

# Traditions and Innovations in Contemporary Tourism



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Edited by

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## PREFACE

In 2017, the Department of Tourism at Sofia University, Bulgaria, celebrated the 50<sup>th</sup> anniversary of the launching of the Tourism Studies Programme and 45 years of the department's establishment as a separate unit within the University.

The two anniversaries were commemorated by the organization of an International conference under the title "Contemporary Tourism: Traditions and Innovations". The conference was attended by over one hundred delegates from all universities offering tourism programmes in Bulgaria, as well as by international delegates from twelve countries.

This book covers the main issues discussed at the conference, presenting significant theoretical and empirical approaches towards various tourism aspects concerning both traditional tourism developments and future and/or innovative tourism trends.

With thirty-nine contributors from Bulgaria, Croatia, Indonesia, Italy, Portugal, Slovenia, Switzerland, Turkey, and the USA (all of them distinguished university professors, lecturers and researchers), the book offers a collection of recent regional, historical and marketing studies. The book discusses a variety of academic and practical tourism-related topics, and reveals contemporary achievements in Bulgarian and international tourism research.

The first part is dedicated to traditional tourism and hospitality issues ranging from tourism policy, planning and management practices through tourist information search behavior and cultural event marketing to the need for more intercultural communication training. Special attention is paid to new developments in specialized types of tourism (health, cave, event tourism) and specific tourist destinations (in Bulgaria, Croatia, Indonesia and Turkey).

The innovation part of the book deals with new developments in the tourism industry offering a range of chapters on new technologies and techniques, the modern concept of urban and city tourism development and specific new and innovative tourism types and products in Bulgaria, Portugal and Slovenia. Methodological issues of understanding tourism innovation are also presented.

The main audience for this book encompasses a large group of tourism-related professionals: tourism managers and policy-makers,



tourism experts, academic researchers, and students. The book can be used as a textbook and/or as a reference book recommended for additional reading for a number of courses taught in undergraduate and postgraduate Tourism programmes such as Tourism & Hospitality Development in Europe/Central and Eastern Europe; Specialized Types of Tourism; Tourism Marketing; Tourism Policy and Planning, Destination Management, etc. Tourism practitioners will find good examples of international tourism best practices as well as new trends in the contemporary tourist offer.

Enjoy reading!

Editors:

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## **PART I:**

# **TRADITIONS IN CONTEMPORARY TOURISM**

# CHAPTER ONE

## TOURISM POLICY, PLANNING AND MANAGEMENT IN CENTRAL AND EASTERN EUROPE

MARIA VODENSKA

### Abstract

*The chapter's aim is to analyze the process of tourism policy making, planning and management in the countries of Central and Eastern Europe during the period of transition. The research results show that the governance of tourism has been the responsibility of a variety of bodies across all the countries under study and during the whole period from 1990 to 2016. Areas of competence of those bodies in the relevant country are outlined in detail.*

*Most countries have a special tourism authority at the national level whose task is the planning and implementation of various activities in accordance with the tourism policy and tourism development strategy of the country.*

*Many non-governmental organizations have been established for the purposes of sectorial coordination and the representation of various interests at higher levels.*

*Substantial policy changes occurred in the transition period. The most important among them include:*

- 1. Development and adoption of tourism legislation;*
- 2. Privatization of tourist facilities;*
- 3. Establishment of management and marketing organizations at national, regional and local levels;*
- 4. Development and adoption of strategic documents;*
- 5. Transition from a primarily pragmatic (reactive) to a predominantly conceptual (proactive) tourism policy.*

*The problems to be solved in certain countries are also outlined.*

*Key words: tourism policy, planning, management, authority, transition*

## Introduction

Since the 1990s, tourism has been the priority sector for national development in many former socialist countries in Central and Eastern Europe (CEE). Although the paths that tourism development has taken in those countries have certain similarities and some differences, it is important to take a look back and analyze the course that tourism policy, planning and management has taken in this area. A comparative analysis will outline the specific characteristics of each country's tourism policy making, and some good practices can be used and implemented in other countries in the region.

