

DEVELOPING A METHODOLOGY FOR TOURISM REGION MANAGEMENT (THE CASE OF SOFIA)

The present study aims to develop a methodology for the management of tourism regions created and registered in Bulgaria, based on the Concept for tourism zoning, from the point of view of the main and additional product specialisation. Based on established theoretic models, such as the descriptive and the conceptual, as well as on good practices of developed receptive and emitting tourism destinations, the current study creates a toolkit for future research and evaluation of the management of newly developed tourism regions, and in particular, the Sofia tourism region.

JEL: L83; L21; O26

Introduction

Most developed and developing countries view tourism as one of the leading priorities in their government policies. Nowadays, tourism is considered one of the most important sources of income in the economy as a whole (Alexandru, 2015, p. 59). This necessitates the study of tourism management at different levels (macro, meso and micro) and the opportunities for its sustainable development, analysing the various concepts and good practices regarding the macro level in this direction, which are the subject of study.

Regarding the search for opportunities for the development of receptive tourism destinations and their sustainable development, more and more attention is given to the development of specialised types of tourism, which in Bulgaria are a priority, both on the basis of the Tourism Development Strategy in Bulgaria and on the basis of the Concept for tourism zoning.

In tourism management, the integrated management of the different tourism regions is important, and it should be included in a common strategic framework with a general marketing plan for tourism development, for both, Bulgaria and the individual tourism regions. It is necessary to pay attention to trends and forecasts and the new market environment. The legislation in Bulgaria in the field of tourism zoning contributes to the development of tourism products, as well as to the differentiation of the activities of the Organisations for tourism regions management (Tsonev, Pandzherova, 2020, p. 32).

¹ Mariana Ianeva, Department of Economics of Tourism, Faculty of Economics of Infrastructure, University of National and World Economy, Bulgaria, E-mail: m_janeva@unwe.bg.

Purpose

The purpose of the study is to develop a sustainable management model that will build on the existing planned activities by creating a set of tools for research, evaluation and analysis of its activities, which will increase the region's management efficiency and the benefits for all participating stakeholders, as well as its promotion.

The subject of analysis is the creation of a sustainable management model for the management of the newly created tourism regions in Bulgaria, with an emphasis on the Sofia tourism region based on the adaptation of leading management models and good practices.

The object of study is the Sofia tourism region from the point of view of the scheduled activities for internal and external region management during its registration, as well as its product specialisation.

Methodology

The following methods have been used to structure the program: documentary research method, comparative.

Results

Tourist zoning in the development of Bulgarian incoming tourism is not a new idea for the theory and practice in our country. Although there are many different interpretations, zoning has a half-century history, but without any practical implementation until the emergence of the Concept for tourism zoning and the registration of Organisations for tourism regions management. At the same time, the need for tourism zoning in Bulgaria is recognised by almost all stakeholders in the tourism sector. It is motivated by the general desire for development of competitive tourism, implementation of regional tourism policy in accordance with the territorial features and specifics of different parts of the country and effective regional marketing to make tourist areas recognisable to potential tourists and successfully "sell" – both on the domestic and international market.

On the basis of the separate geographical areas in the respective region, assuming the development of different types of tourism, the Concept for the tourism zoning has been created in the country. It is directly related to the implementation of the new Tourism Act of March 26, 2013. According to Art. 15. (1) of this law, the differentiation of tourist regions in the country will be made for the purpose of formation of regional tourism products and realisation of regional marketing and advertising.

According to the provisions of the Tourism Act, tourism zoning covers the entire territory of the country and municipalities are the smallest territorial module used to delineate the boundaries of the regions, but are not identical to them. There are 28 districts, 265 municipalities in Bulgaria (*Law on the Administrative-Territorial Organization of the*

Republic of Bulgaria, 1998, Act 6). Selected are **9 tourism regions** (*Concept for tourism zoning*, 2016a, p.4) that are large enough to be clearly recognisable on the tourist map and small enough to be managed effectively.

