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TOUR GUIDES-THE CONNECTION BETWEEN THE DESTINATION AND ITS TOURISTS

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Abstract: Tour guides are one of the key participants in the tourism industry. Their knowledge in presenting the tourist attractions and the culture of a particular destination, their abilities in communication and servicing can turn a trip into a really exciting experience. The services offered become a major factor because of the fact that the different destinations are trying to attract more visitors in a highly competitive situation. This research examines the nature of tour guiding in Bulgaria, assessing the existing level of quality and identifies the problems and challenges that this profession faces in the 21st century. These problems are being examined through series of in-deep interviews and interviews with focus-groups. In accordance with the results obtained, some recommendations were formulated. The most important one is related to the introduction of a control system to assure and guarantee the high quality of servicing. The problems experienced by tour guiding in Bulgaria are not specific and such or similar problems could be encountered in many other countries. Nevertheless, little information could be found in articles and publications. This research is an attempt to gather more information about these issues that is to be analyzed in order to ameliorate the quality of the overall process of tour guiding.

Key words:

Presentation

Tour guides are the connection between a particular destination and its visitors. In fact they are responsible for the overall impression and **satisfaction of the tourists** from the services offered. Geva and Goldman (1991) find out that the tour guides' work is an important condition for a successful trip, while Mossberg (1995) note that the tour guide is an important factor, which influence the choice of a destination.

There are many different **definitions of a tour guide** but the one internationally accepted is given by the *Association of Managers in Tourism* and the *European Federation of Tourist Guide Association (EFTGA)*. According to them, a tour guide is a person who lead groups or individual tourists, from abroad or from his/her own country, to different natural and historic places of interest, museums or others spots, in a city or an area. He/She informs the visitors, in their preferred language and in an intriguing manner, about the cultural

and natural heritage of the spot (EFTGA, 1998).

The distinguishing features in defining the tourist guide's profession is presenting the heritage in an interesting and intriguing way and special knowledge in languages. Another definition, given by the *Professional Tour Guide Association of San Antonio* (1997) states that a tourist guide is a person who has enthusiasm, knowledge, personal qualities and high criteria of management and ethics, who leads groups to important spots, tell stories and facts about it in a particular language and gives explanations. This definition differs from the one given by EFTGA with the fact that the latter underlines the importance of one's personal qualities and abilities to accompany groups as the most important for a tourist guide. As for their personality, the *Professional Association of Tourist guides in San Antonio* states that the secret to the success is to "love the topic you are talking about and the people to whom you are

presenting it". This means to have the guts to narrate and to intrigue every visitor. In its core, the tourist guide activity is not simply transmitting information, but doing it in an interesting and exciting way.

Other authors describe the tourist guide as "a person who gives information and is a source of knowledge", "a manager" (Cohen, 1985), "mediator" (de Kadt, 1979; Nettekoven, 1979) and a "cultural mediator". The functions of a mediator and a cultural mediator in this context are related to the transmission of information, which is primordial for giving the visitors more knowledge about the destination.

Cross (1991) and Mancini (1990) give useful information about tourist guides' practice, professionalism and other questions as the tourist guide's role, the abilities and techniques he/she is to have, as well as the problems that the tourist guides could face in their course of work. They note that **the role of the tourist guide** includes:

- A manager, able to take responsibilities;
- A teacher, who helps the tourists learn more about the places they are visiting;
- An ambassador, who welcomes the tourists and present the destination in a way to make them come again;
- A host who creates a pleasant atmosphere for his guests; and
- A helper who knows when and how to play the roles above.

Some tour operators and associations in tourism consider that the professional qualification of tourist guides in the countries that are yet in transition, doesn't fit the international one and should be reconsidered. He for example, underlines that history proves that **evaluation, education and regulation of tourist guides** lead to great improvements, not only for travelers and tourist guides, but also for the destinations visited and for the whole society. Therefore, the significance of the *knowledge and education, evaluation*

and regulation of tourist guides as well as their professionalism could not be neglected. Besides the professionalism and the problems the tourist guides are facing, this could also increase the complaints of the visitors about the **quality of the product provided by the tourist guide and to destroy the image of the tourist destination**. Moreover, all destinations are tempting to offer their visitors an experience of high quality, that's why nobody should offer a low quality product.