The present study covers ten countries situated in Central and Eastern Europe. They are (in alphabetical order): Albania, Bulgaria, Croatia, the Czech Republic, Hungary, Macedonia, Montenegro, Romania, Serbia and Slovenia. Most of them are neighboring countries with the exception of the Czech Republic.

## Albania

Tourism in Albania is under the governance of the **Ministry of Economic Development, Tourism, Trade and Entrepreneurship**. Other responsible bodies for tourism development are: the Advisory Committee of Private Sector Tourism; the National Tourism Agency; the National Coastal Agency; territorial branches of tourism; local government units; and the committee for the standardization of tourism activities.

The most important developments for tourism after the 1990s were:

- The development of tourism legislation in Albania;
- The privatization of tourist facilities.

Current problems in Albanian tourism policy are:

- The development of a good tourism strategy - the strategies drafted so far by foreign companies have proved unsuccessful due to the fact that local stakeholders were not involved in their development;
- Lack of clear strategies for urban development constitutes a significant problem for investors in obtaining construction permits;
- Informality in tourism - unregistered (informal) accommodation is a significant part of the supply in Albanian coastal areas. Moreover, their standards are not controlled;
- Statistics - the way of collecting and processing tourist statistical

data has not been developed in parallel with the development of the sector itself. They are not transparent and finding them is very difficult.

## **Bulgaria**

The Bulgarian **Ministry of Tourism**, for the first time in history as an independent ministry since 2014, has the responsibility of implementing state policy in the field of tourism and coordinating the activities of the ministries and other institutions towards its implementation. The National Tourism Council, established in 1998, functions as a public-governmental consultative and coordination body under the authority of the Minister of Tourism.

The most important and substantial policy changes during the transition period dramatically affecting tourism development in the country include:

- Development and adoption of specialized tourism legislation - the Tourism Act was developed and enforced in 1998, last amended in 2015;
- Privatization of tourism facilities;
- Transition from primarily pragmatic (reactive) to a predominantly conceptual (proactive) tourism policy;
- Absent or problematic relationship between tourism and territorial development policies;
- Transition from “policy making without money” to “policy making with a lot of money.”

The Tourism Act clearly defines three levels of administrative authorities involved in the planning and management of tourism in the country.

## **Croatia**

At the national level, the tourist information system, policy, marketing and management are the main responsibility of the “**Croatian National Tourist Board**” (CNTB) in coordination with the **Ministry of Tourism** and other subjects at regional and local levels. The CNTB is the national tourist organization, founded with a view to promoting and creating the identity, and to enhance the reputation, of Croatian tourism in accordance with the tasks of the Ministry of Tourism and the Croatian Government. In Croatia there are 10 regional tourist boards (at county level), as well as

291 local tourist boards (at municipality, city, town or village level). An integral part of this system, coordinated by the CNTB are also activities of 260 TICs, located in the tourist destinations of Croatia (CNTB, 2016). A particular emphasis of the CNTB is national tourism promotion which consists of undertaking different promotional activities of common interest to all the connected organizations in tourism in the country and abroad.

The Law of Tourism Boards and the Promotion of Croatian Tourism define the organizational structure and tasks of tourist boards at regional (county level) and local levels (TBCT, OG 152/08).

## The Czech Republic

The management of tourism in the Czech Republic has undergone considerable changes over the years. Currently, the following organizations are involved in the management of tourism:

**The Ministry of Regional Development** of the Czech Republic (MRD CR) is the main organization responsible for the management of the tourism sector.

The *Czech Tourist Authority - CzechTourism* operates under the umbrella of the MRD CR and its principal mission is to promote the Czech Republic abroad. The *Regional tourism offices* are responsible for the development of tourism in their territories through their departments, which have responsibility for tourism.

The Collegium of tourism in the Czech Republic is a coordination and initiative body of tourism organizations and institutions in the Czech Republic.

Professional organizations and interest associations are also involved in the country's tourism policy. In addition, there are special interest organizations and associations influencing tourism development. The first destination companies in the Czech Republic formed in 1992, but more development is evident after 2000.

