



Marketing Strategy

for promotion of Old Urban Lifestyle
heritage tourism in the cross-border region



Prepared by: Civil association for researching and creating policies in tourism, hospitality and sustainable development TURISTIKA Skopje

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The content and information expressed in this Marketing strategy for promotion of Old Urban Lifestyle heritage tourism in the cross-border region belong to the authors and do not express the views of the European Union or the Governing Body of the program.



EUROPEAN UNION

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**BASIC FUNDAMENTALS
FOR CREATING THE
MARKETING STRATEGY**



I. BASIC FUNDAMENTALS FOR CREATING THE MARKETING STRATEGY

1. Introduction

The Marketing Strategy for promotion of Old Urban Lifestyle heritage tourism in the cross-border region has been prepared with financial support from the European Union, IPA Cross-Border Cooperation Program, Reference number CB006.2.21.144, within the project "Common History and Culture - A bridge across borders". Leading partner in the project is the Municipality of Kumanovo, and the project partner is the Municipality of Dupnica.

The strategy covers two cross-border regions - the Northeast region in North Macedonia and the Kyustendil region in Bulgaria. Six municipalities are located in the Northeast region: Kumanovo, Lipkovo, Kriva Palanka, Rankovce, Staro Nagoricane and Kratovo. The following nine municipalities are located in the Kyustendil region: Dupnica, Kyustendil, Bobov Dol, Sapareva Banja, Rila, Kocherinovo, Nevestino, Trekljano and Boboshevo.

The marketing strategy is divided into four basic parts. The first part covers the initial bases for the preparation of the strategic document, the goals of the strategy, as well as the mission and vision of the strategy. The methodology for preparing the document is also presented.

The second part presents an analysis of tourism in the cross-border region. It reflects on the impacts and trends in tourism, characteristics of the tourist market in the cross-border region, the organizational structure of tourism, development strategies and programs in the cross-border region, as well as tourist sites in the cross-border region.

The third part is dedicated to tourism marketing. This section covers the material related to tourism marketing, destination branding, public relations and promotion. In addition, a SWOT analysis of tourism in the cross-border region was conducted. Also it contains part dedicated to the profile of tourists who are involved in travel with a focus on cultural tourism and development potentials.

The fourth part focuses on the Action Plan of the strategic document. This section presents the goals of the Marketing Strategy, priorities, measures and activities to achieve the desired results. In addition, the fourth part also contains recommendations for monitoring the implementation of appropriate activities.



In the preparation of the marketing strategy, appropriate professional literature and relevant internet sources in the field of cultural heritage marketing in the function of tourism have been used. Examples and good practices from Europe and the world have been reviewed, which are further translated into appropriate recommendations contained in the action plan of the strategic document. The Marketing Strategy is based on the existing programs and strategies for the cross-border region. In addition, the Marketing Strategy is created based on the previously prepared study within the project.

2. Goals of the Marketing Strategy

Marketing Strategy for promotion of Old Urban Lifestyle heritage tourism in the cross-border region has several goals such as:

- Review of the results of the prepared Study on modern marketing practices for popularization of the heritage of the old urban lifestyle in the cross-border region;
- Analysis of program documents in the field of tourism in the cross-border region;
- Mapping of stakeholders whose interest would be development of tourism;
- Identification of the tourism market in the cross-border region and potential market competitors;
- Specific proposals and recommendations for close connection of this type of tourism with other tourism branches;
- Mapping and recommendations for resource management suitable for the development of tourism and cultural heritage of the old urban way of life in the border region;
- Development of a strategic action plan for development of tourism and the old urban way of life as a heritage in the cross-border region for the period 2021-2023, with specific goals, priorities, measures and activities;
- Identification of good examples and practices in the promotion of cultural tourism;
- Assessment and mapping of the current tourism marketing situation in the cross-border region;
- Assessment of the trends in the international tourism market related to the old urban way of life and reviewing the functional international approaches to its popularization; and
- Research on the latest trends in tourism related to cultural heritage.

3. Mission and vision of the strategy

When creating management documents, an integral part of the strategies is to set a vision and mission as a basis for further development.

The mission of this Marketing Strategy is as follows: **to increase the social and economic benefits in the territory of the cross-border region that arise from tourism through organized marketing and promotion.**

The vision of the Marketing Strategy for promotion of the old urban lifestyle as a heritage for the tourism in the cross-border region is: **the cross-border region is an attractive destination for rest and recreation, recognized by the tourists for its cultural and natural wealth and organized offer.**

4. Methodology

The strategy is an important document that points out the potentials and opportunities for marketing and sustainable tourism development in the cross-border region. The methodology for preparing the Strategy derives from the indicated goals. The steps that were taken during the development of the strategy are the following: initiating cooperation; meetings held and goal setting for development of a marketing strategy; team formation, literature review and field research; conducting unstructured stakeholder interviews; writing, designing and presenting the strategy.

During the development of the Marketing Strategy, the following research methods and instruments were used: analysis of the content of European and world plans and strategies for development of tourism and cultural heritage; analysis of statistical reports related to tourism; analysis of "good practices" for promotion and marketing of cultural heritage in the function of tourism; conducting unstructured interviews with public, private and non-governmental sector stakeholders; creative thinking; field research by visiting sites of interest and photographing them; analysis of relevant existing literature related to cultural heritage and tourism; analysis of internet sources; SWOT analysis, etc.

The strategy has been developed in accordance with the existing tourism policy in North Macedonia and Bulgaria, consulting the relevant legislation, development plans, programs and strategies, at national, regional and local (municipal) level.



In the steps of creating the strategy, the interests of the stakeholders were taken into account, such as:

- Local population living or working at the destination and providing local resources for visitors;
- Business community interested in the development of the tourist destination because it provides tourism products and services;
- Public sector interested in employment, encouragement of regional development and increase of overall income and has an important role in the development of the tourist destination;
- Other participants such as non-governmental organizations, associations, investors, craftsmen, etc .;
- Visitors and tourists (current and potential) using the tourism products and services at the destination.

Definitions used in the strategy for certain terms related to tourism and cultural heritage are as follows:

- Tourism is a set of activities of persons during their travel and stay in a place outside their usual environment, but not more than one calendar year, for vacation, i.e. business or other reasons not related to earning a salary in places they visit;
- Tourist is a person with a permanent place of residence outside the place where he/she stays and spends overnight at least one night in a hospitality or other facility for accommodation of tourists;
- Visitor is a person who stays at a destination that is not his/her permanent place of residence in a time interval of several hours without spending the night;
- Tourist destination is a geographical area in which there are all elements that are relevant for a vacation (natural and cultural values, attractions, accommodation and food facilities, entertainment facilities, tourist infrastructure, etc.);
- Cultural heritage - includes material and non-material values that we have received from previous generations that have value for passing on to future generations; and
- Cultural tourism is a type of tourism, where the main motives for travel of tourists are visiting or getting acquainted with the cultural heritage of a particular object, place, region, etc.



ANALYSIS OF TOURISM IN THE CROSS-BORDER REGION



II. ANALYSIS OF TOURISM IN THE CROSS-BORDER REGION

1. Impacts and trends in tourism

Tourism is an activity of people traveling outside their permanent place of residence, an industry that meets their needs and the impact that people and industry have on the socio-cultural, economic and physical environment of the host. Tourism today is a kind of phenomenon, an event that is present in all countries in the world and is growing more globally. There is no country in the world that does not develop some kind of tourism or a country where the population is not involved in tourist travel and movement outside its permanent place of residence. The inclusion of tourists in travel occurs for various reasons such as business, pleasure, religion, sports and recreation or other reasons. The great role that tourism has, both in terms of cultural prosperity and economic benefits for destinations, will be supported by data provided by the UN World Tourism Organization: tourism accounts for about 10% of global gross domestic product, and every tenth employed person in the world is employed in this sector.

Among the continents in the world, in terms of the tourism market, Europe has the primary role with approximately half of the total share in the tourism trade, both by sending and receiving tourists. The predictions are going in the direction that the European continent, in which the cross-border region is located, in the coming years will hold the primacy of the world tourism market and will be the main source of tourism supply, demand and movement of international tourists.

Table 1. Arrivals of foreign tourists and spending in 2019

	Arrivals of foreign tourists	Spending by foreign tourists (in US dollars)
World	1 460 000 000	1 481 000 000 000
Bulgaria	9 312 000	4 287 000 000
North Macedonia	758 000	396 000 000

Source: UNWTO (2020) Tourism highlights. Madrid: UNWTO.

According to research by the United Nations World Tourism Organization, the motives for tourists to travel in 2019 are the following: leisure and recreation 55%; visit friends and relatives, religious, health and other reasons 28%; business travel 18%; and 6% of tourists did not state a



reason. According to the type of transport, 59% of tourists used air transport, 35% road transport, 5% water and 1% rail transport. The trends in the travel of international tourists are the following:

- travels for change (search for authentic and local experiences);
- travels for a show-off (instagramization of travels);
- search for a healthy way of life;
- individual and multi-generation tourists; and
- increased ecology and sustainable tourism awareness.

The Marketing Strategy aims to incorporate the current needs and modern trends in the tourism market in the world, and they are presented through realistic solutions that take into account the potentials and opportunities of the cross-border region. The global trends predicted to be of great importance in the future development of tourism are the following:

All aspects related to health (fitness, spa, physical activity, etc.) will gain additional importance in the near future. Although increased health awareness will not affect the volume of demand, it will certainly affect decisions about destinations and behaviors and activities during the holidays. This segment is characterized by an increase in competition, with investments of private capital in upgrading old spas and recreational spa centers.

Modern society increases the pressure on people's daily lives and encourages the desire for more free time for rest and relaxation - which will have a negative impact on increasing free income. For tourism, this trend is by definition unfavorable.

Due to the large number of realized travels, tourists are more sophisticated and more confident in terms of their needs and rights. For tourism, this results in an increasingly critical attitude towards quality and price-quality ratio. This trend will contribute to raising the quality of tourist service.

The trend of using the internet to buy and compare tourism products and services will be constantly increasing. Tourists will seek advice from other tourists online and analyze reviews of certain facilities and destinations online before deciding on a destination. New systems will be created in terms of electronic payment, secure credit cards, e-wallet, etc. These achievements will make money transfers easier and overcome concerns about overdrafts, exchange rates and security.

The world trend is an aging population, and thus older age groups will increase. These "healthy" seniors will have more free time and the tourism industry will have to adjust its offer to the needs of this group of tourists. But also the youth segment (16-35 years), which accounts for more than 20% of global tourism is an important target group for the future.

Travel for people with disabilities will help in the future to make adjustment of the tourism infrastructure for accessible tourism. Accessible tourism is also called inclusive tourism, tourism without barriers, tourism for all, etc. Data from the UN World Health Organization show that 15% of the world's population has some form of disability, and these percentages are increasing due to the aging population in the world.

Climate change is affecting and even threatening certain tourist destinations that depend on their natural environment. The decline of glaciers in Europe is just one proof of global warming. However, there still is a doubt about the real effects of climate change.