The most important **aim of this research is to examine and to determine the level of quality of tour guiding** in Bulgaria. More specific, the aims are:

- Studying the practice of tourist guides;
- Identifying the problems the tourist guides are facing;
- Suggest strategies for improving the standard, acknowledgment and quality of the servicing offered by tourist guides.

Methodology

The present research includes **quantitative and qualitative (verbal and non-verbal)** approach, and is based on the experience of Bulgarian tourist companies and also underlines the importance of the matters studied.

It was made a research about the attractiveness of Bulgaria as a destination on the Balkan Peninsula, and another one, concerning the tourists who have visited the country for the last few years. It is not surprising that the tourism is one of the major sources of currency. If Bulgaria tends to achieve a stable and high increase in tourist industry in the future, it will be necessary that the weak and strong points of its tourist industry are reconsidered and examined carefully. This industry depends on the supply of a quality product. There are some matters concerning the different levels of tourist guides' professionalism. The issues mentioned are namely the reason to be made the present research.

The data used was collected through a variety of methods like: secondary data, in-deep **interviews** with 13 persons, as well as interviews with focus groups. It was made a selection of these interviews. The interviews include all of the persons involved in the process of tourist guide servicing as: tour operators, hotel keepers, legislators, government officials, teachers, and of course, tourist guides. The data used was collected on three stages in five months, started from February 2006. In the beginning, numerous interviews were conducted. In-deep interviews were conducted first with four figures, involved in the work or education of tourist guides. Each interview lasts 1-1, 5 h., it is recorded and then replayed. At this stage, the research **aims** at:

- Determining the current state, experience and instruction of tourist guides in Bulgaria;
- Identifying the problems and matters in the industry;
- Obtaining a clear impression of the licensing and certification of tourist guides activities; and
- Gathering opinions from the local tour operators.

During the first and the second stage of the in-deep interviews, were posed series of questions, like:

- What does professionalism mean to you (from the point of view of a tourist guide)?
- What is your opinion on the instruction of the tourist guides in Bulgaria?
- What problems the tourist guides in Bulgaria face?
- What is the role of the tourist organizations?

At the second stage of the present research were examined deeply the role and the professional experience of the tourist guides in Bulgaria. Interviews with 9 other persons involved in the work of the tourist guides were conducted. These in-deep interviews aim at gathering more detailed information and opinions, as well

as at going deeper in the core of the matters concerning the professionalism, instruction and education of the tourist guides in Bulgaria.

The data and the results obtained at the first two stages of the research, were used to formulate the plan and the questions for the third and last stage, when in June 2006 was organized *an interview with a focus group*. Representatives of different companies and organizations in tourism were invited at the meeting in order to state their opinion on the matters and problems, identified at the first two stages of the present research. The main objective of this meeting was to interact and share opinion in order to achieve a common point of view and to reach at some conclusion. The focus group consisted of 11 persons working in the tourist sector, including a tourist guide, who was invited to discuss the standards, experience and the requirements in tourist guide's profession. The discussion was oriented mainly towards the certificates required by employers, the registration and the licensing. All participants were representatives of reputed companies and organizations related to tourist guiding. Interviews were recorded on a tape. The questions asked were based on a preliminary stated **criteria and indices** as:

1. Standards in servicing:

- In your opinion what are the most important services that tourist guides should offer?
- What should the standards of work of tourist guides in Bulgaria be?
- How do you estimate the quality of the services offered in the moment?

2.

Instruction/certification/recognition:

- Do you estimate the instruction of cadres good enough at the present moment?
- Does the qualification of tourist guides receive the deserved attention and recognition?
- Should the requirement of a certificate be an obligatory one?

3. Registration/licensing:

- Should the services offered by tourist guides be licensed?
- Should an official legislative system of registration be introduced?

As for the issues of registration and certification, they were not discussed in the interview with the focus group, but during a following one with members of different tourist organizations. Afterwards all the interviews were listened again. The research team carefully examined all data before making conclusions and designing a trend. The criteria -neutrality, frequency and repetition-were also respected. Interviews were sent to the persons interviewed in order to check and confirm that the notes made correspond exactly to the records. This was made in order to confirm the authenticity of the data collected. (Lincoln and Guba, 1985).

The adoption of the **three stage research** makes possible the confirmation of the findings at the next stage. As this is a qualitative research, results are not representative and should be interpreted with care.