## Hungary

Since 2014, tourism in Hungary has been represented only as part of the Committee of Economics. In 2016, the government took over the control of tourism with a new, strongly centralized state institution. The name of the new tourism organization is the **National Tourism Agency**. The aim is to reshuffle and broaden tourism-related state tasks in favour of more effective functioning and gaining more state income from tourism covering the whole tourism sector.

The chain of Regional Tourism Committees was founded in 1996 following the logic of 9 touristic regions. Their tasks mainly covered the most important marketing issues.

Hungarian Tourism Plc also operates its tourism offices abroad.

The Tourism Fund was supervised (until 2015) by the Ministry for National Development.

Tourism-related activities are generally regulated by the Act on Commerce (Act 164/2005). A draft of the Tourism and Catering Act has been prepared for more than 20 years but it is still not finalized.

Following the change of regime, every government incorporated tourism as part of the economic policy, into their programs.

The new Tourism Development Concept (2014-2024) places emphasis on the quality of service, cost control and energy efficiency. Hungary will seek international cooperation in the field of health tourism and Hungarian Tourism Plc will continue to give health tourism first priority in its marketing campaigns.

## Macedonia

Tourism policy in the Republic of Macedonia is implemented by the **Ministry of Economy** as the most responsible institution. Tourism is regulated by the Department for Tourism and Hospitality, which deals with the implementation of policies.

The promotion and support of tourism are the responsibility of the Agency for the Promotion and Support of Tourism as an independent body.

The Committee on Tourism of the government has a coordinating role at the highest level.

The Republic of Macedonia does not have a national tourist organization, instead the Agency for the Promotion and Support of Tourism is responsible.

The laws of Tourism and Hospitality exist as separate legal acts.

Tourism regionalization is still an open issue, and the planning regions undertake and perform different activities and actions for the balanced development of tourism in the country. In local government, sectors for local tourism and economic development are responsible for local tourism development. Destination management is closely related to this organizational structure. Changes in these sectors were made in the transition period in line with accelerating tourism development.



## Montenegro

The **Ministry of Sustainable Development and Tourism** was responsible for the tourism policy of Montenegro during the period of transition. Apart from performing administrative and other tasks related to the tourism policy of the country, the Ministry was in charge of the strategy of Montenegrin tourism based on sustainable development. In the transition period, the National Tourism Organization of Montenegro was responsible for the integrated marketing management in tourism at the national level (Đurašević, 2015), together with regional and local tourism organizations (LTO).

Montenegro does not have real destination management organizations that create and implement destination tourism policy. The current system of LTO and NTO replaces the system of destination management organization (DMO) with coordinated networks of destination management companies (DMC).

The current challenges of the destination management of Montenegro are:

- Insufficient differentiation of products and services;
- Lack of innovative and quality offers;
- Lack of quality hotel offers;
- Lack of good road and rail connections;
- Underdeveloped tourism infrastructure;
- Inherited orientation of the local population towards seasonal business.

In Montenegro, there are two regional development agencies: the Foundation for the Development of Northern Montenegro and the Regional Tourism Organization for the Bjelasica and Komovi region. (Đurašević, 2015).

In addition to the laws, there are numerous directives, regulations and decisions that regulate the tourism sector in Montenegro.

## Romania

The national authority responsible for tourism development underwent several modifications after 1990, mainly due to the political influence in establishing the Ministries with the change of each government. The responsibility for tourism was attributed to a National Tourism Authority (NTA), subordinated to the **Ministry of Economy, Commerce, and**

**Relations with the Business Environment.** There are no other structures at the national level, only federations and associations in specialized fields: the National Association of Travel Agencies (NATA), the Hotel Industry Federation of Romania, the National Association for Rural and Ecological Tourism (NARET), and the Spa Tourism Association.

After 1990 national tourism development strategies were developed, but the main problem was that their measures were not applied. The most important document was the Master Plan for Romanian National Tourism 2007-2026 (UNWTO, n.d.).

At present, tourism activity is regulated by a normative document (Government Decision 58/1998) updated for the last time in 2014, concerning the organization and development of tourist activity in Romania. A public consultation has been launched, and a Tourism Law was submitted to the Parliament. Regionally and locally, there are associations and foundations responsible for tourism development, but they are not subordinated to a central structure dealing with tourism development and promotion. The regional Associations are much more active, as they develop specific and visible activities with practical results.