For the purposes of the successful mid-level management in the developed tourist countries in Europe are created the so-called Destination Marketing Organizations, which have a number of rights and obligations in terms of the successful and sustainable development as well as for promotion of the respective tourist region (Yaneva and Portarska, 2019a, p.57).

In Bulgaria, this issues, related to the management of the marketing organisations of destinations have not been explored, but a number of foreign authors such as Lundtorp, Wanhill, Kozak, Tinsley, Lynch, Kerr, Barron, Wood, Bonham, Mak, Howie and others have worked in this direction, and their analysis has been applied in practice by many European tourist countries. One of the main definitions is holistic. According to it, there is a problem in the management in the sense of coordinating the actions between the different sites (Yaneva and Portarska, 2019b, p.57). This conclusion leads to studies that analyse the problem of the productivity of destinations in the sense of "location as a whole" (Lundtorp and Wanhill, 2001; Kozak, 2002). The term "location" (Ribov, 2008) means a determination of the location, i.e. determining the region of the tourist sites.

The destination marketing organisation's main task is to promote a city, region or country to increase the number of visitors. It promotes the development and supply of a destination by focusing on conventional sales as well as on the marketing of tourism and services. Promotion is one of the main activities of these organisations and therefore one of the highlights of the present study is the development of a model for the positioning of the tourist region and the development of specialised tourist products for the development and improvement of a marketing strategy, and communication policy aimed at targeted markets that are adequate to the region's products (Yaneva, Portarska, 2019a, p. 50).

Such scientific works exist in Bulgaria in particular, but they concern the repositioning of Bulgaria as a tourist destination (Rakadzhyska et al., 2005). This type of marketing organisations of destinations promote economic development of the destination through increased visits from tourists and business travellers who generate income through accommodation per night in a particular destination, visits to restaurants and commercial revenue.

Nowadays, marketing organisations of destinations are being set up in many destinations to guide the development of destinations. Traditionally responsible for the marketing of destinations, organisations are becoming strategic leaders in their development. This role requires leadership and coordination in management within a coherent strategy. In fact, destination marketing organisations serve to facilitate the link between the private sector, the public sector and other related parties. By working together, their decisions influence strategically the development of tourist destinations. Thanks to this unique opportunity, the marketing organisation is invaluable in supporting tourism development, especially in developing destinations, where tourism is an important engine for the economy and a mechanism for building a balanced social capacity. In our opinion, the tourist regions in Bulgaria, identical to the tourist destinations in Europe, fall into the group of developing

countries, as there is still no effective management mechanism in place for them (Yaneva, Portarska, 2019b, p. 51).

The need to conduct a study to analyse and evaluate the activities of internal and external development of a destination, as well as the development of specialised tourism products, typical for it, aims to create a sustainable management model of a tourism region and its specialised products by the Organisations for tourism regions management in Bulgaria.

In this research, the author focuses on developing a methodology for the study of tourism regions, and in particular the Sofia tourism region. According to the Concept for tourism zoning in Bulgaria, we believe that we could put 3 of the 9 independent tourism regions as a priority for the development of Bulgaria as a year-round tourism destination and improve its reputation of a cheap destination beyond that notion. In our opinion, the development of health tourism, business tourism (MICE tourism) and urban entertainment should be a priority, especially for the Sofia tourism region.

When clarifying the terminology, it is necessary to specify that the Organisations for tourism regions management in Bulgaria are popular and recognisable in the foreign literature as Marketing organisations for management of tourism destinations (MODs – Marketing organisations of the destinations) (Bornhorst, Ritchie, Sheehan, 2010, pp. 572-589). In this regard, we are talking about a Management Organisation of the Sofia Tourism Region.