Conclusions

There is a favorable ascertainment that the percentage of complaints about the services provided by the tourist guides is low. However, it should be noted that the Association of Consumers Protection, as well as the tourist organizations in Bulgaria, do not officially report the exact number and type of complaints. According to the persons interviewed and the members of the focus groups, most often the complaints concern inaccurate information, too long shopping courses, bad command of English and a non professional comportment. Briefly, the servicing provided by tourist guides in Bulgaria could be distinguished by the following features:

- A lack of qualified preparatory courses for the uninitiated;
- Restricted possibilities for continuing education;
- Uncertain levels of professionalism;

- Facultative registration of tourist guides that have already acquired experience;
- The number of complaints remains low.

Problems

Problems which occurred as a result of the in-deep interviews and the ones with focus groups provoked a variety of opinions and comments on the issues concerning the core and the professionalism of the tourist guides. The focus group had to confirm, discuss or explain the information, gathered during the previous stages of the research. Several questions were outlined as:

➤ Professionalism

When they were asked "What does professionalism mean according to you?" the persons interviewed gave a variety of answers. One of the best included:

- The feeling that you make people happy;
- Helping the tourists get a positive impression of Bulgaria;
- Satisfying the tourists and making them come again;
- An obligation to offer a quality service and to meet tourists' expectations; and
- Giving the accurate information needed.

Professionalism influence the attitude of the tourist guides towards their work, whether they only go after the financial side or their goal is the satisfaction of the guests. According to the persons interviewed, the knowledge and the art of communication are more important than the attitude towards the work. There is a common group opinion that the three most important qualities a tourist guide should have are:

- Good knowledge;
- Ability to communicate, including command of foreign languages;
- Positive attitude, desire to assist; respect compassion, etc.

It was also mentioned that the tourist guide should play the role of a concierge

and should have deep knowledge of the culture and attractions of a particular city, as well as to offer high quality servicing. This idea represents some interesting points of view concerning the obligations of a tourist guide. One of the interviewed complained particularly of the bad attitude of tourist guides towards their work, while many others stated that their professionalism isn't at the required level.

➤ **Complaints**

It was noted that the quality of servicing offered by the tourist guides in Bulgaria is high, especially as far as it concerns the English and German speaking customers. The complaints are most often related to the command of the language, "cheating" and too much time spent on shopping. The lack of complaints troubles the assessment of the problems. It is possible that the tourists don't complain because they don't have the time or the information about where to do that. Such factors engender problems and deepen the dissatisfaction, and also diminish the quality. If those problems remain unsolved, this could damage the image of Bulgaria as a tourist destination.

➤ **Disloyal practices**

The complaints, concerning "cheating" are related to the disloyal practices of some tourist guides. They force tourists to shop until they are sick and don't let them go until they buy everything, or drag them to shops where are offered bargains, goods of low quality or fakes. During the discussions it was mentioned that tourist guides are often forced by their employers (the tour operators) to do that. This puts them in an embarrassing position of forcing the tourists to shop in accordance to their employer.

Therefore, the abilities and qualities of the tourist guides should not be evaluated without being first discussed. Many of the tourist guides have no intention of bringing the tourists to the local shops. In accordance to a statement made, a good tourist guide is recognized by the commission he manages to get from the

tour operator, rather than the quality of service offered.

The character to these complaints increase the need that they are discussed here and it has to be assumed that the unfair competition (luckily, not so largely spread) could ruin the image of a tourist destination.

➤ **Education/instruction**

The lack of an accurate instruction for the new cadres is a problem which leads to different standards of servicing and lack of knowledge. Most of the interviewed share that the inexperienced cadres should be properly and additionally educated. They should also have a certificate, because a person would not be motivated to learn and improve and obtain a certificate, if it is not obligatory for his work.

➤ **Remuneration**

Some of the discussions concerned the remuneration of the tourist guides, considered as a minimum, compared to their education. It is noted that some tour operators prefer it that way, because it diminishes their expenditure. That's why it is not much expected by a tourist guide and it is not necessary that they are prepared well. Opinions as for whether a tourist is ready to pay more for a good tourist guide differ.

➤ **Image and social status of tour guides**

Some of the persons interviewed consider that tourist guides have not a good social status because they have bad image and their salary is low. One of the interviewed states that this profession is not considered as an elite one. The reason for these statements is that many people are not aware of the role of the tourist guides and many of them think that their main role is to bring tourists shopping. Another problem remains the lack of recognition by the tour operators and the government. Some employers do not pay enough attention to them and don't give them the proper remuneration. The government should specify standards in order that the

tourist guides receive a becoming remuneration.

