops. That is why the guide should include at the end of each module a ‘bridge’ to the next one, so that participants know what to expect and see the program in its entirety.

And finally, when your programme is ready, you must choose a strong, attractive and marketable name for it. There are various approaches towards the naming of tourism products as a whole, and it really depends on your personal preferences. However, do avoid too long and descriptive titles and they are not attractive, e.g. “The Christian Values Depicted in Churches from the National Revival Period of Bulgaria in the Municipality of Stroumyani”. In most cases, the shorter the trail name, the better. And simplicity has never been a mistake, like in naming your trail just “The Forest Ant Trail”.

EXERCISE 3	
MACEDONIA	BULGARIA
<p>Ace decided to make a tour in all churches in Zrnovci Municipality area. He spoke to the priests and some older people in the village of Morodvis and Zrnovci and collected few tales about the reasons why and how these monasteries and churches were built. He got from the municipal administration a copy of the Ethnographic Study of the Municipality that was done under one of their EC projects.</p>	<p>Sasho decided to start with the program for his Legends of Stone Trail at the village of Ilindentsi in Stroumyani Municipality. He spoke to some of the older people in Ilindentsi and collected as many local tales as he could. He also checked the library of the local Community Center (Chitalishte) for eventual publications, and he got from the municipal administration a copy of the Ethnographic Study of</p>

His information research was done, and it was time to move on to the field research. Ace then took a camera and a GPS device and went to check the trails that consisted his proposed tour. He had checked existing paths and tracks on Google Earth and had made a route for himself covering those that looked promising to him in terms of accessibility and length. He mapped his way while walking, saved on the GPS every spot he found, which seemed interesting to him and also photographed it for future consideration.

He also mapped peculiarities and possible difficulties on the route itself such as an unmarked crossroad (or more a small cross-path) where one could get lost, or the place of a deep mud-pit which prevented normal access to the path.

When Ace finished the field research, he systemized all his 'harvest' data found on the field trip and started working on the trail program. What he finally came up with was the following program:

Mysterious churches trail

Location: The route leads through the three settlements of the municipality of Zrnovci and ends on the slopes of the

the Municipality that was done under one of their EC projects.

Sasho then took a camera and a GPS device and went up to the rocks above Ilindentsi on a sunny and clear day. He had checked existing paths and tracks on Google Earth and had made a route for himself covering those that looked promising to him in terms of accessibility and length.

On the spot, Sasho tried to connect some of his favourite legends from those he collected, with the physical sites such as Kostenurkata Rock or Zandana Rock. He mapped his way while walking, saved on the GPS every spot/place he found even a remotely interesting and also photographed it for future consideration. He also mapped peculiarities on the route itself such as an unmarked crossroad (or more a cross-path) where one could get lost, or the place of a deep mud-pit which prevented normal access to the path.

When Sasho got home, he systemized all his 'harvest' data from the field trip and started working on

mountain Plachkovica, to the monastery "Sv. Petka" – village Vidovishte.

The total length of the route is about 9.5 km.

Duration: half-day tour

Starting point: Church "St. Dimitrij" – Zrnovci

Message: the churches of the area, both built in the past and even the most recently built, have very mysterious reasons for their founding.

Program:

1. Introduction of the tour at the starting point. Definition of local orthodox church by the example of Church "St. Dimitrij" – Zrnovci
2. Archaeological site Morodvis - establishment of 4 churches from different periods of time in one place. The oldest, dates back between the 5th and 6th century, and the newer is from 16th. The other two churches are from the 11th and 13th centuries. Legends related to this place.
3. Monastery "St. Simeon Stolpnik" – Morodvis
4. Monastery "St. Spas (Salvation)" - Vidovishte. Built in 1980 by the family of a young girl from the village named Lenche. She was tormented by the saints for a long time until

the trail programme. What he finally came up with was the following:

Legends of Stone Trail

Location: the vicinity of Ilindentsi Village, Stroumyani Municipality

Length: 2.30 hours, walking on a circular trail

Starting point: the Clay Houses under the Rocks

Difficulty: easy, suitable even for families with smaller children

Message: Local legends are usually related to some historic truth, and those of Ilindentsi rocks do reveal the tragic past of the area

Program:

1. Introduction at the starting point: present the trail, the message and the theme
2. Stop 1: Zandana (The Prison) Rock and the tale how it was used as a real prison by the invaders at the time of the Ottoman Empire.
3. Stop 2: Shtavenska Rock and the tale how local people defended the last standing free Bulgarian fortress (on this same spot) against the Ottoman invaders, by pouring boiling water over them and peeling (in Bulgarian – shtavele) their skin off.

people had dug on a place she dreamed of and found a cross, a fireplace and curative waters. There are three springs with curative powers, visited by people who have problems with marriage, with their eyes and with infertility.