The main goal of the marketing organisation is to create a management plan and a marketing strategy for the destinations. Thus, the core function of the organisation becomes a "destination entrepreneur" and acts as a catalyst and organiser for the commercialisation of tourism. Because of this, it can be concluded that there are different types of destination management organisations. In this sense, some are highly marketing-oriented while others are undertaking also other activities. Some are very small in the sense of resources (financial and human), while others are very large and have employees who specialise in many different areas of activity. It would be very positive for the tourism sector if the internal and external destination development model eventually starts to reflect the breadth of activities in destination management and marketing organisations. For this reason, both academically and practically discussions of the model are expected and possible (Yaneva, Portarska, 2019c, p. 59).

In the Sofia tourism region, there is a business tourism specialisation in 4 subtypes of the MICE complex – meetings, incentives, conferences, exhibitions. The same applies to health tourism, in terms of its subtypes: spa, wellness, balneotherapy and medical tourism.

Urban leisure tourism does not find a place in the Concept of tourism zoning for the Sofia region at present. It is specified as a priority for the Danube region and for the Thrace region. In the opinion of the author, the presence of anthropogenic data for the implementation of urban leisure tourism in Sofia tourism region exists at a higher degree than in the regions specified in the Concept. Evidence of this are the many entertainment venues – hotels with casinos and gaming halls, shopping malls, restaurants and entertainment and many more. Also, in the last five years, as a result of the presence of many low-cost airlines flying to Sofia from foreign destinations, there has been a

significant increase in weekend tourism travelling for entertainment (Gaydarov, 2018a, p. 135). These arguments support the opinion that urban leisure tourism has a significant contribution to the development of the tourism region, and therefore its research and analysis should be a priority, along with business and health tourism for the Sofia tourism region.

Each tourism region should be seen as part of the system whose main elements are in constant interaction with the environment, the interested parties operating in it, on the one hand, and on the other, each region is in constant competition with similar locations (Portarska, 2018, p.239). With the help of appropriate methods and approaches, these correlations can be compared and analysed, as well as the successful marketing management of the respective tourism region and its product specialisation can be assessed.

Based on established theoretic models, such as the descriptive (Presenza, 2005) and the conceptual (Arbogast, Deng and Maumbe, 2007) model, as well as on good practices in tourism developed in receptive and emitting tourism destinations, this research creates a toolkit for successful positioning and promotion of the destination for further studies and evaluation of the management of the newly developed tourism regions, and in particular of the Sofia tourism region.

The hypothesis proves or rejects the assertion that the successful operation of an organisation for the management of the tourism region supports the overall development of the region – local authorities, stakeholders, i.e. businesses, as well as the local population and the potential tourists.

According to Heath and Wall, stakeholders are all accommodation sites, restaurants, attractions, tourism organisations, tourist and information centres and residents of the tourism region (Heath, Wall, 1992). The quality of the offered tourism services aims mostly at reaching a high level of supply.

The introduction of rules and conditions for preserving the environment in the practice of health and cultural tourism will contribute to the preservation of natural resources and cultural and historical heritage. It is necessary for such to be a priority of the modern marketing management of the Organisations for tourism regions management in Bulgaria. In this regard, marketing managers must develop a marketing strategy, plans and policies, collect marketing information, establish contacts with consumers, create a strong brand of the tourism region, promote current product programs, provide value to consumers, and ensure the long-term growth of the destination (Tsonev, 2017, pp. 19-20).

In order to clarify the terminology in the current study, the term "stakeholders in tourism", in contrast to its broad concept, uniting all participants in the tourism market, according to the Tourism Act is limited to tourism enterprises operating in the region and those that send tourists to it. At present, a liaison unit, which conducts the marketing policy of the tourism region, unites the interests and successfully manages the destination, has been established. The establishment of such units is set out in the Tourism Act, which states: "The Act provides for the establishment of Organisations for tourism regions management and defines their functions" (*Concept for tourism zoning*, 2016b, p. 4). The stipulated activities of the Bulgarian Organisations for tourism regions management at their registration are not

grouped by internal and external marketing activities in the management of destinations known in the literature through the conceptual and descriptive model. These models are well established in the management of tourism destinations in Europe and are adapted to their specifics. The already stipulated activities in Bulgaria for the Sofia tourism region do not exhaust all the possibilities, which would provide efficient management of the region. This raises the need to create a methodology with the toolkit to conduct empirical studies in order to assess the management of the region, and the results shall serve to enrich the activities of internal and external management, as well as to optimise the management organisation itself.