The tourist industry should attract young people, who want to work in this area. If that is a profession with future and good income, that is interesting and deserves a few years studies at the university to receive a certificate or diploma... if that is only a sheet of paper, that has no value, and not something, that will lead to improvement in this area, then that would not be effective.

➤ **Certificates/ licenses**

There is an argument about the need of certificates, registration and licenses for the guides. There is an agreement, that all of the guides should have certificates and some kind of qualification. The registration must be an obligatory condition before everyone could practice this profession. There are questions about the regulation, in case of lack of measures, which should be observed. Other questions that have given rise too much controversy are: is it a decision the registration of rise of quality in the service? What kind of registration should be used? Where will be the difference in the current requirements? And in the end, if the complaints from the guides are few, but their professionalism is high – what is the cause for control of the industry?

In reference to registration and license, arise some questions like: what is the purpose of obligatory registration or system for receiving a license and is it necessary?

The reasons for introduction a system for receiving a license might be:

- The practice in all countries in the world is similar, which have that kind of systems;
- To be defend professionalism of the guides;
- To improve the quality of service;
- To ensure a level of professionalism;
- To improve the image and increase the recognition of the guides.

The last reason is one of the main reasons for introducing a registration and a

system for license, and not so much because of the world practice.

Many of the asked say that the license is obligatory for the guides. Some of the guides stand for the establishing of licenses, because that way it could be exercised much power over the employers (travel agency/ tourist operator). Others are worried about their bad qualification, about the taxes for the examinations and the educational program. The employers are apprehensive, that the introduction of separate license for tour guiding will increase the expenditure of one journey. Some of the interviewed think that there should be a period for introduction of licenses. Otherwise, the license would not receive support, if it is undertaken too quickly. The educational process and other measures first need to be introduced in order to be acceptable for the students.

Discussions and recommendations

These questions and problems show some negative sides of the guide service. The tour guiding is much more difficult than the common roles of the “information desk”, “moderator between nature and tourists” and “seller of culture”, which is described in the literature (Cohen, 1985, EFTGA, 1998; Mc Kean, 1976). The job and the role of the guide is complicated because of the problems of economic survival of the industry, for which are typical the sharp competition, the confusing practice, the high standards of service, which the tourists expect. The guide role is not the main problem, which means that between the industry and them there are no enmity and controversies about the different roles, which they play. Here is the problem about the unfair competition and the routes, which are determined from the financial appetites of the tourist operators.

The problem about the professional status of the guide stays always in discussion. This problem get much difficult because the job is seasonal, disengaged and part time, which is a reason for the low expenses. The role of the guide is

determined as important for the creation or wreckage of one journey, their recognition in the society is not so high. The situation in Bulgaria is the same as in the other countries, even in the west. There should be made more arguments for the program development, which are in tied to the professional work publications and the rise of staff qualification, especially for elimination of the existing disagreements.

Most of the problems that are identified are not directly connected with the job of the guides. Actually, the issue for the professionalism is not the main problem for the guides, because their standard of service is quite good. The complaints from the tourists are few. The problem is in the low standard of service that reduces the reputation of Bulgaria and her image like tourist destination.

Most of the problems are out of the control of the guides, and their work depends on the recognition, on the co-operation and the goodwill of the tourist operators and the government.

The basic assumptions about their work should be decided from the tourist operators and the government by making strategic decisions. Although the Guide Association has an important role for the interests of her members and the tour guiding as a whole, still has problem with the determination of clear aim. In spite of all, these problems are not excuse for the lack of perspective for immediate steps for the resolve of many questions that arise.

It is quite clear that the described situation in Bulgaria people can see in countries in the world (for example, in the U.K., Spain and Austria) and that kind of questions and problems can be solved in one way or another. If we exclude the studies of Holloway, who had studied the role of the guides in the U.K. and other countries, it seems to be missing some information about the research of the society and the industry. This lack is a fundamental holdback to the exchange of

information and experience with the other countries.

For improving the standard of service and the work control of the guides in Bulgaria, it is necessary to be made the following **recommendations**. These recommendations are based on analyses and summary of information in this research. They are presented in the following way, in which are considered the questions.