5. Monastery “St. Petka” – Vidovishte. Located 4 km above the village of Vidoviste, above a beautiful plunge pool with a view of the valley. It was built in 1927 by grandmother Tofka from the village Obleshevo, who was "attracted" from the saints / saints' relicts in this place in the middle of the night in order to find and discover this monastery place. Right next to the monastery there is a tap of healing water.

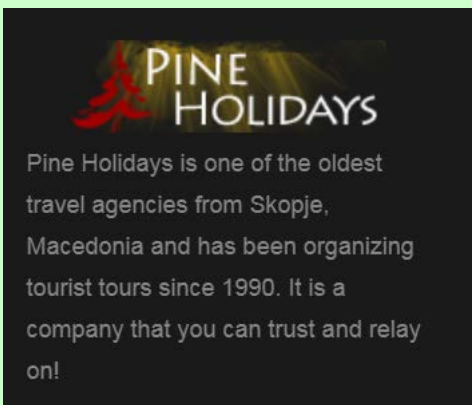
4. Stop 3: Medena (Honey) Rock and the tale of the beautiful maiden who tried to escape the local Ottoman ruler who wanted to abduct her, but she could run no more and God turned her into a bee to fly away. But she loved her mother and father so much that she couldn't leave; so she stayed and other bees came and the honey they made ran down the rock for all the maiden's family to gather. It still does, even today.

5. Conclusion: All these tales may be fictional but we know from historical records that there were tragic events at the times of the Ottoman Rule over these lands, and you see how these stories intertwine with local landscape in people's memories.

EXERCISE 4

Exercise: write a short description of yourself in English - who are you and what kind of guide are you? One paragraph is quite enough. Then write one or two paragraphs that describe the path. Pay attention to the level of language you use. Can you see typographical or grammatical errors? If not, the trap is even greater.

It is clear that it is not expected that the guide will hire translators and proofreaders, but when speaking, especially in writing, it is necessary to use the language impeccably. Before publishing your product anywhere, consult with those who are familiar with the foreign language you are using or someone who lives in a country where that language is used.



Dictionary

Re-lay

1. A group of people or animals engaged in a task or activity for a fixed period of time and then replaced by a similar group.

Ex: "the wagons were pulled by relays of horses"

2. An electrical device, typically incorporating an electromagnet, that is activated by a current or signal in one circuit to open or close another circuit.

The photo is an example we found on the Internet. Perhaps it sounds perfectionist, but we assure you that your customers which the English is their mother tongue will immediately notice the mistakes. These seemingly small mistakes destroy the trust of the client and your professional reputation.

6.3. Step 3: You in action!

EXERCISE 5

This is the time when you plan the practical side of your tourist service. You picture yourself in action, when your visitors have arrived and you meet them at the starting point (or even earlier in some cases, but let's make the example simpler).

The starting point is where you gather your group, introduce yourself and try to learn as much as possible about the visitors. Probably you will not be able to remember everyone's names, and you do not have to, especially if we are talking about a short trail. But it is good for you to know things such as, have people been to this area / country before, what background / interests they have and how much they already know on your theme. If you are going to take them to a hilly or even mountainous terrain, it is also good to know how capable your visitors are for climbing. At this moment, also you should check if they are prepared (well-equipped) for the tour – and this is especially important if no vehicle for transport between points is used. They may have to wear good shoes, or carry more water, or wear sunglasses and bring sun lotion or mosquitos repellent, etc. Make a list, so that you do not omit something!