In this study, all possible activities are restructured and completed in order to create a successful management model for the region. The current activities for the registration of the Sofia tourism region lack those that would ensure the successful development of the specialised tourism products set as a priority for it. In this regard, it is necessary to add similar ones in order to successfully manage and develop the specialisation (basic and extended) of the respective tourism region.

The management organisation of the Sofia tourism region was registered on 07.10.2019. In the following methodological framework, the registered activities for internal and external management of the region were restructured and grouped, as well as completed by other important indicators for the effective management of the destination (see Table 1). The complementing and grouping are carried out on the basis of the established models for the management of tourism destinations, namely the conceptual and the descriptive models, whose founders are Angelo Presenza and Dave Arbogast.

The Sofia tourism region comprises the capital, but also the towns of Pernik and Kyustendil and there are 23 municipalities. The region has the largest population and ranks third in terms of revenue, after the two Black Sea regions (*Association of the guest houses in Bulgaria*, 2015). This is another argument in support of the selected region for developing a methodology, in terms of the possibility to secure the human resources in tourism and in terms of the costs incurred by the local population for the purchase of travel agencies' package products in the region.

Based on the Concept for tourism zoning, it is necessary to further develop the existing specialisations, which will provide a wider range of priority tourism products typical for the region and ensure its competitiveness.

Table 1

Activities for internal and external management of the Sofia tourism region

	Internal Management Activities of the Region	External Management Activities of the Region
1.	<p>Strategic goals of the region:</p> <p>1.1. Development and implementation of a marketing strategy in accordance with:</p> <ul style="list-style-type: none"> • The national marketing strategy; • The national strategy for sustainable tourism development. <p>1.2. Development and implementation of product strategies.</p> <p>1.3. Development and implementation of annual plans for tourism development in the region.</p> <p>1.4. Implementation of projects under European Union programs.</p>	<p>PR activities:</p> <p>1.1. Development of a logo and a slogan of the region</p> <p>1.2. Carrying out activities for building a brand, public relations, including media relations.</p> <p>1.3. Participation in tourism exhibitions and fairs (tourist exchange in Berlin, Moscow and London).</p>
2.	<p>User experience management:</p> <p>2.1. Organising marketing research and studies:</p> <ul style="list-style-type: none"> • Of the tourist flow in the region; • Of analysis and forecasts for tourism development. <p>2.2. Supporting the development, introduction and implementation of voluntary systems for assessing the quality of tourist services and the sustainable development of specialised products in the region.</p>	<p>Advertising of the tourism region:</p> <p>2.1. Developing advertising videos for the tourism region of Sofia as a destination for business and urban leisure tourism.</p> <p>2.2. Organising and supporting the activities of the tourist information centres in the region</p>
3.	<p>Organisational and management structure of the region:</p> <p>3.1. Supporting the activity of the regional governors and the mayors of municipalities in the implementation of strategies and programs for tourism development through opinions and proposals.</p> <p>3.2. Assisting the mayors of municipalities in fulfilling their obligations under the Tourism Act.</p>	<p>PR in a crisis:</p> <p>3.1. Developing a PR program with activities in order to restore the confidence of tourists in a pandemic to create an image of the tourist region of Sofia as a destination for a healthy program of business, urban leisure and health tourism.</p>
4.	<p>Management of human resources and the quality of the tourism product:</p> <p>4.1. Conducting training activities and improving the quality of tourism services.</p> <p>4.2. Creation and maintenance of a database for tourism in the Sofia tourism region – part of the Unified system for tourist information.</p> <p>4.3. Exchange of information, standards and good practices.</p>	<p>Organising sightseeing tours for foreign sending tour operators and journalists:</p> <p>4.1. Selecting tour operators who organise MICE events.</p> <p>4.2. Selecting tour operators who organise health tourism programs (spa, wellness, medical and balneological tourism).</p> <p>4.3. Selection of tour operators who organise programs for urban leisure tourism.</p>