➤ **Quality of service/ professionalism**

Recommendations about the quality of service and professionalism:

- To be provided an average standard of service, to be made a code for the guides, after careful discussion, which to be accepted by the Bulgarian Guide Association, this one and other documents of recommendation to be coordinated with the documents of the World Federation of Tourist Guide Associations;

- To be raised the appreciation, the social status and the opportunities of professional growth, the members of this industry to should publish a document with the purposes of tourism, the role of the guide should be careful heard purposely for further elaboration of the professional skills; and

- To be worked out a system for effective control and evaluation of the service.

➤ **Image and society status**

The professional image improvement of the guides in the society is necessary for the improvement of the concern and the valuation of professional service. It is recommended for organization a social campaign, the tourist associations to co-operate with other organizations.

➤ **Industry practices**

The practice of low expenditure, which means unfair competition, that saps the confidence of tourist industry, should be forbidden and there should be introduced rules in reference to the guide educational qualification and the obligatory professionalism or tourist certificate. The

industry should decide what will be the minimum remuneration, which will secure stable income and professional attraction.

➤ **Training**

There should be an obligatory training for all of the guides, who want to practice this profession and have no experience, for receiving a minimum of knowledge. Moreover, the native associations, the members of the industry and the educational institutes should discuss the content and the duration of the different courses, the courses for improvement of the knowledge and the own development of the staff. The Bulgarian Guide Association should work at setting up common standards for guide training throughout the EU.

For the growth of the staff should be set up and manager courses, which will ensure an opportunity for increase in the qualification and growth in the career from a guide to a manager.

➤ **Certification, registration or licensing**

- There should be given and required licenses for such work for supporting the guide professionalism and for improving the standard of service and image of Bulgaria like developed tourist destination;

- There should be introduced measures for work control of the guides like check-up and sanction for unprofessional work in order to be guaranteed the appointing of trained guides and qualitative service.

➤ **The role of the Tour Guide Association**

This role should be extended and the benefits need to be much more, which can encourage the participation and the membership of more specialists. The successful introduction of the programs for training and the systems for control of the service standard exact co-operation and efforts from the native tourist associations, other tourist organizations, the government and the guides. Priority should have the

recommendations, which will lay down the *main standards of service*. This will guarantee the compatibility and similarity of the standards of the occupied in this industry, which depend mostly on the guide services and this way they will persuade the tourist in the high standard of service. There should be a better synchrony of work and purposes between the Bulgarian Guide Association and the World Federation of Tourist Guide Associations.

If the recommendations that were given over are going to be introduced in a short or middle period, they will certainly lead to important betterments in training and experience of Bulgarian guides. The real test is the assume of responsibility from the guides and tourist organizations for making efforts for professionalism improvement. There is a need of management on the part of the tourist operators and government, because their work has influence on the work of the guide.

Conclusion

In conclusion of the main inferences, one might say, the tour guiding in Bulgaria is described with the lack of basic training course – specialists and bachelors for those, who get in, as a whole there is a lack of opportunities for training, which leads to different levels of professionalism and a lack of recognition. There is a system for registration of the guides, which is at will, but between the members of the local tour guides this system has no strong position. It is positively, that there are not many complains from the tourists from the guide service, which they were provided.

The major **problems** of the guide service in Bulgaria are:

- Different standards of professionalism;
- Potential problems from poor practice in the branch;
- A lack of obligatory requirement of certificate for guide from the tourist firms;
- A lack of control of the guide service at a native level; and

- A necessity of more careful work and help from the native tourist associations.

For the successful improvement of the guide service it is necessary to be involved not only the tourist organizations, the tourist operators, but also the educational institutes. The numerous offers for innovations are made for improvement the service in the future. That will lead to a good economical effect in Bulgaria.

The following **conclusions** could be made:

- The professionalism can become higher through reevaluation and redefine of the role and the responsibilities of the guide, after creation a way of the career and new duties in the profession;

- The quality of the service must be estimated in the context of the requirements of the employer, of the route and other restrictions, which can be laid down on the guide from external factors, out of the frame of influence from his side;

- The poor practice like using unprofessionals, reductions in prices and "purchase" in groups threatens the stable development of the profession. That must be eliminated and even forgotten;

- It is necessary to hire guides with appropriate certificate or diploma from the tourist agencies. Each program for monitoring has also enormous and important role for the improvement of the guide service;

- It is also necessary to be determined a standard system for payment, which is related to the fixed income of the staff;

- So that one tour guide association can work properly and have influence, it has to have a definite mission and role, to offer clear priorities, and to defend the interests of her members before the authorities, as well as before the society and the industry. It is necessary also to be specified a system of ethical and professional standards;

- It is necessary to be made not only day by day analysis of the situation, but also analysis of the work environment of the guides. The guides must think strategic, as they benefit mutual interest and contribute to the stable tourist development in the society.