## Serbia

The Tourism Development Strategy of the Republic of Serbia, adopted in 2006, is issued for the whole territory of the Republic of Serbia, and defines the long-term objectives of the planning and development of tourism in accordance with overall economic, social, ecological and cultural-historical development. The strategy is adopted by the Government according to the proposal of the Ministry in charge of tourism - **the Ministry of Trade, Tourism and Telecommunications** for a period of five years, and is being implemented through a strategic master plan, a strategic marketing plan, and a development programme of tourist products as well as spatial and urban plans developed and adopted in accordance with the law (Popesku, 2011).

The *Strategic Master Plan* is adopted for priority tourist destinations. In the context of the current Tourism Development Strategy of Serbia, in the period between 2006 and 2015, 16 master plans of priority tourist destinations of Serbia were developed and the proposals contained in them were carried out through various activities.

In accordance with the Strategic Marketing Plan, the autonomous provinces and local governments adopt their programmes of promotional activities.

The *Tourism Product Development* programme is a planning document that specifies the development of priority tourism products identified in the Strategy.

The current Law on the tourism of the Republic of Serbia defines the work and activities of tourism organizations, which are engaged in the promotion of tourism at the level of tourist destinations. In addition to the Law on Tourism, the Republic of Serbia has other legal Acts, which regulate the development of tourist activities (see Table 1-1).

## Slovenia

The national tourism authority in Slovenia was set up at a ministerial level only until 1993, when it was demoted to a departmental level within the **Ministry of Economic Affairs**. Under the current government, tourism is the responsibility of the Directorate for Tourism and Internationalization, which is headed by a Director. The current Tourism Act was adopted in 2004 and replaced the 1998 Tourism Act that did not fulfil its purpose.

The Strategy for the Development of Slovenian Tourism for the period 2012-2016 (Ministrstvo za Gospodarski Razvoj in Tehnologijo, 2012) defines three priorities in tourism development: to increase the competitiveness of Slovenian tourism, to improve the business environment for tourism, and to develop the effective marketing and promotion of Slovenia. The first marketing strategy for Slovenian tourism, the Slovenia Tourplan 2000 (Ministry for Economic Affairs, 1994), was developed in 1994. It introduced the present tourism regions and defined their marketing activities. A second strategic document covered the period 2003-2006 and focused more on marketing communications. The third strategy, 2007-2011, focused on positioning Slovenia in the world tourism market. It also stressed the importance of destination management and the recognition of customers' needs. The current marketing activities follow sustainable and "green" guidelines as set out in the tourism development strategy. Besides the use of traditional marketing channels, attention is placed on digital marketing and image creation. Storytelling has become the basis for new product development.

The Slovenian Tourism Board (STB) was responsible for marketing Slovenian tourism from 1999. The STB was established in 1995 as the Centre for the Tourism Promotion of Slovenia (CTPS).

## Comparative Analysis

Governance of tourism has been the responsibility of a variety of bodies across all countries in Central and Eastern Europe (CEE) after the democratic changes in 1990. Usually the development of tourism policy and tourism marketing and management at the national level is entrusted to various ministries dealing otherwise with economics, culture, trade, territorial and regional development, etc. Only Bulgaria and Croatia have separate Ministries of Tourism (Table 1-2).

All countries except Bulgaria have a National Tourism Organization, which usually has a two-level structure - regional and local. In some countries (Czech Republic and Albania) there is a developed network of DMOs (destination management organizations). During the transition period, all countries developed and adopted various strategic documents including strategies, plans, and guidelines, with some more specialized strategies and plans for various tourism types (Table 1-1).

Most countries have a special tourism authority at the national level which is subordinate to the Ministry responsible for tourism development, marketing and management. Their task is the planning and implementation of various activities in accordance with the tourism policy and tourism development strategy of the country (Table 1-2).