Source: Author's adaptation based on the descriptive and conceptual model of tourism destination management.

Table 2

Priority product specialisation of Sofia tourism region

Sofia region	Business and cultural tourism	<ol style="list-style-type: none"> 1. Business tourism (MICE) 2. Cultural tourism (all types) 3. Mountain tourism (all types) 4. Health tourism (all types) 5. Religious and pilgrimage tourism 6. Adventure and ecological tourism 7. Urban leisure and shopping tourism
--------------	-------------------------------	--

Source: Adapted from the Concept for tourism zoning of Bulgaria.

Analysing the expanded specialisation of the region, we believe that in the Concept it is necessary to change the wording for additional specialisation in terms of urban leisure and shopping tourism. It is necessary to use the concept of experience tourism, which is broader and covers the opportunities for the development of modern products, where they can use the well-developed superstructure of large hotels and accommodation sites in the spring, summer and autumn seasons for products of gambling tourism (Gaydarov, 2018b, pp. 65-91). Emphasis should also be placed on event tourism, which includes both business and leisure events as festivals (Tagareva, 2015, p.5).

In this regard, we draw a criteria system for research and analysis based on the building of a model for research and evaluation of the Sofia tourism region.

External factors influencing the marketing management of the business, health and urban leisure tourism in Bulgaria, namely political and economic factors and the environment.

The legal framework regulating tourism in Bulgaria, including the Strategy for Tourism Development and other normative acts; the Tourism Act and its parts concerning specialised types of tourism (Basmadzhieva, 2020).

Natural resource availability, with indicators: attractive natural location, view of the authentic natural resource from the site, tangibility and contact with the resource.

Anthropogenic resource availability, with indicators: historical popularity of the location, the concentration of socially significant sites, events held at the location (business from MICE complex – meetings, incentives/ incentive trips, conferences and exhibitions/fairs; health – medical tourism events, spa, wellness, balneological events; entertainment – contests, gambling and other related events related to experiences).

General superstructure and infrastructure of the site, with indicators: location of the hotel, the exterior of the hotel (gardens, outdoor pools, outdoor areas, areas for outdoor physical activities, etc.) hotel interior (luxury, elegance, security, galleries, boutiques, medical centre, SPA centre, business centre, ballrooms, exclusive clubs).

The specialised superstructure of the site, with quantitative and qualitative indicators. Quantitative – number and area of playrooms, types of sports games; a number of halls for business meetings with different capacity, multimedia projectors, technical equipment necessary for the meeting – sound equipment, microphones, flipcharts, work laptops; a

number of spa sites – different types of saunas – infrared, Finnish, Russian and others, number of steam baths, number of water facilities – jacuzzis and swimming pools, variety of therapeutic procedures and massages, variety of devices to strengthen health and beauty and others. Qualitative – style of the premises for providing the games, online visualisation on the occasion of participation in various games, distribution of the casino halls into thematic zones; comfortable furnishing of the meeting rooms, style and theme of the premises, size and shape of the hall, natural lighting; quality of the hydro massage equipment, of the aromatherapy oils and procedures, of the medical procedure, of the fitness equipment and others.

Additional products offered by the site and/or the tour operator, included in the package, with indicators: additional active specialised products and additional passive specialised products. Additional active specialised products – poker lessons, poker tournaments, rent of a hall for individual business meetings, a business centre in the hotel and others. Additional passive specialised products – a tour of the casinos, translation services, access to a high-speed Internet connection and more.