About 25 year ago Holloway marked, that there are few studies about the tour guiding and that is still valid today.

The fields, in which people has to work in the future, are connected to the making of similar researches in other countries too, researches of the guides and receiving their opinion of work and problems, which concern them. It is also necessary to make a world research, which can determine the recent status of the tour guiding in world dimension and can fix the common problems. In conclusion, this research contributes to some live inferences, which show the character of this profession.

Application A

Table 1: Sample program for guide training

A. Purpose of the course	1.3.Guiding management
<i>To have a clear concept for responsibilities of the professional tourist coordinator (guide)</i>	Pre-tour research
<i>To underline the skills of the members of the journey</i>	-acquaintance with the geographic plan of the guide route
<i>Clear and comprehensive to be presented the destination</i>	-use of maps and guides, connected to the tour
	Co-ordination with the local operators
B. Content of the training	Post-tour evaluation
<i>Management in the tour guiding</i>	
<i>Knowledge about the destinations</i>	1.4.Profesional ethics
<i>Service for the clients</i>	Importance in the industry
<i>Planning of the probabilities</i>	Service attitude and duties
<i>Two practice on a bus and pedestrian tour /including a video tape for every member/</i>	Responsibilities to travelers
	Contacts and relations with colleagues
C. Duration	Professional attitude to trifles
<i>1 year</i>	
	PART II. Knowledge about the destination
D. Program of the course	
PART I. <i>Management in the tour guiding</i>	2.1.General introduction
	Tourism
1.1Introduction to tour guiding	History
History	Geography
Profile of the guide	
Functions and duties of the guide	2.2.Research of infrastructure
Skills of the good guide	Political infrastructure
Conditions of work	-declarations for co-operation
Tour guiding in Bulgaria	-main law
	-governmental structure
1.2.Guiding techniques	Economic infrastructure
Using of microphone	-industry and trade
Phrasing	-finances and money operations
Leadership and communication skills	-employment and workoperation
Forms during the meeting and the dispatch	-main production
-pre- arrival	Social infrastructure
-meeting on arrival	-education
-technology during the journey	-health services
-technology during the departure	-social prosperity
	-residential infrastructure
Offer of the comments from the tour	-public sector
-a walking tour	-environment
-by bus	-transport /development of aviation and shipping /
	Cultural infrastructure – religion and customs
	-Recreation, sports and arts
=====	=====
PART III. Customer's features	Skills in the process of service of clients
	-communication with the people with special needs
3.1.Customer psychology	-technology of sale of not obligatory tours
Determination of customer needs	-skills for solving problem situations
Customer's decision in the process of realization	-complaints resolving
Rational and emotional factors	-mastery of crisis situations
Knowledge of the current demographic variation	
Ethic and moral compensation for the guides	PART IV. Causes analyses
Service and satisfaction of customer's needs	

A. Purpose of the course	1.3.Guiding management
Customer's rights	4.1.Tour guiding
Introduced standards and approved quality	Before arrival
3.2.Cultural aspects of travel and tourism	During the arrival
Cultural aspects	During the stay
-conception and character of culture	Check in the hotel
-cultural aspects	Departure
-religion and traditions in the philosophy	
-conception and nature of culture	4.2.Customer service
Culture and communications	Etiquette
-verbal communication	Legitimate responsibilities
-not verbal communication	Buying decisions
	Customer opinion
Protocol, customs and etiquette	
-conceptions of weather	4.3.Cultural aspects
-offering and accepting souvenirs	Verbal communication
-introduction and greetings	Punctuality
-Giving and receiving invitations	Making presents
-manners and behavior	Meet and greet
Bans and taboo in the following regions:	Religions
-Asia and The Pacific	Not verbal communication
-America	4.4. Plan for working in unexpected situations
-Europe	Crisis situations /transport, climate, diseases/
-Australia and New Zealand	Complains
-Africa and Middle East	Difficulties in the accommodation and organization of entertainment
	Disasters

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