The global economy will continue to grow, with countries such as Brazil, Russia, India and China experiencing economic growth. Global trade in consumer goods and services will continue to grow. Services (including tourism) will gain importance in the world economy.

Expenditures on social, health, education, pensions and other services will rise in the future, forcing governments to raise taxes. Concerns about safety, health and immigration issues will lead to greater travel control by governments, which will be a barrier to the free movement of tourists.

Terrorist attacks on tourists and tourist destinations have led to a greater sense of insecurity in recent decades. The media further influence the increase of the fear of these threats. Also, natural disasters, which seem to occur more often than in the past, bring harm to tourism. However, it has been proven that the range of consumer attention is relatively small, and this is because people know they can do nothing about it.

Fewer differences among the destinations are expected in the future. Unique destinations will increasingly disappear. In the past, travel was a luxury, but today it is a normal part of life. The number of last minute vacations and short trips is increasing. The freedom to travel will expand to the trend of older parents and growth of single parent families. In many countries there is a higher demand for wellness products, health and fitness, stress management and medical services.

There will also be growing investment in marketing promotion strategies and new research techniques. In addition, public-private partnerships are becoming increasingly important for tourism marketing as governments seek to increase private sector involvement in marketing budgets.

Automobiles are the means of transportation for most domestic tourist trips and will remain the most important means of transportation. Low availability of city centers and cheap air transportation have a negative impact on bus travel. Also, the increase in air travel could be reduced due to fuel costs, security and airport taxes. Governments are investing more money in rail travel, especially express lines.

1.1. Impact of the COVID-19 crisis on tourism

The COVID-19 crisis has contributed to major travel restrictions and a reduction in international tourism. Health protocols and travel bans to prevent the spread of the pandemic have negatively affected tourism in 2020. According to research by the United Nations World Tourism Organization, the arrival of foreign tourists globally is reduced by 74% or 1.1 billion tourists in 2020 travel less compared to 2019. The number of foreign tourists in the world in 2020 is 381 million, which is the lowest number of tourists in the world in the past 30 years. It is predicted that the revitalization of tourism and the positive growth of the number of tourists will be achieved in the next 5 years. In the past period, due to the COVID-19 crisis, international health certificates for travel, as well as certificates for safe destinations and facilities have been accepted internationally.

The impact of the COVID-19 crisis on tourism has contributed to the reduction of travel, loss of jobs in the tourism sector, closure and conversion of tourist facilities, change in the activity of companies, etc. The tourism industry is in danger due to the COVID-19 crisis and without adequate and continuous government assistance, tourism companies could not survive in the market. Governments' tourism policies and actions due to the COVID-19 crisis are moving in the direction of the following priorities:

- Restoring the trust for travel among tourists;
- Support to tourism businesses for adaptation and survival in crisis conditions;
- Promoting domestic tourism and supporting the safe return of international tourism;
- Providing clear information for tourists and business entities;



- Evolved response measures to maintain capacity in the tourism sector and fill gaps in previous support measures;
- Strengthening cooperation within countries and international cooperation; and
- Building a more resilient, sustainable tourism.

According to research by the World Travel and Tourism Council, trends emerging from the COVID-19 crisis and related to tourism are as follows:

- **Demand Evolution:** Traveller preferences and behaviours have shifted toward the familiar, predictable, and trusted. Domestic vacations, extensive planning, and the outdoors will reign in the short-term, with tourism businesses and destinations already adapting.
- **Health & Hygiene:** Health, safety and trust are paramount in this new era. Personal experiences, the fear of being stuck in another country, and concerns for distancing will guide consumer behaviour in the short- to mid-term. Businesses will have to collaborate even more closely with their extended value chains to ensure readiness.
- **Innovation & Digitisation:** COVID-19 is proving to be an unexpected catalyst in the Travel & Tourism sector's quest for innovation and the integration of new technologies. Amid stay-at-home orders, digital adoption and consumption are on the rise, with consumers now expecting contactless technologies, among others, as a basic prerequisite for a safe and seamless travel experience.
- **Sustainability:** From widespread unemployment and anti-racism movements to the restoration of natural habitats, the world has been reinvigorated to tackle social, environmental, and institutional sustainability. In particular, heightened public awareness of wildlife markets and poaching has boosted advocacy for wildlife protection.

The COVID-19 crisis is having a negative effect on the economy and especially on tourism, however cross-border regions may try to take advantage of travel restrictions. As tourists can not easily travel abroad, they begin to look for new places to visit and travel in their countries. This can help the Northeast and the Kyustendil region to attract tourists who have previously preferred other destinations and who have not experienced cross-border regions as interesting destinations for tourism and leisure.



2. Features of the tourist market in the cross-border region

Tourism and travel are at the core of the development of this marketing strategy, and for that reason the features of the tourism market in the cross-border region will be shown. According to the available statistics for 2019 in the region of Kyustendil there are 92 places for accommodation, mostly 2 and 3 star hotels and family guest houses with a total accommodation capacity of 3 402 beds. Despite the slow development of tourism, the number of accommodation facilities in the Kyustendil region is increasing compared to previous years.

Table 2. Capacity of accommodation facilities in the Kyustendil region

	2015	2016	2017	2018	2019
Accommodation facilities	66	78	78	87	92
Number of beds	3 186	3 342	3 223	3 298	3 402

Source: www.nsi.bg

The tourist infrastructure in the Northeast region shows even lower development, it is a region with the lowest number of accommodation facilities in North Macedonia. In 2016, there were a total of 18 accommodation facilities in the region. In 2019, accommodation facilities in the Northeast region are 381 rooms with 763 beds.

Table 3. Capacity of accommodation facilities in the Northeast region

	2015	2016	2017	2018	2019
Number of rooms	315	361	388	380	381
Number of beds	673	727	778	763	763

Source: www.stat.gov.mk

With the growing popularity of online booking platforms, locals in both regions are investing in apartments and accommodation offer for tourists, but in many cases these activities are not properly registered and therefore not included in the available statistics.

The biggest towns in both regions are easily accessible to tourists mostly thanks to their proximity to the capitals, their airports and the developed road infrastructure. However, access to some of the remote tourist destinations is more difficult due to the poor road conditions leading to them. There is a lack of adequate signalization for tourists, especially signalization in English for foreign tourists. This leads to more visits to more popular natural and cultural sites, while smaller and more remote locations remain accessible only to locals. In this case, the Internet also helps to some extent, as tourists can read more information about places of interest in advance and can use navigation to reach most of them.

The information available on tourist sites on the Internet is not very rich and in many cases is only available in the local language or in English. There are descriptions of cultural, historical and natural sites, but in many cases directions are not easily available and sites need to be further explored. The different alphabets and the translation of the names into foreign languages make the search of places even more difficult and confusing for tourists. Although the regions are primarily popular for their mountains, information on the routes to follow is also not easily available and tourists should use organized excursions, local guides or information from friends in order to visit most tourist destinations in both regions. Most of the time, the websites used are not very well designed, do not provide interesting information and in many cases are only in the local language.

Restaurants and resorts in the Kyustendil region and the Northeast region are also mostly family restaurants and hospitality facilities with local cuisine and atmosphere. There is a lack of more information about their offer and category, and the service of foreign tourists in different languages is difficult.

The tourist infrastructure in the border region is not modernized and in particular is not easily accessible to people with disabilities - the information provided is not available to the blind or deaf and many places cannot be visited by people in wheelchairs.

In 2019, the total number of overnight stays in the Kyustendil region was 106,607, of which only 15,224 were overnight stays by foreign tourists, and 91,383 were overnight stays realized by domestic tourists. In the analyzed period (2015-2019), the number of overnight stays in the Kyustendil region is increasing. Interesting information from the available statistics is that in the Kyustendil region most of the overnight stays were made by domestic tourists, while for the Northeast region most of the overnight stays were realized by foreign tourists.



Table 4. Overnight stays by domestic and foreign tourists in the Kyustendil region

	2015	2016	2017	2018	2019
Overnight stays	76 239	92 149	99 255	111 325	106 607
Overnight stays by foreign tourists	10 700	12 872	14 500	15 859	15 224
Overnight stays by domestic tourists	65 539	79 277	84 755	95 466	91 383

Source: www.nsi.bg

In 2019, the total number of overnight stays in the Northeast region was 14,214, of which 11,061 are overnight stays by foreign tourists, and 3,153 are overnight stays made by domestic tourists. In the analyzed period (2015-2019), the number of overnight stays in the Northeast region varies.

Table 5. Overnight stays by domestic and foreign tourists in the Northeastl region

	2015	2016	2017	2018	2019
Overnight stays	15 229	13 751	17 207	14 185	14 214
Overnight stays by foreign tourists	12 366	10 286	13 924	10 905	11 061
Overnight stays by domestic tourists	2 863	3 465	3 283	3 280	3 153

Source: www.stat.gov.mk

The main profile of tourists who visit both regions are tourists who prefer hiking, mountaineering, ornithologists and people in general who prefer to be out in nature. They come to the regions to visit mountains and national parks, usually in organized groups and do not spend

much time in the towns themselves. In some of the towns, most of the realized overnight stays are only for work - business purposes. Very few of them are due only to visits to cultural sites and events in the two trans-border regions.

Additionally, very characteristic for the tourism in the region of Kyustendil is the spa and balneological tourism. Besides the spa in Kyustendil, the mineral water in Sapareva Banja is especially famous, characterized as hyperthermal, with low mineralization, containing sulfate-hydrocarbonate, sodium, fluorine, silicon and sulfide. The mineral water of Sapareva Banja is clean, colorless, with the smell of hydrogen sulfide. The temperature of the water in the main spring is 102 °C.

Resorts and medical facilities in Sapareva Banja are profiled and specialized in the treatment of diseases of the musculoskeletal system, peripheral nervous system, lesions of the central nervous system, gynecological diseases, acute and chronic poisoning with salts of heavy metals, skin diseases, upper respiratory tract tract, etc.

There are also several mineral water springs in the Northeast region. The most famous are those near the village of Proevci, then near the village of Strnovac, near the village of Topolovic and others. So far, for spa tourism are used only the healing waters of the springs in the village of Proevci (Kumanovska Banja). The temperature of the spring water is 28 °C, and the water is used for treatment of nerve diseases, diseases of the digestive organs, diabetes, gallbladder disease, kidney stones and diarrhea.

The last reason for visiting the two regions among tourists are the cultural facilities in the towns. Exceptions are the Osogovo Monastery near Kriva Palanka, as well as the Rila Monastery which is one of the landmarks not only for the region, but for Bulgaria as a whole. Museums, houses and galleries are mostly visited by locals (students and other organized groups) or other tourists at leisure before or after visiting the mountains and national parks in the regions. Although the regions have a rich culture and history, the cultural sites are not well presented to tourists, the exhibitions in museums and memorials are not attractively arranged, mostly showing objects, photographs and furniture, but do not immerse the visitor in certain historical time and events, which is extremely important for attracting the interest of tourists.

Festivals and outdoor events organized in both regions are also mostly popular among the locals, but they are not well popularized and therefore do not attract many tourists from other parts of the country or from abroad.