Many non-governmental organizations have been established for the purposes of sectorial coordination and the representation of various interests at higher levels:

- Albania - Advisory Committee of Tourism Private Sector, National Coastal Agency, the Committee of the Standardization of Tourism Activities;
- Bulgaria - National Tourism Council, regional, local and professional associations;
- Czech Republic - Collegium of tourism, regional, local and professional associations;
- Latvia - the Tourism Advisory Council of the Latvian Investment and Development Agency, the Tourism Committee of the National Economic Council, regional, local and professional associations;
- Romania - national and regional specialized federations and associations;
- Slovenia - the Tourism and Hospitality Chamber (THC) within the Slovenian Chamber of Economy, Section for Hospitality and Tourism at the Slovenian Chamber of Crafts, regional, local and professional associations.

The first destination management companies emerged in 1992 in the Czech Republic. In the vast majority of destination companies the founder comes from the public sector (93%), about 46% of companies were founded by private and public sectors jointly. Albania also has a network of DMOs.

## **Conclusion**

During the transition period (1990-2016) substantial policy changes occurred in the East European countries. The most important among them include:

1. Development and adoption of tourism legislation;
2. Privatization of tourist facilities;
3. Establishment of management and marketing organizations at national, regional and local levels;
4. Development and adoption of strategic documents;
5. Transition from a primarily pragmatic (reactive) to a predominantly conceptual (proactive) tourism policy.

Some common problems which still remain to be solved in certain countries are:

1. Lack of good road and rail connections in some countries;
2. Underdeveloped tourism infrastructure;
3. Absent or problematic relationship between tourism and territorial development policies;
4. Inherited orientation of the local population towards seasonal business;
5. Large numbers of unregistered accommodation facilities - grey sector;
6. Collection and provision of comparable statistics.

Table 1-1 Strategic documents during the transition period by country

Albania	Strategy for Tourism (1993-2010) Strategy of 2002-2012 Sectorial Strategy of Tourism 2007-2013
Bulgaria	Detailed Plan for Tourism Development 2014 -2020 National Ecotourism Strategy, 2004 Strategic Plan for the “Strategy for the Development of Bulgarian Tourism for the Period 2006-2009” (2006) National Strategy for Sustainable Development of Tourism in Bulgaria (2009-2013) Strategic Plan for Cultural Tourism Development in Bulgaria, 2009 Strategy for Sustainable Development of Tourism in Bulgaria 2014-2030
Croatia	Croatian Tourism Development Strategy until 2020 Strategy of Nautical Tourism Development National Programme - Action Plan of Health Tourism Development National Programme of Social Tourism Development Action Plan of Cultural Tourism Development Action Plan of Tourism Development in the Rural Area Action Plan of Nautical Tourism Development Action Plan of Green Tourism Development Tourism Development Strategies at the county, regional, destination or local level
Czech Republic	Concept of State Tourism Policy in the Czech Republic 2007-2013 Concept of State Tourism Policy in the Czech Republic 2014-2020 Action Plan for Concept of State Tourism Policy in the Czech Republic 2014-2020 National Programme of Support for Domestic Tourism 2010-2016 Strategy of Promotion of the Czech Republic 2004-2010 Marketing Concept of Tourism 2013-2020 National Development Plan of the Czech Republic 2007-2013 Strategy of Sustainable Development of the Czech Republic Strategy of Regional Development for 2007-2013
Hungary	National Tourism Development Strategy (NTDS), 2005 Tourism Development Concept (2014-2024), 2014
Latvia	Latvian Tourism Development Concept, 1997 National Programme of Latvian Tourism Development 2001-2010, 2000 Guidelines of Latvian Tourism Development 2004-2008, 2004 Latvian Tourism Marketing Strategy 2010-2015, 2010 “Guidelines of Latvian Tourism Development 2014-2020”, 2014