Then you take your visitors along the trail with you and remember - you have to make it a fun experience. You can let your imagination and creativity loose here at maximum; the only limitation is that whatever tricks you invent to entertain your audience, they must be related to the theme and the basic information of the trail. And you must involve the public. The list of possible instruments may be endless but here are some examples for you:

- Questions and answers – the simplest method of involving your audience, especially when it is not just a general question to the whole group, but a personalized one asked directly to one or more individuals. The question itself may be very simple, such as “Who knows what this is?” or a more complex one – “What do you know / have you heard about ...” It could be a chain of questions streaming from each other, and it could be made as a game, for example if you release a ‘circular’ question where every participant must answer a question and then ask one to his/her neighbor in turn.
- Solving problems – this is another huge group of possibilities which may include actual solving of real problems (mathematical, logical) or various forms of puzzles, crosswords, riddles, etc. It could be organized as a competition but do not forget you should then have a prize for the winner(s). You may make it a group effort or an individual tasks.
- Playing games – this method is always effective as we all like to play games, no matter of our age. Children’s games are very suitable for adaptation to various themes, e.g. using the game of Blind Granny (Slyapa Baba in Bulgarian) to show how some nocturnal animals who do not see well have sharpened their other senses in order to survive. Party games such as pantomime / Numb Movies (when one person have to explain the title of a movie to his/her team without a single sound) or Broken Phone (when a story must be transferred along a line of people by whispering it into each other’s ears) are also very suitable to adaptation. Competitions in various forms are most recommended.
- Treasure hunting – a very popular method that can be used in all kinds of surroundings, for hunting very different kinds of treasures. The wonderful game of “Warm and Cold” is a very eloquent example of treasure hunting (the participants are searching for a hidden object in one location and the host is yelling “Warm” or “Warmer” whenever someone gets close to the object, and “Cold” or “Colder” when it gets away). Another example may be the Words Game (О!Думи-Oh!Words in Bulgarian) which is now also popular on iPhones but may be adapted for use elsewhere as long as

the principle is used (searching for certain words in a random mixture of letters). One can look for various signs in the forest or for certain architectural elements in Renaissance architecture houses. Again, opportunities are countless.

- Practical tasks – when you ask your public to physically do something, like for instance walk on all fours like a bear carrying its thick fur (no real fur is needed; you can use a rug to put on the “bear’s” shoulders and explain that this is actually 1/3 of the fur’s weight). You may ask your audience to “build” a fortress for you on the spot where it once stood, by extending their arms and lining next to each other until they draw the shape of the fortress.
- Dramatization – it is more difficult to organize but usually a great fun. You may have your own ‘script’/scenario ready and simply give roles to people. You may give them a task to write a short scenario themselves on a given topic, or with given key words, and then to dramatize it. You may also split them in several groups and give them a task to prepare a different end to the same starting point, given by you etc.
- As you see now, the planning of interpretative tools can be as much fun for the guide as for his public afterwards. Just make sure the instruments you use are appropriate for each specific target group.

While you are planning the tools you will use to involve your public, you must also plan the support materials you are going to need. Now, they may put some limitations to what methods you can use. For example, you do not drag that “bear’s fur” up the hill and into the mountain with you. You only use this tool down at the visitor center, in the park or a natural history museum. Remember that the support materials should be exactly what their name shows – *supportive*. That means you only use them to illustrate or reinforce what you want to say or demonstrate. They are not to repeat or duplicate you – as an example, like the way that many people use Power Point presentations today:

they have written their speeches on the slides and simply read from the screen as if the public is illiterate and cannot read for themselves.

Do not forget the 'Grand Finale' of your trail, or the conclusion of your story. We already mentioned what it should contain. But this is also the time when you must wish your customers all the best and invite them to come back. The latter is of special importance as it is part of the successful marketing. These people will become your messengers from that moment on and can bring you more business and more clients.

Finally, testing the trail before you actually offer it to tourists is highly recommendable. Invite people as close to your target group as possible, or at least people who know your target group well, such as tour operators who work on the market you aim at. It is preferable that those testers are your friends or are at least sympathetic to you so that they will point the involuntarily made mistakes and prevent their re-occurrence and expansion. But, those people must be honest with you and not just to encourage and praise you because they like you and are close friends.