One of the main factors in the development of tourism as a mass phenomenon are travel agencies that appear on the market as an entity that connects supply and demand and provides services that tourists use during travel and stay in the tourist destination. The travel agency as one of the entities on the tourist market is a special type of travel company that directs its activities to mediation in providing services related to travel and stay of tourists in the tourist place and organizing so-called "package deals" that it sells on the market as its own products.

Table 6. Number of travel agencies and tour operators in the cross-border region

	Travel agencies, travel agents and tour operators
Northeast region	41
Region of Kyustendil	20

Source: Министерство за економија (2020) Регистар на туристички агенции; Национален туристически регистър - Регистър на регистрираните туроператори и туристически агенти.

Table 6 shows that 61 travel agencies are located in the cross-border regions, 41 of which are in the Northeast region and 20 in the Kyustendil region. Most of the travel agencies are located in bigger towns like Kumanovo, Kyustendil and Dupnica. In the Northeastern region there are 41 travel agencies registered, and it should be noted that most of these agencies are licensed B and their main activity is passenger transport and intermediation (sale of travel arrangements by tour operators).

3. Organizational structure of tourism in the cross-border region

The organizational structure of tourism will be reviewed through government bodies in charge of tourism development and promotion, tourism-related legislation and tourism info centers.

3.1. Government bodies in charge of development and promotion of tourism

As an industry, tourism in both countries falls under the competence of different ministries. Tourism in North Macedonia is managed by the Department of Tourism and Hospitality within the Ministry of Economy, and in Bulgaria there is a Ministry of Tourism.



Table 7. Government bodies in charge of development and promotion of tourism in North Macedonia and Bulgaria

	Government bodies in charge of development of tourism	Government bodies in charge of promotion of tourism
North Macedonia	Ministry of Economy, Department of Tourism and Hospitality (economy.gov.mk)	Agency for promotion and support of tourism (tourismmacedonia.gov.mk)
Bulgaria	Ministry of Tourism (tourism.government.bg)	Tourism organization of Bulgaria (bulgariatravel.org)

We note that both countries have established bodies dealing with the promotion of tourism. In Bulgaria it is the Tourist Organization of Bulgaria, and in North Macedonia such role is played by the State Agency for Promotion and Support of Tourism. These bodies have developed official websites, and also perform the function of promoting the tourism potentials of a given country internationally, through promotional campaigns, participation in fairs, printed, video and audio advertising material, etc.

3.2. Legislation related to tourism

In both countries there is an appropriate legal framework governing tourism. Table 8 shows that in Bulgaria there is a law on tourism, and in North Macedonia the law is related to tourism services and activities. The Law on Tourism of Bulgaria is extensive and contains 18 chapters and 231 articles, and the Law on Tourism in North Macedonia is smaller with six chapters and 40 articles. The reason for this is the legislation in North Macedonia - in the country there are other laws related to tourism such as the Law on Hospitality Activity, Law on Auto Camps, Law on Tourist Development Zones and others.

Table 8. Overview of tourism laws in North Macedonia and Bulgaria

	Law on Tourism	Content of the Law on Tourism and main chapters
North Macedonia	Law on Tourism Activity. Official Gazette of North Macedonia №62 / 2004	I Basic provisions; II Performers of tourism activity; III Conditions and manner of performing tourism activity; IV Supervision; V Penal provisions; VI Transitional and final provisions (Total of 80 articles)



Bulgaria	Law on Tourism. State Gazette of the Republic of Bulgaria №30/2013	I Basic provisions; II State policy and tourism management bodies; III Tourist regions; IV Tourist associations; V Tourist Information Centers. National Network of Tourist Information Centers; VI Financial assistance for development of tourism; VII Tour operator and tourism agent activity; VIII Hotel and restaurant activity; IX Terms and Manner for the provision of spa and wellness services. Certification of medical spa, spa, wellness and thalassotherapy centers; X Submission of documents electronically; XI Issuance of duplicates of certificates and certificates; XII Tour guides, mountain guides and ski instructors; XIII Ski tracks. Types. Use, maintenance and security. Tourism services. 14 Beaches. Types. Use and security; National Tourism Register. Unique tourism information system; XVI Supervision; XVII Penal provisions; XVIII Transitional and final provisions (Total of 231 articles)
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In both countries, in addition to laws on tourism, there are a number of rules related to tourism regulation. The conducted research showed that the mentioned laws in both countries from the moment of their adoption until today have undergone numerous changes and amendments. This shows that the states care not only for the adoption, but also for the review of the proposed legal solutions, as well as for possible amendments to the tourism laws in order to improve the regulation of the interests and needs of all stakeholders.

3.3. Tourist Info Centers

Tourist information centers are places where visitors can get information about the destination they are visiting. The information helps tourists to better explore and navigate the places they explore. Printed maps, flyers, brochures, guides and tips on what to visit and how to orientate can be obtained at these centers. Most often, these centers are located in frequent locations and places where there is the greatest movement of tourists and are managed by the State Tourism Organizations. Tourist info centers are one of the first places where tourists will head to get information about the destination. In Bulgaria there is a network of such centers offering information to tourists at suitable locations through their offices, as well as on the official websites.



In the border region, in the region of Kyustendil, such centers are located in the municipalities of Kyustendil, Nevestino, Rila and Sapareva Banja. In the Northeast region, there are two info centers for tourists located in Staro Nagoricane and Kratovo.

4. Development strategies and programs in the cross-border region

The development strategy is a document, a pre-determined action plan created to achieve a specific goal. For the needs of the Marketing Strategy for promotion of the old urban lifestyle as a heritage for the tourism in the cross-border region, an analysis of the strategies for tourism development in North Macedonia and Bulgaria at national, regional and local level shall be made.

4.1. Development strategies at national level

Table 9 provides an overview of tourism development strategies in North Macedonia and Bulgaria, from which one can notice that both countries have developed and adopted national tourism development strategies highlighting certain types of tourism as potential for development. Such strategies are usually done over a period of several years.

Table 9. Overview of national tourism development strategies and types of tourism in North Macedonia and Bulgaria

	National Tourism Development Strategy	Types of tourism included in the tourism development strategy
North Macedonia	National Tourism Development Strategy 2016–2020	Lake tourism; Urban tourism; Mountain tourism; Spa tourism; Wine tourism; National parks; Cultural tourism.
Bulgaria	Strategy for Sustainable Development of Tourism in Bulgaria 2014–2030	Sea tourism; Mountain and ski tourism; Spa and wellness tourism; Cultural tourism; Ecotourism; Wine tourism; Golf tourism; Event tourism; Hunting tourism.

The two strategies considered include the mission and vision for the level and development of tourism in the future. The strategies have been developed by Ministries and experts in the field of tourism, as well as in the field of education, and non-governmental organizations. The Tourism Development Strategy in North Macedonia was developed for the period 2016-2020, and the Tourism Development Strategy of Bulgaria is longer-term one - until

2030. The common types of tourism involved in both strategies are the following: mountain tourism, spa tourism, cultural tourism and wine tourism.

4.2. Development strategies at regional level

Both regions have developed integrated development programs with action plans that contain goals, priorities, measures and activities. All regions have defined their own visions and development missions. The development programs are prepared with the participation of all stakeholders from the regions (governmental, private and non-governmental sector), through workshops, discussions, research, SWOT and other analysis. Table 10 covers the development programs of the two border regions referring to the activities related to tourism with goals, priorities and measures set. The appropriate measures have their own activities that are described in the development programs, but are not included in the spreadsheet.

Table 10. Analysis of the programs for development of the regions in the field of tourism

Region	Goal	Priority	Measures
Northeast region (Northeast Planning Region Development Program 2021-2026) northeastregion.gov.mk	Integration of agricultural development, rural development and tourism in the region	Development of rural and alternative tourism	Improvement of rural and tourism infrastructure; Attracting investments and support for construction of accommodation facilities and their categorization; Mapping and evaluation of the natural and cultural-historical heritage and its promotion; Improvement of visibility through signalization and visualization of tourist attractive locations; Formation and promotion of regional tourism offers; Formation of a tourism cluster; Introduction of information system for tourist records and analytics; Capacity development of tourism workers; Enrichment of the cultural offer and improvement of the infrastructure in the culture.



<p>Kyustendil Region (Strategy for development of Kyustendil region 2014-2020) kn.government.bg</p>	<p>Socio-economic development, based on sustainable economic growth, through the development of a competitive diversified regional economy based on "knowledge economy" and development of e-management and human capital</p>	<p>Cultural development, balneology, winter sports, new forms of tourism, tourist routes and products</p>	<p>Valorization of cultural and historical heritage sites - restoration, protection, exposure, equipment, animation; Restoration of balneology in Kyustendil and Sapareva Banja and their transformation into regional medical and SPA centers; Development of mountain tourism and winter sports on the mountain Rila - Sapareva Banja / Paniciste - v. Kabul; Dupnica and Osogovo mountain; Development of alternative tourism - aqua park "Struma", motorcycle trails, hunting and fishing tourism, rural tourism and other types of tourism; Strengthening of cultural institutions and their infrastructural provision - Regional History Museum in Kyustendil, Art Gallery "Vladimir Dimitrov Majstora", Regional Library "Emanuil Popdimitrov"; Establishment and marketing of regional tourism products; Promotion of natural and cultural heritage and promotion of cultural and religious tourism in the area.</p>
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From the table above we can see that both regions in their development programs as a strategic goal have included tourism. The Northeast region prioritizes the development of rural and alternative tourism, and the program includes 9 measures for tourism development. For the region of Kyustendil, the development of culture, balneology, winter sports, new forms of tourism, tourist routes and products is of primary importance, and the program sets 7 measures for the development of this priority.



4.3. Development strategies at local level

Municipalities in both cross-border regions have developed integrated development programs and strategies that include tourism. In addition to the integrated development programs, most of the municipalities have developed separate strategies for tourism development.

Table 11. Strategies for tourism development in the municipalities in the Northeast region

Municipality	Website	Tourism Strategy
Kumanovo	kumanovo.gov.mk	Strategy for tourism development in the municipality of Kumanovo 2020-2024
Kriva Palanka	krivapalanka.gov.mk	Strategy for tourism development in the municipality of Kriva Palanka 2020-2025
Kratovo	opstinakratovo.gov.mk	Strategy for tourism development in the municipality of Kratovo 2020-2024
Staro Nagoricane	staronagoricane.gov.mk	Strategy for tourism development in the municipality of Staro Nagoricane 2019-2023
Rankovce	rankovce.gov.mk	/
Lipkovo	/	/

From Table 11 it can be seen that out of 6 municipalities in the Northeast region, 4 have developed strategies for tourism development. These strategies have been developed in the past two years.