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Macedonia	<p>Strategy For Regional Development of the Republic of Macedonia, 2009</p> <p>National Strategy for Rural Tourism in the Republic of Macedonia, 2009 and 2012</p> <p>Strategy for Rural Development of the Republic of Macedonia, 2010</p> <p>Strategy for Sustainable Development of the Republic of Macedonia, 2010</p> <p>Strategic plan for Development of Tourism in the North-east Planning Region, 2011</p> <p>Strategy for Promotion and Marketing in Tourism in the Vardar Planning Region, 2011.</p> <p>Sub-strategy for Tradition and Events in the Republic of Macedonia, 2014</p> <p>Sub-strategy for Sports Tourism in the Republic of Macedonia, 2014</p>
Montenegro	<p>Tourism Development Strategy of Montenegro by 2020 (2001, with a revision in 2008)</p> <p>HRD - Human Resources Development Strategy in the Tourism Sector in Montenegro (in 2007)</p> <p>National Sustainable Development Strategy (in 2007)</p>
Romania	<p>Master Plan for Romanian National Tourism 2007-2026, 2007</p> <p>Master Plan for Spa Tourism Development</p> <p>National Strategy of Ecotourism Development, 2010</p> <p>Multiannual Tourist Marketing and Promotion Programme, 2012</p> <p>Multiannual Programme of Development of Tourist Destinations, Forms, and Products, 2012</p> <p>Organization and Development of Tourist Activity in Romania, 2014</p>
Serbia	<p>Tourism Development Strategy, 2006</p> <p>Strategic Master Plans - 16 until 2015;</p> <p>Strategic Marketing Plan;</p> <p>Programme of Development of Tourism Products;</p> <p>Programmes of Tourism Development;</p> <p>Programme of Promotional Activities</p>
Slovenia	<p>Tourism Marketing Strategy of Vojvodina for 2009-2015, 2009</p> <p>Slovenia Tourplan 2000, 1994</p> <p>Strategy 2003-2006</p> <p>Strategy 2007-2011</p> <p>The Strategy for Development of Slovenian Tourism 2012-2016</p>

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Source: Author's compilation

Table 1-2 Tourism policy, marketing and management structure

Country	Ministry	Tourism body at national level	Tourism bodies at regional level	Tourism bodies at local level	Tourism Law (adoption year)
Albania	Of Economic Development, Tourism, Trade and Entrepreneurship	National Tourism Agency	Regional Committees for Tourism Development	Yes	2015
Bulgaria	Of Tourism	-	Regional governors	Municipalities	1998
Croatia	Of Tourism	Croatian National Tourist Board	10 regional tourist boards	291 local tourist boards	2014
Czech Republic	Of Regional Development	Czech Tourist Authority	Regional tourism offices	-	Law 159/1999 on specific business conditions in tourism as amended (2015)
Hungary	Committee of Economics	Hungarian National Tourism Plc	Regional Tourism Committees	-	None yet
Latvia	Of Economics	Latvian Investment and Development Agency, Tourism Department	Four regional tourism associations (NGO) Planning regions	Municipalities	1999



Macedonia	Of Economy	Agency for Promotion and Support of Tourism	-	-	Law on tourism activity, 2004, Law on hospitality activity, 2004, Law on tourist development zones, 2012
Montenegro	Of Sustainable Development and Tourism	National Tourism Organization	2 regional development agencies	Local Tourism Organizations	Law on Tourism Law on Tourism Organizations Law of residence tax Law on ski resorts Law on Mountain Trails Law on rafting 2009
Romania	Of Economy, Commerce, and Relations with the Business Environment	National Tourism Authority	-	-	
Serbia	Of Trade, Tourism and Telecommunications	Tourist Organization of the Republic of Serbia	Tourist Organizations of autonomous provinces	Tourist Organizations of local authorities	2005 Law on Spas Law on Public Ski Resorts
Slovenia	Of Economy	Slovenian Tourism Board	-	Local Tourism Organizations	2004

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# CHAPTER TWO

## CULTURAL EVENT MARKETING

### SVETLA RAKADZIYSKA AND KRASSIMIRA YANCHEVA

“..... every age has its own carriage,  
its expression, its gestures....”  
(Charles Baudelaire)

#### **Abstract**

*Cultural events as a means of enlightenment and entertainment for people in the modern world are currently growing in number, scale and variety. From traditional theater performances and cinema shows through various festivals, happenings and spectacular show performances along with projects such as "European Capitals of Culture", cultural events attract more and more people and provide significant business opportunities involving considerable and various resources. As a social phenomenon, cultural events are becoming an important prerequisite for the development of cultural tourism. Observations show, however, emerging problems related to the planning, funding, execution and effectiveness of cultural events. In this chapter, the authors share the idea that the implementation of adequate marketing will help raise the importance of the various cultural events and reach a high level of satisfaction for all of their participants.*