Specialised skills of the staff, with indicators: customers' encouragement, discovering their unexpected needs and desires, providing concierge services, animation and more.

Evaluation of the experience from the use of the product, with indicators: a feeling of cheerfulness, pleasure from the activity itself – experience from consumption of the product in the incentive programs of the tour operators, part of the MICE complex; relaxation and rejuvenation from spa and wellness programs, the emotional balance from wellness programs, enhanced personal self-assessment and self-esteem of the individual due to the consumption of services and others.

The written criteria, indicators and characteristics set in questionnaires for surveying consumers, experts and tourism professionals will provide an opportunity to analyse the data in order to create a sustainable management model for the Sofia Tourism Region and its priority specialised tourism products which will increase the management efficiency in the region, the benefits for all participating stakeholders, as well as its promotion, related to the image of the destination.

The image of destinations is formed mainly by the global tourism policy of the state, by the activities of regional organisations in whose areas are concentrated tourism activities or by established funds in such regions. This is really the basis on which the images constructed in the minds of potential and actual customers are imposed, but not always that is the key factor, which influences on the choice of specialised tourism products by the tourists.

The private sector organisations, especially hoteliers, transporters and restaurateurs, are product-oriented to promote the image of convenience facilities and activities offered at the tourism region. In contrast, the destination marketing organisations focus on the design of the image on the cultural identity and its history and heritage, as well as on the anthropogenic and unique factors of the destination which distinguish it from its competitors (Yaneva, 2011).

The methodology created, in the form of a written toolkit, will support the marketing organisations to manage the tourism destinations; will mediate between the market demand

from the consumers and the offered specialised products by the Sofia tourism region. It is essential to identify product preferences among potential and actual consumers, based on an analysis of the results of an empirical study regarding the evaluation of existing product offerings. The organisation for the management of the Sofia tourism region must establish the need for changes in the product offerings in order to achieve balance and satisfy the consumer demand and the quality of the experience when using the products.

The activities for internal and external management, as well as the activities related to the product specialisation, contribute to the creation of a sustainable model for management of the established Sofia tourism region, based on the adapted and further developed theoretical models and management practices.

Conclusions

The developed model is aimed at analysing and evaluating the activities for internal and external development of the Sofia tourism region, as well as the opportunities for the development of specialised tourism products, corresponding to it. In this regard, the following results can be established:

- Clarifications have been made regarding the terminological apparatus and the wording concerning the additional specialisation of some selected types of tourism in the Concept for tourism zoning of Bulgaria.
- Recommendations are given for focusing on specific events concerning some of the specialised types of tourism such as event tourism, in order to effectively use the adjacent tourist superstructure in the region. It is recommended to participate in tourist exhibitions and fairs, the development of video commercials and last but not least the development of a PR event program as part of the external management activities of the region, which will contribute to creating an image of the Sofia tourism region as a destination for business and urban leisure tourism.
- The need for coordination and setting of appropriate activities of Organisations for tourism regions management, directed at both, the internal and external management of the region, is substantiated.
- The need for expansion of the specialised tourism products is derived, in terms of the development of urban leisure tourism, in order to increase the quality of the overall product offered in the Sofia tourism region.

References

- Arbogast, D., Deng, J., Maumbe, K. (2007). *DMOs and Rural Tourism: A Stakeholder Analysis the Case of Tucker County, West Virginia*. Recreation, Parks & Tourism Resources Program, Division of Forestry and Natural Resources, West Virginia University.
- Association of the guest houses in Bulgaria. (2015). *General information about the nine tourism zones in Bulgaria*. [online] Available at:

- http://www.akgb.bg/?p=420&fbclid=IwAR17acbpk7wOjT7_t4AeD5-RAnY-nuYTJR_lahmSxQKluVv4zOM75Zb-kic [Accessed: 15 June 2020].
- Basmadzhieva, S. (2020). *Applying marketing management for developing health tourism destination*. Sofia: UNWE publishing complex.
- Bornhorst, T., Ritchie, B. J. R., Sheehan, L. (2010). *Determinants of tourism success for DMOs & destinations: An empirical examination of stakeholders' perspectives*. – *Tourism Management*, Vol. 31, N 5, pp. 572-589.
- Constantin, A. (2015). *International Health Tourism*. Asociatia Romana de Turism Medical. – *International Journal for Responsible Tourism*, Vol. 4, N 1, p. 59.
- Gaydarov, N. (2018a). *Experience economy and gambling tourism*. Sofia: Avangard Prima, p. 135.
- Gaydarov, N. (2018b). *Experience economy and gambling tourism*. Sofia: Avangard Prima, p. 65-91.
- Heath, E., Wall, G. (1992). *Marketing Tourism Destinations: A strategic planning approach*. Business & Economics.
- Kozak, M. (2002). *Destination benchmarking*. *Annals of Tourism research*, pp. 497-519.
- Lundtorp, S., Wanhill, S. (2001). *The resort lifecycle theory*. *Annals of Tourism research*, pp. 947-964.
- Ministry of Regional Development and Public Works. (1998). *Law on the administrative-territorial organisation of the republic of Bulgaria*. [online] Act 6. Available at: <https://www.mrrb.bg/bg/zakon-za-administrativno-teritorialnoto-ustrojstvo-na-republika-bulgariya/> [Accessed: 04 June 2020].
- Ministry of tourism. (2016). *Concept for tourism zoning in Bulgaria*. [online] p.4. Available at: <http://www.tourism.government.bg/sites/tourism.government.bg/files/uploads/raionirane/konceptcia.pdf> [Accessed: 04 June 2020].
- Portarska, V. (2018). *Tourism region management*. Sofia: Avangard Prima, p. 239.
- Presenza, A. (2005). *Towards a model of the roles and activities of destination management organisations*. Faculty of Economics, University of Molise, Italy, World Tourism Organization. Survey of destination management organisations. Madrid: World Tourism Organization.
- Rakadzhyska, S. et al. (2005). *Repositioning of tourist destination Bulgaria*. Science (economics). University of Varna.
- Ribov, M., et al. (2008). *Tourism destinations*. Sofia: Trakia M.
- Tagareva, S. (2015). *Event business management as a factor for overcoming the seasonality in tourism*. Sofia: Avangard Prima, p. 5.
- Tsonev, N. (2017). *Tourism marketing management*. Sofia: Avangard Prima, pp. 19-20.
- Tsonev, N., Pandzherova A. (2020). *The thematic parks of the future: Successful business practices for management of tourist districts*. Sofia: UNWE publishing complex, p.32.
- Yaneva, M., Portarska, V. (2019a). *Management aspects of the destination marketing organisations*. – *Journal of science & research*, Vol. 12, p. 50.
- Yaneva, M., Portarska, V. (2019a). *Management aspects of the product specialization of a tourist region*. – *Revue européenne du droit sociale*, Vol. XLV, N 4, p. 57.
- Yaneva, M., Portarska, V. (2019b). *Management aspects of the destination marketing organisations*. – *Journal of science & research*, Vol. 12, p. 51.
- Yaneva, M., Portarska, V. (2019b). *Management aspects of the product specialization of a tourist region*. – *Revue européenne du droit sociale*, Vol. XLV, N 4, p. 57.
- Yaneva, M., Portarska, V. (2019c). *Management aspects of the product specialization of a tourist region*. – *Revue européenne du droit sociale*, Vol. XLV, N 4, p. 59.
- Yaneva, M. (2011). *Consulting project for identification and promotion of a tourist destination*. – *Journal of Science & Research*, Vol. 2 (3), pp. 61-69.