Table 12. Strategies for tourism development in the municipalities in the Kyustendil region

Municipality	Website	Tourism Strategy
Bobov Dol	new.bobovdol.eu	Updated strategy for tourism development in the municipality of Bobov Dol 2014-2020
Sapareva Banja	saparevabanya.bg	Tourism development program in the municipality of Sapareva Banja 2014-2020; Strategy for joint and sustainable development of tourism in the municipality of Sapareva Banja, Bulgaria and the municipality of Sokobanja, Serbia 2019-2024
Kyustendil	kustendil.bg	Strategy and plan for tourism development in the municipality of Kyustendil 2010-2015; Marketing strategy for tourism development in the municipalities of Kyustendil, Kriva Palanka and Stip



Rila	grad-rila.bg	Strategy for development of sustainable tourism in the area of the Rila National Park 2008 - 2013; Tourism development program in the municipality of Rila 2014-2020
Dupnica	dupnitsa.bg	/
Kocerinovo	ob-kocherinovo.bg	/
Nevestino	obshtinanevestino. kncity.info	/
Treklyano	trekliano.eu	/
Boboshevo	obshtina-boboshevo.eu	/

From table 12 can be seen that out of 9 municipalities in the Kyustendil region, 4 municipalities have developed strategies for tourism development. Three municipalities - Kyustendil, Rila and Sapareva Banja - have developed two tourism strategies each. The Municipality of Rila has prepared a separate strategy for tourism in the Rila National Park. The municipality of Sapareva Banja has prepared a cross-border strategy for tourism development with the municipality of Sokobanja in Serbia, and the municipality of Kyustendil has developed a marketing strategy for tourism development with the cross-border municipalities of Kriva Palanka (Northeast region) and Stip (East region).

5. Tourist sites in the cross-border region

Tourism in both cross-border regions is characterized by rich natural resources, including protected natural areas and national parks. In addition, on the territory of the Northeast region and the Kyustendil region are located a number of cultural objects that are protected by law. For the needs of this marketing strategy, in tables 13 and 14 we will present the most important tourist sites in the cross-border region. Out of 42 tourist sites in both regions, 30 are sites with cultural facilities, and 12 are natural sites. The impression is that in the cross-border region, in terms of the cultural heritage, the religious temples prevail, i.e. churches, monasteries and a mosque. The Orthodox religion in the region contributes to the existence of more churches in the cross-border region named "St. Nicholas", i.e. 7 churches, 4 churches named "St. George", and 2 churches named "St. Demetrius". In addition to religious buildings, cultural sites include baths, fortresses, a gallery, a memorial house, towers and bridges.



Table 13. Significant tourist sites in the municipalities in the Northeast region

Municipality	Cultural sites	Natural sites
Kumanovo	“St. George” monastery in the village of Gradiste Tartar Sinan-bey mosque “St. Nicholas” church	Bislimska gorge
Kriva Palanka	“St. Joachim Osogovski monastery “St. Demetrius” church	Stanci waterfalls
Kratovo	Old bridges Medieval towers	Stone dolls site
Staro Nagoricane	„St. George“ church	Kokino Megalithic Observatory
Rankovce	“St. Nicholas” church in the village of Opila “St. Nicholas” church in the village of Psaca	
Lipkovo	Matejce monastery	Lipkovska river and the two artificial lakes – Lipkovo and Glaznja

Source: Catalogue of tourist sites in Kyustendil District and North-East region

From the natural sites in the cross-border region there are waterfalls, lakes, rivers, eco trails, parks, pyramids, geysers, gorges, as well as the site Kokino, which is a natural site where there is human influence through adaptation into a megalithic observatory.

There are 16 major tourist sites in the Northeast region, of which 11 are cultural sites and 5 are natural sites.



Table 14. Significant tourist sites in the municipalities in the Kyustendil region

Municipality	Cultural sites	Natural sites
Bobov Dol	“St. Nicholas” church “St. Nicholas” church, village of Mala Fuca	
Sapareva Banja	“St. Nicholas” church	Geysers with hot water Seven Rila Lakes
Kyustendil	Roman thermae Dervish bath House-museum “Dimitar Peshev” Medieval fortress "Hisarlka" Episcopal Church "Assumption of the Mother of God" “St. Mina” church “St. George” church Gallery	Skakavitsa Waterfall in the village of Polska Skakavica Natural site “Juch Bunar”
Rila	Rila monastery	Eco Trail Kirilova Poljana - Ribno Lake - Smradlivo Lake
Dupnica	"St. George the Victorious" church "Clock Tower"	City Park „Rila“
Kocerinovo		Stob Pyramids in the village of Stob
Nevestino	“Kadin” Bridge	
Trekljano	Medieval fortress Dragojcani “St. Nicholas” church in the village of Dobri Dol	
Boboshevo	The Boboshevo Monastery "St. Demetrius" Ruen monastery "St. John of Rila"	

Source: Catalogue of tourist sites in Kyustendil District and North-East region

There are 26 significant tourist sites in the Kyustendil region, of which 19 are cultural sites and 7 are natural sites.



TOURISM MARKETING



III. TOURISM MARKETING

1. SWOT Analysis

SWOT analysis should be done for each strategic planning. SWOT analysis is a situational analysis of internal factors and external conditions according to which the development of the tourist destination should be projected. It provides the basis on which other techniques of planning and forecasting the development of tourism in the specific area are upgraded.

This SWOT analysis will address the analysis of the Strengths, Weaknesses, Opportunities and Threats identified by the Study on Modern Marketing Practices for popularization of the legacy of the old urban lifestyle in the Cross-border region and a comparative analysis with the five key elements of marketing destination planning. These key elements are known as 5 A: Access, Accommodation, Attractions, Activities and Amenities.

Advantages-positive controlled factors that need to be upgraded	
Access	<ul style="list-style-type: none"> • Location in the most attractive regions of Europe; • Relative proximity to generating markets; • High degree of territorial proximity to natural and cultural sites - opportunity to combine recreational activities in time and space; • Relatively good conditions for the functioning of all types of transport - road, rail, sea, river, air and intermodal; • Good network of mountain trails, built and maintained park infrastructure for tourism and recreation, interpretive routes;
Accommodation	<ul style="list-style-type: none"> • High competitiveness in terms of price;
Attractions	<ul style="list-style-type: none"> • Great diversity of natural and cultural-historical resources; • Great number of reservations, natural sights, natural and national parks and protected areas; • Abundance of religious sites, lack of religious restrictions and good interaction with church institutions; • Rich cultural heritage; • Accessible typical cultural and historical architecture; • Iconographic and artistic heritage; • Variety of festivals and events; • Implemented EU projects aimed at creating tourism products and their promotion at national and international level;



Activities	<ul style="list-style-type: none"> • Potential for development of new types of tourism; • Developed basic regional and local tourism products, combining different tourism opportunities;
Amenities	<ul style="list-style-type: none"> • Highly motivated local communities for joint work and enrichment of tourism services in the field of protected areas; • Created websites with basic information for tourists; • Access to funding according to different European programs and funds.

Weaknesses - negative factors that should be limited and minimized	
Access	<ul style="list-style-type: none"> • Insufficiently and unevenly developed transport infrastructure, a large part of the transport infrastructure in poor condition • Restricted access for people with disabilities; • Underdeveloped transport links in remote rural and mountainous areas and difficult movement of tourists by public transport; • Lack of a high degree of preservation and good accessibility to transportation to cultural and historical sites; • Lack of tourist information centers; • Lack of a functional unified system for tourist information; • Lack of reliable information about the situation and access to tourist attractions;
Accommodation	<ul style="list-style-type: none"> • Forming a competitive advantage based on the widespread use of tourism resources and low cost factor; • Pale image, without special features;
Attractions	<ul style="list-style-type: none"> • Insufficient investment in the development of the museum network, small number of visitors; • Poor utilization of religious sites as tourist sites, small number of programs and offers for pilgrimage tourism, which cover a small number of places • Poor marketing of folklore events, singing festivals and traditional Bulgarian holidays with the potential to attract many tourists; • Low popularity of the wine tourism product on the domestic and foreign market; • Low popularity of the health tourism product in foreign markets;
Activities	<ul style="list-style-type: none"> • Insufficient opportunities to hold large international events;
Amenities	<ul style="list-style-type: none"> • Deficits in normative and sub-normative regulation, regulation of tourism development;



	<ul style="list-style-type: none">• Hard to find, cumbersome to use and poorly structured calendar of events;• Lack of quality staff;• Lack of well-trained guides in various fields;• Obsolescence in the design and obsolescence in the contents of the tourist places;
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Other weaknesses that can not be listed as part of the 5A concept:

- Lack of basic strategic documents - regional and local marketing and brand strategy;
- Much of grey economy, lack of real information on the state and development of tourism enterprises;
- Lack of policy regarding quality management and sustainability in tourism development;
- Lack of reliable mechanisms for sustainable valorisation of tourism resources;
- Lack of methodological support to tourism enterprises (business aids)
- Lack of established and operational organization for tourism area management;
- Insufficiently good interaction between the state administration and non-governmental organizations in tourism;
- Lack of investments for maintenance and development of the discovered cultural-historical places and the already existing ones;
- Insufficient and/or poor quality markings, lack of markings in English;
- Insufficiently used potential of the sites to activate direct sales;
- Insufficient flexibility in the use of alternative distribution channels (besides tour operators);
- Little presence of hotels on the Internet compared to competing destinations;
- Small share of online sales in hotels;
- Poor management of loyalty programs (especially hotels in popular tourist destinations);
- Significantly less marketing and advertising resources compared to competitors;
- Low cost of marketing efficiency in tourism;
- Insufficiently specific and characteristic advertising, lack of a clear link between the ad and the destination;
- Insufficient consistency in the presentation as a tourist destination;
- Large investments in advertising in traditional markets, where the impact of advertising has little effect on customers;



- Insufficient flexibility in the promotion as a tourist destination, using mainly traditional channels;
- Deficiencies in terms of systematization, analysis and presentation of existing information on tourism development;
- Incomplete and often unsuitable for analysis information on the tourism industry and the state of tourism;
- Lack of updated information on the tourist characteristics;
- Lack of systematized and presented information for business use for the main competitors.

Opportunities - external factors to be explored	
Access	<ul style="list-style-type: none"> • Diversion of tourist flows from competing destinations as a result of newly created tourism products;
Accommodation	<ul style="list-style-type: none"> • Improving the economic well-being and living standards of the population;
Attractions	<ul style="list-style-type: none"> • Search for alternative less visited destinations for social isolation in the fight against Covid-19;
Activities	<ul style="list-style-type: none"> • Commitment with tourism organizations and opportunity for intensive participation in the processes related to tourism development, better positioning as a tourist destination and providing support for the tourism industry;
Amenities	<ul style="list-style-type: none"> • Creating new tourism products using modern digital and IT technologies; • Increasing travel near home; • Increasing the number of trips at the expense of duration and searching for new destinations; • Increasing the number of people related to nature and the ecological way of life, with requirements for proper use of natural resources and the practice of sustainable tourism; • Increasing the price advantage when requesting a tourist trip; • Increasing the impact of technologies in the development of tourism;



Other opportunities that can not be listed as part of the 5A concept:

- Favorable and relatively stable economic environment for tourism development worldwide;
- Increasing leisure time in response to new technologies and changes in lifestyle and way of life;
- Activation of intercultural relations and cooperation;
- Aging population and increased popularity of opportunities for development of various forms of health and cultural tourism;
- The popularity of specialized types of tourism is growing;
- Withdrawal of tourists from traditionally attractive destinations due to global climate change;
- Limited opportunities for tourists to travel abroad as a result of the bans imposed in the fight against Covid-19;
- Coherence of the CBC tourism policy with international pacts, conventions and other instruments for regulating the international tourist activity.