*Key words: cultural events, cultural tourism, rhombus of adequate marketing*

## Introduction

The trend for the active behavior of people, i.e. the need to “experience” rather than observe, makes the role of cultural events even greater both for consumers and businesses, while enhancing the image and reputation of the respective location/destination (resort, town, country). Some cultural events like the Carnival in Venice and the Rio de Janeiro Carnival, attracting millions of local citizens and tourists, have turned into emblems, a “brand” for local cultures. No less popular are the Amiens Theater Festival and the Film Festivals in Cannes, Berlin, and Venice, mega events such as the concerts of popular musicians and singers, as well as spectacular shows like award ceremonies celebrating cultural achievements. The growing number of cultural events around the world, such as carnivals, festivals, performances, art competitions, concerts, art workshops and more presents an opportunity to increase the desire of people to explore and experience emotion, belief, ritual traditions, civilization’s values or beliefs such as “personal freedom” and “human rights”, etc. Shared knowledge can be a favorable basis for achieving greater tolerance in overcoming the differences between modern civilizations and preventing conflicts between them. The European Commission is especially active in initiating projects such as the “European Capital of Culture”, which promotes the cooperation of people in the fields of culture and arts from the cities of the respective Member State and other Member States within the EU.<sup>1</sup>

Bulgaria, ancient and modern, boasts a rich and diverse cultural and historical heritage as well as a variety of contemporary cultural events. The cultural calendar of the country features cultural events that are diverse in their nature, shape, scale, duration and frequency such as: the Varna Summer International Music Festival with a Ballet Competition, March Music Days in Russe, the Sofia Film Fest, the Bansko Jazz Festival, the Great Koprivshitz Folk Art Festival, the Pernik International Koukeri Festival of Masquerade Games, the Spirit of Bourgas and Sofia Rocks Pop Music Festivals and many others. A substantial number of them are devoted to our rich folklore of music, songs and dance, others to the different arts in the classical and contemporary expression of their development, and still others to the ritual traditions of the nation.

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<sup>1</sup> /<http://eurlex.europa.eu/LexUriServ/LexUriServ.do?uri=DD:16:03:32006D1622:BG:PDF>.

Huge organizational, financial, and logistical efforts and human resources are needed to hold any cultural event. Various problems arise (Titova, 2017) but most often they are financial and organizational matters: it is difficult to raise the sufficient and solid flow of financial resources, information about the event and its promotion are delayed, no interpreting services in the respective foreign languages are offered, the best methods of communication between organizers and participants are not chosen, and the expected scale of the event or level of attendance is not achieved. Issues like pricing or easy access to the event venue, etc., are ignored.

In order to be sustainable and successful in time, cultural events need modern management. With the help of adequate marketing actions, the interests of various stakeholders can be covered and met both in terms of the resources invested, increasing competition and, of course, reaching the cultural event's objective - to meet the definite specific needs of all its participants - organizers, sponsors, media covering the event, performers, spectators, audiences, and fans.

## **1. Data and Methods**

The aim of the research is to offer a conceptual model ("rhombus of adequate marketing") for marketing behavior in organizing and holding cultural events on the basis of a study of the privately-run International Folk Costume Festival in the village of Zheravna, Bulgaria. The choice has been made on the basis of its authenticity and originality, its location in a self-contained territory, its scale of about 15 thousand participants, its ten-year-old history and the personal observations of the authors.

The research goal has been achieved after conducting a literature review of theoretical sources and marketing research using the methods of induction and deduction, analysis and synthesis, in-depth interviews with professionals, a field survey to identify the reference groups of participants and their satisfaction, as well as the authors' expert critical evaluation of the subject matter. The interviews outline the opinions of the main organizers (25 interviewees) and professional performers (42 interviewees), and the questionnaire covers the views of a random sample of event participants/attendees, mainly selected on the basis of age group and family status (67 respondents). The decision to use this methodology is based on the self-contained nature of the event and the exclusive conditions for participation.

The theoretical rationale is sought in the context of the modern age, characterized by the extremely dynamic processes of expression of