EXERCISE 6**MACEDONIA**

Ace thought of ways to involve his audience along the “Mysterious churches” Trail and make it more entertaining for them. He decided to do the following:

1. On the way between the starting point and Stop 1: Will give visitors the task to think of at least one legend / tale / myth they know from their own religion which is connected to a temple.
2. At Stop 1: Will organize a competition for the best story teller in the group, giving every person who wants to participate a max of 1 minute to tell his/her tale they have thought of on the way. Voting maybe organized anonymously by using small pieces of paper for writing their names and a hat to collect them. Preference will be given to the stories related to the mysterious appearances of saints, or

BULGARIA

Sasho thought of ways to involve his public along the Legends of Stone Trail and make it more entertaining for them. He decided to do the following:

1. On the way between the starting point and Stop 1: Will give visitors the task to think of at least one legend / tale / myth they know from their own region which is connected to a physical place / space.
2. At Stop 1: Organize a competition for the best story teller in the group, giving every person a max of 1 minute to tell his/her tale they have thought of on the way. Voting maybe organized anonymously by using small pieces of paper for writing names and a hat to collect them. Find a story that has some connection to the legend of Zandana and build on it.
3. Between Stop 1 and Stop 2: Announce that the next stop is Shtavenska Rock. Give the group the task to try and guess why it was called so and what story could hide behind this name.
4. At Stop 2: Hear all suggestions and select a winner who is closest to the

<p>legends of “people tormented by saints” and build on it.</p> <ol style="list-style-type: none"> 3. An explanation of the role of saints’ patrons in the Orthodox Church 4. Announce break-time at stop 4, so people can have their sandwiches (if the tour includes lunch-pack) share some local sweets as a happy surprise – and share the recipe too. 5. On the way to the final point: if the group is sceptic and not in deep faith, ask them to think of a scientific explanation for what caused the disturbing and the emergence of saints to the people who than build the monasteries. If the visitors seem tired or otherwise reluctant, do not push them but offer them to send their suggestions later via Facebook. 	<p>real legend; then tell the legend. If there is time and the group is responsive, offer them to ‘draw’ the fortress on the spot by using their hands and bodies.</p> <ol style="list-style-type: none"> 5. On the way between Stop 2 and Stop 3: Announce a small prize for the first person who sees the Medena Rock. Do not give clues, just walk on and even pass by the Rock if no one recognizes it. In that case, go back a short while and announce there is no winner in that game. 6. At Stop 3: tell the legend and give a short break to the group to admire the landscape. Offer them homemade cookies made with honey. 7. On the way to the final point: ask the group to think of a different ending to the Medena Rock legend – like what could the maiden-turned-bee have done instead and how would Medena Rock be called then? If the visitors seem tired or otherwise reluctant, do not push them but offer them to send their suggestions later via Facebook.
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7. And yet this...

The client is always right!

You are selling happiness!

A tourist is a person who devotes his spare time and money to travel. What s/he expects is to have a good time and to be happy. Happiness has a different meaning and definition for each person, and there are countless factors that are out of our control and can affect the overall level of satisfaction. In any case, respecting the following laws will ensure that you have done everything in your power for the tourists to be happy:

Respect – it is the universal way to approach tourists. Being disrespectful is offending and you cannot expect anyone to have a great time or cooperate with you if you do not show respect. You will find as a surprise from the fact that what is a way of showing respect in your culture is extremely disrespectful in another. This is when you need to learn from your mistakes.

Racism, LGBT, gender issues – remember, what may be funny to you and your friends, may not be funny to people that come from different background. If all your favourite jokes are about gender, nationality, skin colour or sex orientation and people in the group are not laughing – it is time to apologize and leave the jokes for your circle of friends.

Explanation of the big picture – sometimes it helps to explain the background of an issue to a greater extent.

Optimism – whatever happens, keep bright and look up for the best outcome.

Dilemma 4

Alexanders' first group of tourists

Alexander had his first Chinese group yesterday. He brought them to Budinarci village and suddenly villagers started surrounding them, children yelling “Kinezi, Kinezi (Chinese, Chinese)”. The group did not feel comfortable – Are the local people racist? – they asked. Alexander laughed and explained that people are gathering because they have never seen Chinese people before and they are curious and friendly.

Instead of ignoring the locals which was his first thought, he introduced the group to them and in the next 20 minutes the tourists and the locals mingled together, making selfies and creating a memory that will never fade away.

Admitting you are wrong – This is easier when you are really wrong. But sometimes you will get in a situation where you are right, but the client is not happy. Take a deep breath and accept that he cannot see your point of view. Do not waste the time of the whole group for argument. Instead say “you might be right, I am sorry.” Or “let’s agree to disagree”. Objectively your role is to offer the people some good time. If the feeling that they are understood will help them have a good time, then it is your task to provide that. You would not believe how much everyone will appreciate what you just did there.