Threats-external factors we should be aware of	
Access	<ul style="list-style-type: none"> • Restrictive travel and social distance measures as a result of the fight against Covid-19;
Accommodation	<ul style="list-style-type: none"> • Better accommodation conditions in nearby regions
Attractions	<ul style="list-style-type: none"> • Strong competitors in terms of basic tourism products; • Strong competitors in terms of tourism products with significant potential for development;
Activities	<ul style="list-style-type: none"> • Increasing the number, creativity and flexibility of tourism offers (dynamic packages);
Amenities	<ul style="list-style-type: none"> • An increasing share of "online tourists" - impatient, curious, communicative, with a strong personality, who search and use mostly information on the Internet.

Other threats that can not be listed as part of the 5A concept:

- Instability in the national policy and political system;

- Global climate change and vulnerability of geographical regions;
- Air, water and soil pollution, which changes the material environment and anthropogenic resources needed for tourism.

2. Analysis of the tourist profile

Creating strategic plans in the field of tourism, especially marketing strategy for the Old Urban Life in Kumanovo and Dupnica requires an appropriate statistical and info base or system of continuous research of visitors to these places. In that regard, there are official records of visitors from which data can be extracted in terms of the type of tourists (domestic/foreign) and in terms of foreign tourists by country of origin. Such data is obtained from official state statistics. The other type of information has not been developed and there is no appropriate institutional form that will conduct continuous research of other demographic characteristics and needs of tourists visiting these places.

The profile of tourists who prefer to visit Old urban cultural sights stems from the preferences of tourists. The reasons for visiting may be cultural sights, rest and recreation and other reasons. Reasons to visit Cultural Sights may include a city tour (visit to monuments), Historical Heritage, Visit to museums and exhibitions and Visit to events. In terms of Rest and recreation the reasons are Entertainment (clubs, bars), Leisure (Wellness centers, spas, etc.) and Sports events. Other reasons refer to business meetings, conferences, shopping, education, wedding celebrations, etc.

Tourists behave in a certain tourist destination, place or environment according to built-in views and opinions during their life. In order to implement a well-built marketing strategy, the views and opinions of tourists, which differ from generation to generation, should be taken into account. World practices use a method of differentiating these generations – a generalization that may help us a lot in considering the opinions and attitudes of tourists and their behavior in the place they visit.

In addition, we can see the characteristics of the generations upon which we can set the marketing strategy for this region.



EUROPEAN UNION

Table 15. Characteristics of different generations

	Baby Boom Generation (1940-59)	Generation X (1960-1979)	Generation Y (1980-1994)	Generation Z (1995-2010)
Description	<ul style="list-style-type: none"> • Post-war approach 	<ul style="list-style-type: none"> • Political transition • Capitalism and socialism 	<ul style="list-style-type: none"> • Globalization • Economic stability • Appearance of Internet 	<ul style="list-style-type: none"> • Mobility and multiple reality
Attitude	<ul style="list-style-type: none"> • Idealism • Revolutionary • Collectivism 	<ul style="list-style-type: none"> • Materialism • Competition • Individualism 	<ul style="list-style-type: none"> • Globalists • Questiners • Self-oriented 	<ul style="list-style-type: none"> • Undefined personal data • Communication-dependent • Dialogue-dependent • Realists
Consumption	<ul style="list-style-type: none"> • Ideology • Vinyl and movies 	<ul style="list-style-type: none"> • Status • Brands and automobiles • Luxury items 	<ul style="list-style-type: none"> • Experiences • Festivals and trips • Pioneers 	<ul style="list-style-type: none"> • Unique • Unlimited • Ethical

Based on the recommendations of the World Tourism Organization for Cultural Tourism and visit to the cultural heritage in creating the marketing strategy, market segmentation should be performed. The segmentation of the cultural heritage tourism market refers to four segments: Dedicated, Interested, Everyday and Casual. Based on the segments and based on the generational needs of the tourists, a comprehensive marketing strategy can be made.

3. Development potentials

Both cross-border regions have a rich natural and cultural heritage, but they need to develop their tourism offer to use the potential in an effective way, meeting the needs and interests of modern domestic and foreign tourists.

The regions have similar natural and cultural tourist sites that can be combined into joint offers and routes in order to provide more comprehensive products for tourists that will make them spend more time in the cross-border region or visit them more often.

Hiking trails can be introduced into online platforms and applications that will make it easier for tourists to choose and follow, as well as to make walks in national parks safer. Free tours and guides can be introduced so the new visitors can get easier access and get to know the

tourist sites. Information materials, tables and signs can also be updated and improved so that anyone can easily find tourist destinations and routes.

All information should be presented in an attractive way through "friendly" websites and applications in different languages and with easy directions to a selected location, including easy GPS tracking and online maps. Tourist information centers should be established and function well. Guides and other tourism staff should be trained to answer any questions a tourist may have, including sufficient knowledge of English or other languages if possible.

Exhibitions in museums, houses, churches and monasteries in the regions should also be organized in a more informative and engaging way, including animation and interaction with tourists, in order to make them truly feel the atmosphere and spirit of historical times and events. Both regions have a common historical past and have been crucial in various national movements and even in different wars, which can also be used to create new tourism products and experiences. Such events and information can be reproduced using actors and modern technology, including visualization, 3D mapping, games and more.

The regions can also take advantage of the extremely rich and rare flora and fauna by organizing educational tours for students, scientific seminars and events for professionals from various fields, as well as other events for photographers, bloggers and influencers who are very popular today on Facebook, Instagram and other platforms.

The fragmented tourism infrastructure of small family hotels and restaurants can also be used effectively by introducing a joint vision and marketing approach that will improve the quality of services offered and places that can be easily identified under a general brand.

The fact that currently tourism in both regions is not very developed and that they have many cultural, historical and natural resources to be developed and used is a very good starting point for creating new tourism products, establishing a common tourism brand and introducing modern technologies and marketing practices that should be well accepted by most organizations and workers in the tourism sector in the region. The use of any new approach for attracting tourists will be well understood by them, because it will be something completely new for the regions that will immediately draw the attention of the desired target groups.

The results of the study on the current state of tourism related to cultural heritage in the municipalities of Dupnica and Kumanovo, show that tourism is not the main aspect in the focus of the municipalities; very few tourist sites are actively functioning, but they do not attract many

tourists. Apart from information on several local tourist sites and implementation of regional projects for creating tourist destinations, the municipalities do not have specific marketing activities aimed at attracting domestic and foreign tourists. Simply proposing and applying marketing practices such as creating travel applications, interactive videos, using social media, etc., will not have the desired effect of promoting the municipalities of Dupnica and Kumanovo as tourist destinations that reflect the old urban lifestyle of the XIX and the XX century. Marketing and communication tools should be combined with new and modern tourist products in order to create a comprehensive tourist offer and to build a recognizable brand of Dupnica and Kumanovo as tourist destinations.

Cultural and historical tourist sites that inform tourists about the past of the two municipalities can be summarized as churches, mosques, history museums and art galleries. Due to insufficient funding, the rich historical past of the municipalities of Dupnica and Kumanovo is not fully presented and many of the items and information are stored in the archives. The old urban lifestyle from the XIX and XX century in the municipalities of Dupnica and Kumanovo is mostly characterized by region-specific handicrafts, reconstruction of churches and iconography, crossroads of important trade routes, end of the Ottoman Empire, Balkan Wars, specific architecture and famous painters.

The two municipalities have a common past, dating back centuries. An interesting source to follow and can be used as a topic for tourism products and a marketing tool are the travelogues of Evliya Çelebi, an Ottoman explorer who traveled through the Ottoman Empire and neighboring countries for forty years. Another interesting aspect that connects the two municipalities is their proximity to the important trade routes of the past. Important ancient Roman trade and military routes passed through the municipalities in the past. As part of the Ottoman Empire, the two municipalities were also close to trade routes. This aspect can be further explored and specific tourism and marketing products can be defined in order to attract tourists.

Specific handicrafts in the Balkans are always interesting not only for foreign tourists, but also for children and students, as well as for people looking for ways to escape from their daily tasks and find new hobbies. Very popular nowadays are the groups classes in painting and pottery which in the cases of the municipalities of Dupnica and Kumanovo can be diversified into classes in baking, carpentry, iron forging, abadji (wool processing), knitting, making traditional costumes and others.

The rich heritage of the churches and monasteries in both municipalities can be used to develop religious tourism, but it can also be diversified to emphasize XIX century iconography. In the city of Kumanovo there is already a gallery with icons that originate from several churches and monasteries in the Kumanovo region. Photographs and videos of icons, especially from remote and inaccessible churches, can be presented in digital format, along with information about their origin, techniques used, specific features, and more.

The XIX century architecture in both municipalities is also typical and interesting for foreign tourists and students. During the period of the formation of the city bourgeoisie, the town houses were built in the style of the bey houses, with large and high rooms and with architectural and aesthetic values. On the first floor of the house was usually built a large terrace (loggia), and inside there are spacious rooms, with decorative elements and the influence of oriental homes from the XIX century, which are characteristic of the Balkan homes from the XIX century. Special emphasis is given to the large yard, forming a remarkable place.

Because many of these houses require investment for their renovation, their plans, photographs and drawings can also be digitized and incorporated into contemporary types of exhibitions, applications and other tourism and marketing materials. Such information can also be enhanced with data and photographs of landmarks of the towns throughout XIX and XX centuries, such as town squares, main central streets, schools, churches, socialist architecture, parks and more.

Typical clothing, accessories, traditional costumes, XIX and XX century furniture and appliances can also be presented to tourists and visitors through photographs, videos and exhibitions.

Another interesting and common element from the XIX and XX centuries that can be used to create a new tourism product for destination marketing are the historical events related to the Balkan Wars. Information, photographs, clothing and weapons from the wars can be collected and presented to tourists at exhibitions or by digital means, additional information about local personalities and heroes can also be included in order to increase the interest of the target groups.

Finally, galleries in municipalities can also be used to attract tourists in a contemporary way by presenting works of renowned local artists and inviting guest exhibitors. Especially Dupnica is close to the Kyustendil Art Gallery "Vladimir Dimitrov - Majstora" which is the work of

one of the most famous painters in Bulgaria. Together with the works of other artists and by using modern technologies to introduce tourists to the works of art, the galleries can offer unique experiences to their visitors.

The lack of tourist information centers, tour guides and information services can be addressed by using locals as free guides. Free local tours are a popular service in many European cities through which tourists who do not use organized excursions can easily get interesting information and see the cities and their landmarks without searching for materials on the Internet.

When planning the marketing of tourist places and products, it should be taken into account that today's consumers "connect" directly with tourism products by using the Internet and social media and are not completely dependent on intermediaries for their transactions. The distribution system should reflect the current changes and trends in the distribution of tourism products.

Since the COVID-19 crisis has contributed to travel and event restrictions, tourism products and marketing tools need to be oriented towards digital technologies in order to provide access and attract more tourists who cannot physically visit tourist sites. Such digitalization will be useful for both municipalities in terms of the lack of funds for holding permanent exhibitions, as well as in terms of the need to provide access to people with disabilities who currently can not visit most of the tourist sites.

4. Marketing plan

The marketing plan is a framework through which the activities according to this strategy will have to be implemented. The activities should be in correlation with the mission and vision of the strategy, referring to the development of tourism in the cross-border region as an attractive destination for rest and recreation, recognizable to tourists with its cultural and natural wealth and organized offer, through organized marketing and promotion.



MARKETING STRATEGY

MISSION, VISION AND GOALS

- Development of tourism in the cross-border region as an attractive destination for rest and recreation, recognizable to tourists with its cultural and natural wealth and organized offer, through organized marketing and promotion.

ANALISYS

- SWOT
- Market segmentation
- Research

MARKETING PLAN

- Branding
- Marking
- Promotion

ACTIVITIES

- Marketing
- Promotion
- Infrastructure

MEASURES

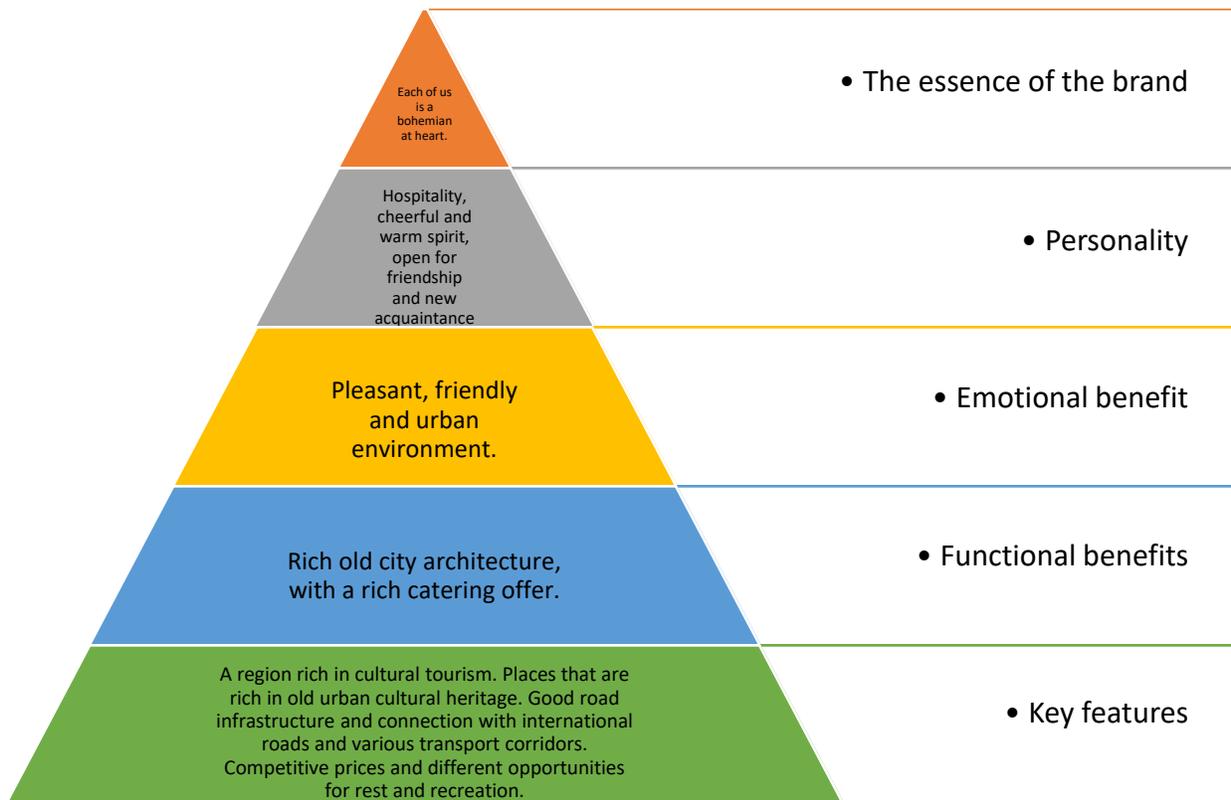
IMPLEMENTATION

4.1. Branding

Branding is a condition for clear recognition of the tourist destination. The brand offers benefits to the consumer, introducing him to the recognizable features of the destination. Through branding, tourists will feel more relaxed, friendly, curious and always ready to stay longer than planned. The brand will give affiliation and basic feature to a tourist segment. In this case it is about the Old urban environment of the towns from the cross-border region. The best branding technique is the Brand Pyramid which will give a clear brand strategy through which the entire campaign and communication will progress. The branding of this region can take place on a joint basis or individually. Branding of individual local, regional or cross-border landmarks



should be the choice of the institutions that will implement this strategy. The brand pyramid for the whole cross-border region which refers to the old urban lifestyle as a heritage would refer to:



The brand pyramid is a useful way to visually demonstrate the features of the brand from the base to the top. The goal is to build a pyramid that results in customer loyalty. The brand pyramid includes an upgradeable base, as follows:

- **Key features:** describes what it does and what are the features of the tourism product. In our case, it is a cross-border region that abounds in cultural tourism. Places that are rich in old urban cultural heritage. Good road infrastructure and connection with international roads and various transport corridors. Competitive prices and different opportunities for rest and recreation.
- **Functional benefits:** This section helps to provide clarity about the problem with tourists in terms of how the tourist offer would solve their tourism needs. Why would a tourist



visit this region and what results do they expect? The region is rich in city architecture and rich catering offer.

- **Emotional benefits:** How do tourists feel after visiting this region? Tourists are not only interested in the characteristics of the region; they want to be told a story. They want the region to make them feel a little better. And they would achieve that with a pleasant, friendly and urban environment, rich in urban legends and stories that encourage a pleasant sense of belonging and a rich cultural and catering offer.
- **Personality:** If the brand is a person, how would you describe him or her? What are the values that are important to this person, i.e. the region? As the tourism offer for this type of tourism develops, these basic values need to be strengthened. In that direction, the hospitality, the cheerful and warm spirit, open for friendship and new acquaintances and acquaintances give a unique opportunity for the region to develop this type of tourism.
- **The essence of the brand:** This section shows the main reason why tourists would be interested in the brand and gives the message according to which could develop a further program and plan for communication with the brand and the campaign. The brand message that everyone is bohemian at heart summarizes the features of the old city core of the cities of this region, the great urban environment with a rich catering offer and stories intertwined through the archaic development of urban environments and city culture from the early XX century.

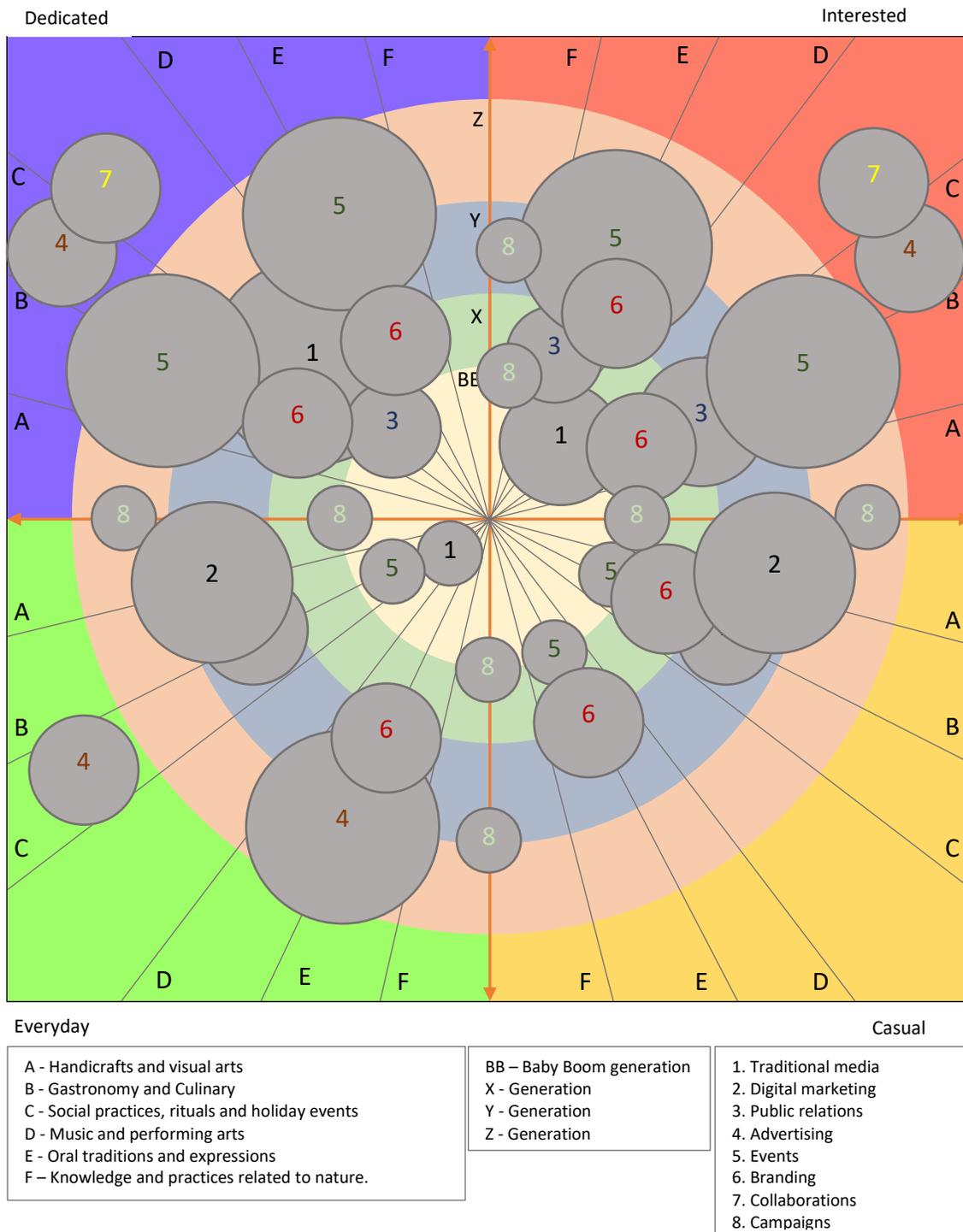
4.2. Marking/destination markings

Effective marking is a key component of any successful tourist destination. The markings should be in a visible location, providing concise relevant information that visitors can use when locating or visiting places of interest. The marking of the region should take place in proportion to the set tourist offer for cultural tourism. It refers to 1. Handicrafts and visual arts; 2. Gastronomy and cuisine; 3. Social practices, rituals and holiday events; 4. Music and performing arts; 5. Oral traditions and expressions; 6. Knowledge and practices related to nature. Landmarks should have the same features for different categories. The markings refer to the region as a destination, as well as to all relevant institutions that will be directly or indirectly involved in the "story" for the development of this type of tourism in this region. The markings for the region as a destination refer to the signalization to the tourist places, sites, objects of historical and cultural significance, tourist and catering facilities, information centers, etc. While the markings of the institutions involved in the cultural tourism development program for this region should contain

slogan or brand, unique design, label and features according to the "story" that is nurtured for the development of this type of tourism. Those institutions would be hotels, national restaurants, museums, galleries, houses of culture, events and organizations that nurture these characteristics, handicraft shops, and more.