How can I help? – Another great way to get good feedback for being attentive and listening.

Talk about yourself - BUT.... – tourists are always curious about the local life, and speaking about yourself is hard to resist. Never complain, never overshare than it is necessary, and always ask “how about you?” in the end.

FOR THE PROJECT

The project "Sustainable Tourism Development - a means for cross-border cohesion and progress" is financed by the EU through the Interreg-IPA Cross-Border Program Bulgaria - Macedonia, whose implementation and lead partner is the Association "IN FOCUS" - R. Bulgaria, in partnership with the Association "LESKI" - R. Macedonia. The project is implemented for a period of 15 months, starting from October 2016, with a total budget of EUR 118,812.26.

With the realization of this project, information about the available routes in the Blagoevgrad and the East region will be collected, systematized and updated. The created database will contain unified information about all the travel routes in the region, with GPS mapping, uploaded to Google Map and options for visualizing of text, photo and video information. The database will contain information on all tourist destinations, attractions, calendars of events, other possibilities for diversification of the tourist stay in the region, as well as a registry of tour guides - storytellers of local tales.

The database will be available at www.e-tourguide.eu^{xviii} - a common platform for the administration of tourism between municipalities and organizations working in the tourism sector, and who undertake to provide quality products and services for tourists visiting this destination.



will allow you to model a trip with several commands on a computer or mobile phone.

A common standard for creation of tourist paths will be established in order to easily adapt or add to the common database and to be visualized within the platform.

In order to encourage young, local population and vulnerable categories from rural areas to start their own business or to start to work in the tourism sector, a training for guides and tourism animators i.e. Storytellers of local tales, will be obtained.

We will create a register of tourist guides in the platform where tourists will make direct contact with them. In addition, we will publish and promote their travel directions at www.e-tourguide.eu.

The trained guides will have the opportunity to present themselves to potential employers during the planned two tourist forums that will be held in December 2017 in Bulgaria and Macedonia. On the forums will be invited representatives of tour operators, local authorities, NGOs, small and medium enterprises working in the field of tourism, cultural institutions, the media and the general public, in front of which will be presented the tourist platform, created two regional tourist routes and those created from local storytellers. The purpose of the forum is for employees in the sector to create new contacts, attract new customers, promote new tourism products and services, and create new and promising future partnerships in the cross-border region.

Friends,

If you are reading these lines, we are confident that we can motivate you to be among the first innovators in the region who have discovered the opportunities for alternative tourism, open the possibility for a new realization, this guide is already your best friend and you are already part of the network of local storytellers in Bulgaria and Macedonia!

Good luck, waiting for your new suggestions for interesting experiences for us - Tourists!

We are looking forward to see you at www.e-tourguide.eu



List of all useful links / quote in the manual:

- i <https://en.wikipedia.org/wiki/Tourism>
- ii <http://www2.unwto.org/content/about-us-5>
- iii <https://www.adventuretravel.biz/>
- iv <https://www.adventuretravel.biz/research/2017-adventure-travel-trends-snapshot/>
- v http://www.tourismmacedonia.gov.mk/Uploads/Zakon_za_turisticka_dejnost.pdf
- vi <https://www.utms.edu.mk/>
- vii <http://www.ftu.uklo.edu.mk/>
- viii www.ugd.edu.mk/
- ix <http://www.vodicimk.org.mk/>
- x www.fpsm.org.mk/
- xi <http://www.tourism.government.bg/bg/kategorii/naredbi>
- xii https://en.wikipedia.org/wiki/Walter_Hunziker
- xiii https://en.wikipedia.org/wiki/Philip_Kotler
- xiv Quote from "Marketing in Hospitality and Tourism" - Cane Kotevski, Zlatko Jakovlev, Stip 2014
- xv [THE SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE](#)
- xvi <https://www.coursera.org/>
- xvii <https://www.coursera.org/learn/sales-strategies>
- xviii <http://www.e-tourguide.eu>



www.e-tourguide.eu



Project: Sustainable Tourism Development - Asset Cross-Border Cohesion and Prosperity

Ref.No CB006.1.22.122



www.e-tourguide.eu

Туристички водичи
Локални раскажувачи на приказни

Туристически водачи
Местни раскажвачи на истории

Tourist guides
Local Storytellers