4.3. Promotion of tourism products at the destination

The promotion of this region should take place by satisfying the three concepts for segmentation of cultural heritage, the generational needs of tourists and the six components of successful cultural tourism. For that purpose, a matrix proposal has been made that can be used in creating separate promotional campaigns for different types of tourists, their needs and the focus on individual tourism offers in relation to cultural tourism.



The matrix gives an overview of all types of promotions that can be used for certain types of market segments. Emphasis is placed on basic promotional tools that can be fully utilized at a specific time and for a specific purpose.

4.3.1. Traditional media (radio, television and newspapers)

Traditional media are more used for Baby Boom, X and Y generations. Television remains the medium that has the greatest impact on a wider audience and should be preferred if one wants to send a message to a wider audience. Radio is the fastest way to inform interested and everyday tourists and is very useful for promotion at local, regional and national level. Newspapers have lost their importance in placing new news and they can be used for publicity, stories and reports from the tourist destination aimed at Baby Boom and the X generations.

4.3.2. Digital marketing

Digital marketing is the process of promoting products and services using electronic media, especially the Internet. It helps to establish a closer relationship with customers and to direct the information to the exact specific types of tourists. Compared to traditional marketing channels, digital marketing is the most cost-effective way to promote a destination and tourism offer, because it can quickly adapt and quickly deliver certain campaigns in real time. Digital marketing also enables efficient management of the resources and budget of the institutions and companies that use it.

Basic digital marketing techniques include a functional and modern website, and other techniques include social media, blogging, search engine optimization, click-through payment management, branding, content marketing, video marketing, and smartphone app creation.

Dedicated market segments prefer great content on websites with lots of information, those interested want marketing visibility and use of social media, and websites for specific destinations, everyday ones want a great overview of the website and social media, and casual ones want good connections and partnerships with other well-known tour operators or websites of international character.

According to the type of tourists, Baby Boom generations want an articulate website with a possibility for more detailed information and most used social media is Facebook. Generations

X and Y, in addition to a clear website, also love ads and visual effects and use Facebook and Twitter a lot, and less Instagram. Generation Y uses e-payments and wants to learn more about the conditions, the environment and other attractions in the region. It actively uses the applications with which one can quickly be informed about a certain destination, tourism and hospitality facilities, location, etc. While the generation Z or so-called millennials prefer applications on smartphones, use all social media, and prefer Instagram and TikTok and want visualization of every offer, procedure and conditions. They quickly search and quickly lose interest if there is no emphasis on quality content, quality video and quality advertising in which current trends, brands and celebrities prevail.

4.3.3. Public relations

Public relations raises awareness in all markets and provide a source of authentic travel advice and inspiration. Media relations should be built continuously and a program should be created with the participation of writers, film crews and journalists to provide video and editorial promotion through print, digital, social media, TV, film and radio promotion at local, regional, national and international level. The media are always open for cooperation in public relations and opportunities for filling in the media program.

In order to have a good relationship with the public, there should be cooperation with all stakeholders in this type of tourism in terms of holiday packages, special offers, awards for a specific offer and offer of related products.

4.3.4. Advertising

Advertising should be made on a regular basis. Advertising in the form of billboards, advertising material, etc., should be impressive and convey a message to the target audience through a brand and logo about the destination, region, etc. The choice of advertising media depends on the duration, market segments and the type of tourists. Advertising can also be in the free local editions or free editions about the destination, types of offers, related products and services, prize games, etc. Advertising can also be handed over to a professional advertising institution, if the tourist destination does not have professional staff for such activity.



4.3.5. Events

Events play a big role in the affirmation of the cultural tourism of a destination. Specifically for this cross-border region, there are many events related to culture, religion, music, stage performances and promotion of cultural heritage (movable and immovable). Managing this type of promotion refers to the goal that is wanted to be achieved with that event and attracting a larger number of visitors who could stay for more than 24 hours. In order to develop this type of tourism, a calendar of events should be made, in which they would be distributed and grouped into events for individual groups of tourists. People who want to attend an event find the topic and the people involved in the event important to them, while tourists who are interested want a meaningful program and their greater involvement. Everyday tourists want to fill their free time, and casual ones want better visualization, organization and euphoria.

Generationally, people of the Baby Boom generation want an accurate program with quality content, generation X wants famous names and prefers cultural events of all types, generation Y seeks a better program with a variety of activities and dating opportunities and generation Z likes refined atmosphere, trendy defined content - organizationally and visually.

Outdoor events should be preferred in the summer, referring to gastronomic events, music spectacles, ethnographic parades, competitions (sports, music or stage) and other types of events. While the indoor events would cover museum exhibitions, art exhibitions, handicraft exhibitions and organized markets for sale of handicrafts and products of local and regional character, promotions of certain seasonal gastronomic specialties and conferences and congresses.

4.3.6. Branding activities

Branding may refer to two aspects - branding of the tourist destination, i.e. region and branding of certain products typical of that region. For branding of the tourist destination in the direction of cultural tourism, specifically for the old urban cultural heritage, the Brand Pyramid given earlier should be used. Such activity should be continuous and cover a larger number of stakeholders (municipalities, regional centers, tourist and catering facilities and individuals (guides, handicraft makers, etc.)). The branding of certain products and services related to the region should take place in stages, through scientific and professional research, protection and appropriate promotion. But it should never be used to overshadow the brand of the region or to



commercialize it too much. For that purpose, there should be an institutional form within the municipality, the region or nationally, in order to carry out control in terms of the abuse of a certain brand.

4.3.7. Collaborations

The collaborations are in the interest of all and therefore the matrix does not include individual segments and tourists, but are quite important for the general acceptance of a particular promotion and the majority of people involved in the organization of such promotion. Cooperation should take place locally, regionally, nationally and internationally. Locally with the business community and all interested in the development of this type of tourism (museums, houses of culture, tourist and catering facilities, handicraft makers, associations, guides, etc.). Regionally, with the municipalities of the region, because they share same or similar historical story. To use the synergy in terms of organization, expansion of the "story", the number of interested parties, etc. Nationally, in cooperation with the institutions that provide support for such activities, ministries, associations with the same or similar interest, etc. And internationally, in the direction of cooperation, association in relation to similar cultural and social determinations, opportunities for organizing international events, etc.

4.3.8. Campaigns

Campaigns are designed to support the seasonality of the marketing strategy. They have a quick effect and can quickly disseminate information about a particular tourism product. The campaigns should be precisely defined and refer only to the period for which they are intended. In many cases, the interested segments can be targeted very quickly, while the everyday ones can be interested.



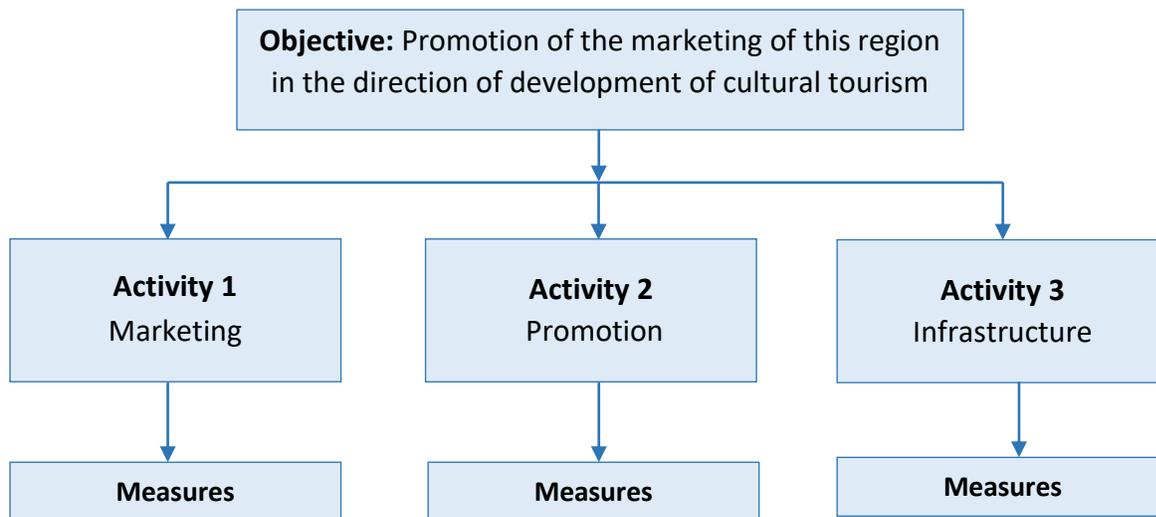
MARKETING STRATEGY ACTION PLAN



IV. MARKETING STRATEGY ACTION PLAN

The Marketing Strategy Action Plan for promotion of the old urban lifestyle as a legacy for the tourism in the cross-border region is made in accordance with the basic goal, which arises from the vision and mission of the strategy. The action plan contains all the important insights that emerged from the research, the expertise of the people involved in the development and the Study of modern marketing practices for popularization of the heritage of the old urban lifestyle. The main goal of the marketing strategy for promotion of the old urban lifestyle as a legacy for tourism in the cross-border region is to improve the marketing of this region in order to develop cultural tourism in the period 2021-2023. Such goal shall be realized through three basic priority activities that have their own measures of action. The measures are described through the following parameters: activities, stakeholders, time frame, priority and success indicators.

Diagram 1. Purpose, activities and measures of the marketing strategy



The three main priorities of activities related to the marketing strategy for promotion of the old urban lifestyle as a heritage for tourism in the cross-border region are the following: Activity 1 - Marketing; Activity 2 - Promotion; Activity 3 - Infrastructure.



The text below presents a table of measures, activities, stakeholders, time frame, priority and success indicators for each measure separately. According to their significance, the priorities are divided into two types: high and medium.

1. Action Plan

ACTIVITY 1: MARKETING						
Measure		Activity	Stakeholders	Success indicators	Priority	Time frame
1.1	Photographing tourist resources	Announcing a competition for collecting photos of the region (Nature, Cultural Heritage Sites, Events and manifestations and other sights characteristic of this region). Database to be used for tourist promotion.	Municipalities, Ministries, foreign donors, educational institutions and NGOs	Competition announced, collected photos of the region and their preservation.	MEDIUM	2021-2023
1.2	Survey of tourists in tourism facilities	Compiling a survey questionnaire. It should consist of demographic questions and questions about their tourism needs. Tourist survey plan. Distribution of the questionnaire to the tourist facilities. Processing of the received questionnaires. Storage in a special database for tourists from this region.	Municipalities, Ministries, foreign donors, educational institutions and NGOs	A survey questionnaire compiled and a continuous survey conducted	MEDIUM	2021-2023
1.3	Creation of logo for the region	Working group for creating and making a logo for cultural tourism for the region taking into account the Brand Pyramid.	Municipalities, Ministries, foreign donors and NGOs	Logo for the region	MEDIUM	2021-2023
1.4	Creation of slogan for the region	Working group for creating and developing a slogan for cultural tourism for the region taking into account the Brand Pyramid.	Municipalities, Ministries, foreign donors and NGOs	Slogan for the region	MEDIUM	2021-2023



1.5	Web page	Creation of a regional tourism website which will contain: digital maps, event planner, suggested routes, gallery (video and pictures from the region), possibility for reservations and purchase of event tickets and links to social media and travel pages.	Municipalities, Ministries, foreign donors and NGOs	Web page created containing stated contents	HIGH	2021-2023
1.6	Records of the urban cultural heritage in the region	Research of the urban cultural heritage in the region. Study on the urban cultural heritage of the region. Records and selection of urban cultural heritage.	Municipalities, Ministries, foreign donors and NGOs	Prepared Study on urban cultural heritage	MEDIUM	2022-2023
1.7	Thematic regional maps (spa tourism, cultural tourism, etc.)	Development of regional thematic maps with quality photos and videos for certain types of tourism (spa, cultural, gastronomic). Maps should contain easy and non-confusing markings, route markings and basic information about the visiting points.	Municipalities, Ministries, foreign donors and NGOs	Minimum two thematic maps prepared.	HIGH	2021-2023
1.8	Creating a joint offer and tourist arrangements for the region	Working groups from the region composed of tourism workers and other stakeholders, who will periodically meet and create joint tourism arrangements. Tourist arrangements to be in line with the priorities for cultural tourism.	Various tourism workers, travel agencies and stakeholders	Minimum of 4 to 8 tourist arrangements for the region created.	MEDIUM	2021-2023



ACTIVITY 2: PROMOTION						
Measure		Activity	Stakeholders	Success indicators	Priority	Time frame
2.1	Participation in tourism fairs	Active participation in tourism fairs from the region (in the first year), and then internationally (after the second year).	Municipalities, Ministries, foreign donors and NGOs	Participation in at least one tourism fair per year	MEDIUM	2022-2023
2.2	Organization of joint events (which will rotate in different places in the region)	Working groups for analysis and selection of events that can be organized jointly and that can rotate from year to year. At least 1 municipality from the border region on both sides.	Municipalities, Ministries, foreign donors and NGOs	Organizing a minimum of 1 joint event	MEDIUM	2022-2023
2.3	Public relations - press releases	Creating a public relations plan for one year for the region, with precisely defined activities in individual media.	Municipalities, Committees, Tourism Bureaus, etc.	Created a public relations plan	HIGH	2022-2023
2.4	Social networks (Facebook, Instagram, Twitter)	Creating social media profiles and a plan for continuous posting and monitoring of social media posts and activities.	Person in charge of promoting the region	Created profiles and number of users (followers, friends, etc.)	HIGH	2022-2023



2.5	Blogs	Plan to publish blogs about certain attractions, events and other tourist attractions in the region.	Person in charge of promoting the region	Created one year plan	MEDIUM	2022-2023
2.6	Hiring influencers	Working group for person analysis (influencers) who can be hired periodically to promote certain tourism offers from the region. Selection of influencers by different categories (restaurants, hotels, cultural heritage, etc.).	Person in charge of promoting the region	Influencers hired	MEDIUM	2022-2023
2.7	Promotional tours for journalists	Plan for promotional tours for journalists. Minimum one, maximum four per year. Specialized journalists for tourism on national and international level.	Person in charge of promoting the region	Promotional tours made (minimum 1)	MEDIUM	2022-2023
2.8	Publications, brochures	Quality publications and brochures (guides, maps, flyers, etc.). General and purposeful. General for certain tourist attractions and sights (perennial) and dedicated to events in the region. Photo database and the Brand of the region (logo, slogan) to be used when printing.	Municipalities, Ministries, foreign donors and NGOs	Printed publications and brochures about the region	HIGH	2021-2023
2.9	Tour guide for the region in different languages	Engaging and stimulating tour guides for the region in different languages (Macedonian, Bulgarian, English, Serbian, Greek and Turkish). The engagement would be according to the independent application of interest of persons from the tourist guides associations, and the incentive would be an additional fee (subsidy for new and young persons interested in obtaining a tourist guide license or a voucher system).	Municipalities, Associations of tourist guides, educational institutions	Database of tourist guides for the region	MEDIUM	2022-2023
2.10	Placement of Billboards	Placement of Billboards at frequent intersections and international corridors in which the tourist potentials of the region will be presented. The Billboards should clearly display the logo and slogan of the region and all other markings according to the Branding plan.	Municipalities, Ministries, foreign donors and NGOs	Minimum 2 Billboards set up on both sides of the cross-border region	MEDIUM	2022-2023



2.11	Printing of advertising material and souvenirs	Preparation of a Plan for printing advertising material and souvenirs. Advertising materials and souvenirs are for strengthening the Brand of the region and should be distributed according to the plan for campaigns for visibility and strengthening of the Brand for the region. Advertising material and souvenirs should be with Brand of the region labels and made in the region.	Municipalities, Ministries, foreign donors, and NGOs	Prepared plan and printed advertising material and souvenirs	MEDIUM	2022-2023
2.12	Advertisements (web, TV, radio, newspapers)	Preparation of a Plan for advertising in the media. Selection of local, regional, national and international media. The choice of topic for advertising and budget should be according to the Plan for promotion of the region and should observe the market segments and the needs of the tourists for cultural tourism. Advertisements are to reflect the Brand of the region.	Municipalities, Ministries, foreign donors, and NGOs	Advertising plan prepared	HIGH	2022-2023
2.13	Branding	Plan for Branding of the region or a plan for branding certain products specific to the region.	Municipalities, Ministries, foreign donors, and NGOs	Branding plan prepared	HIGH	2022-2023



ACTIVITY 3: INFRASTRUCTURE						
Measure	Activity	Stakeholders	Success indicators	Priority	Time frame	
3.1	Tourist signalization	Preparation of a plan and installation of tourist signalization. The plan is to include all tourism potentials for the development of cultural tourism in the region. The plan should refer to incoming, outgoing, road and information signalization.	Municipalities, Ministries	Prepared plan and signalization installed	HIGH	2022-2023
3.2	Networking of tourist info centers	Establishment of cooperation of the tourist info centers from the region and creation of a joint plan for promotion of the region.	Tourist info centers, Municipalities	Signed cooperation agreements	HIGH	2021-2022
3.3	Mobile applications	Development of mobile/and applications about the region for separate subgroups of cultural tourism (events and manifestations from the region, gastronomic specialties from the region, etc.).	Municipalities, Ministries, foreign donors and NGOs	Developed mobile application	MEDIUM	2022-2023
3.4	Training of tourism marketing staff	Training of persons in charge of promoting the region. Trainings related to marketing, management, tourism and public relations.	Municipalities and interested persons	Training performed	HIGH	2021-2023
3.5	Inclusion in European cultural tourism networks	Preparation of an application for inclusion in the European Cultural Tourism Network and adjustment according to their recommendations.	Municipalities, Ministries, foreign donors and NGOs	Application submitted	MEDIUM	2021-2023



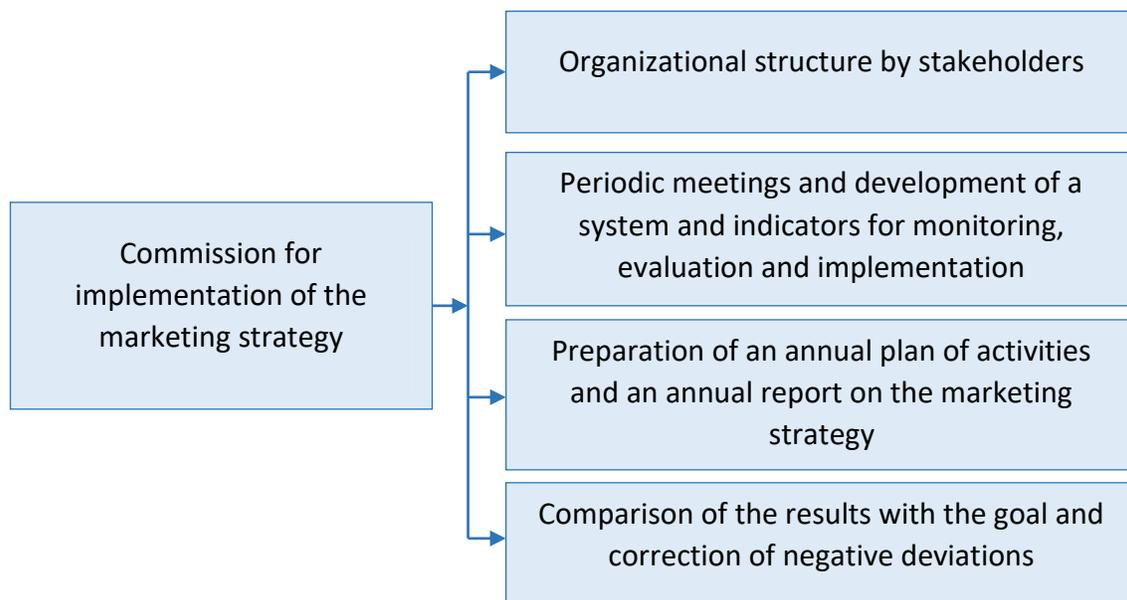
3.6	Virtual tours of objects	Preparation for use of virtual tours in cultural objects. Development of virtual applications and procurement of equipment from professional companies.	Municipalities, Ministries, foreign donors and NGOs	Prepared minimum one virtual tour	MEDIUM	2022-2023
3.7	Training of tour guides	Training of tourist guides for the region. Introduction to the specifics and attractions of the region and promotion of new and young tourist guides from the region.	Faculties of Tourism and NGOs	Delivered minimum one training per year	MEDIUM	2022-2023



2. Implementation of activities

For successful monitoring and realization of the marketing strategy, i.e. the process of implementation of the strategy, a model for monitoring, evaluation and implementation of the marketing strategy for the old urban lifestyle as a legacy for tourism in the cross-border region is needed. The model is important for the final use of the marketing strategy from a theoretical to a practical point of view. Based on this model, future marketing strategy can be supplemented in the parts where this strategy is not realized, explanations and directions may be given in order to continue the activities and implementation of the measures in a continuity.

Diagram 2. Process of implementing the Marketing Strategy for the old urban lifestyle as a legacy for tourism in the cross-border region



The basis of the model is the establishment of a Commission for evaluation of the marketing strategy which performs the monitoring, evaluation and implementation of the strategy. This Commission should include members from all stakeholders, municipality, business community, project managers, donor agencies, educational institutions, NGOs, etc. The commission has the task to organize periodic meetings with stakeholders, to prepare an annual plan of activities and to submit reports on the marketing strategy, as well as to compare the results with the goals of the strategy and to give recommendations for correction of negative deviations.

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