A Long Forgotten Jewel
Branding and Imaging of a destination

Authors: Duborija W. Marco
         Mlivic Aida

Tutor: Hans Wessblad

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A Long Forgotten Jewel:

THE UNIQUE BEAUTY OF

BOSNIA AND HERZEGOVINA

“Bosnia and Herzegovina has long been the crossroad of many civilizations and cultures. It is these millennia of cultural diversity that has melded Bosnia and Herzegovina into one of the most fascinating countries in southern Europe. Most of the inhabitants of Bosnia and Herzegovina are of Slavic origins. The Slavic tribes arrived in the 6th century and settled throughout the entire region of the Balkans. The native Illyrian tribes either fled or blended into the Slavic culture but not without leaving a strong mark on the national heritage of Bosnia and Herzegovina. Archeological excavations have traced tribal life back here for at least 12,000 years.

The natural beauties of Bosnia and Herzegovina can be found in both its people and its land. In fact, it is impossible to separate the rich cultures and traditions from the nature where it all evolved from. Bosnia and Herzegovina was the most ethnically mixed of former Yugoslav Republics. Today, it boasts to be the most ethnically diverse country in Europe. We have had some hard times in our recent past but we have moved on from the difficult post war transition period and offer a most unique menu of eco-tourism, cultural and historical heritage, and the finest and warmest hospitality in this part of the world.

This tiny country of just over 50,000 square kilometers is tailor made for adventure and has a taste of the wild that is long gone in western Europe. Bosnia and Herzegovina can take you through the ancient pasts of east and west. It is a country where one can find an Ottoman mosque, a Jewish Synagogue and Catholic and Orthodox churches on the same street corner.

Travelers to Bosnia and Herzegovina have always been touched by its pristine beauty, its untouched wilderness and its friendly hosts. Here a man’s wealth is measured in friendships and one takes time to nurture them. You will find people from north or south, east or west willing to treat you to the great taste of fine Bosnian and Herzegovinian hospitality. So don’t be shy when a stranger invites you for a coffee, or when a host treats you like a long lost relative. A longstanding tradition has always been to take special care of visitors and this tradition still holds strong.

Many tourists have been pleasantly surprised when visiting Bosnia and Herzegovina. The clean, fresh air of our mountains and river valleys, the spiritual uplifting after a holy pilgrimage to Medugorje or Ajvotovac, or a unique experience in our ancient towns and cities will inspire you to visit again. Bosnia and Herzegovina is truly a natural superpower, glittering with all the wonders that man and nature have created here. Welcome to your next adventure.” (Privredna Stampa dd. Sarajevo)
Preface

Interest for this thesis was born long time ago but could be realized first now after studying tourism science at Baltic Business School, BBS. During our time in Kalmar at BBS we have learned what impact different aspects of the tourism have. Some of these aspects are image and branding of a destination. These elements have always been of interests to us, how and in what way they are affecting a destination. During the time we wrote this thesis we have extended our knowledge in the tourism science, especially when it comes to destination imaging and destination branding.

We want to thank all involved persons that made this research possible. This includes all informants in Bosnia and Herzegovina; without their contribution this thesis would not be possible to finish. Another person that we want to give our thanks to is our mentor, Hans Wessblad. His ideas and thoughts led us towards right direction.

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Duborija W. Marco

Mlivic Aida
Abstract

The tourism industry is constantly growing and is one of the most expansive industries today. The tourism industry generates many jobs which in they turn generate revenue for the destinations. But in order to take part of this revenue, destinations must first attract the tourists. This is done with destination imaging and destination branding which means that the image and the brand of a destination are playing a significant role. The purpose of this thesis is to examine different aspects of imaging and branding of a destination. In what way they are affecting a country, what impact they have and how they can be manipulated.

Terms imaging and branding are of great importance especially for post war countries that have a negative past. Bosnia and Herzegovina is a country that until recently was associated with war. To change their image Bosnia and Herzegovina should first distance themselves from their negative past.

This thesis has a deductive approach which means that the research is based on different forms of literature and interviews. The conclusion of this thesis is that a destination can change their past, from something negative to something positive. But in order to this, a lot of hard work is required.
Summary

Imaging and branding of destinations are relatively new terms, but never the less they are of great importance. Destinations today are competing with each other in order to attract tourists and because destinations can be seen as products and services, imaging and branding them will make a difference between success and failure. Aspects of branding and imaging have even more significant role when it comes to destinations with negative past. Bosnia and Herzegovina is a post war country that has many obstacles to overcome in order to be a flourishing destination that will attract tourists, but more important be a destination that is able to compete with other already established destinations.

This thesis roots from theory and has a deductive approach. In order to complete it, first we had to look into earlier research about destination branding and imaging. Once we have defined most important aspects of destination marketing we were able to test and compare them with the reality through series of interviews with key persons involved in the tourism sector of Bosnia and Herzegovina. The material we used has been supplemented with documents and information from electronic sources.

For Bosnia and Herzegovina tourism is an important industry. Tourism industry is constantly growing and according to WTO, Bosnia and Herzegovina will have a third highest grow rate of tourism till year 2020. These numbers sound promising, but we cannot forget that tourism in Bosnia and Herzegovina until recently was relatively low. So in order to keep these tourists and attract new ones, Bosnia and Herzegovina as a country and a destination should be associated with positive feelings. This is done through imaging and branding.
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1. Background

In the introduction chapter we are motivating our theses as well as providing background of Yugoslavia’s and Bosnia and Herzegovina’s tourism history. We continue with a brief description of the meaning of terms image and branding. Most important we bring up the problem discussion which is the theses for our research. The chapter finishes with an argumentation around the hearth of this thesis, which is; imaging and branding of Bosnia and Herzegovina.

At national and local levels, postcommunist reimaging in Central and Eastern Europe (CEE) has been informed by a requirement to portray an Europeanness which conforms to requirements for European Union (EU) accession, and the projection of a safe, stable and welcoming environment to encourage foreign direct investment and international tourism.

(Morgan et al 2004:111)

The metamorphoses East European countries must undergo are complicated and they take time. This applies especially to the post-war countries where a political and economic instability are taking place (Causevic). Bosnia and Herzegovina, is a country where these two factors have flattened out in recent years, however, a continuous change must take place if the tourist industry of domestic and, especially, foreign investors are going to be attracted. Morgan (2004) argues that the tourism in Bosnia and Herzegovina in the present situation is a part of an economic, political and social restructuring process. The development has resulted in reconstruction of the tourism sector. Privatization, upgrading of the infrastructure and currency convertibility are some of the steps being taken to rebuild the image, which in its turn will stimulate future investment in the country.

Former Yugoslavia's history

Unlike other East European countries with communistic regime, former Yugoslavia has always had a more open political approach, especially when it comes to the tourism (Morgan et al 2004). This boosted the growth in the tourism sector which continuously kept progressing from the end of World War II until 1986, when stagnation in the tourist industry affected the entire country. There are several reasons for this; moderate maintenance of the facilities, failure to maintain and develop a good image, and that the new exclusive destinations, Caribbean’s, Turkey and North Africa became popular (Hrvatski turizam 2003). The hypothesis to the tourism industry’s progression until mid-1980s is based on several factors, the two main are, the geographic location the country had, and that the tourist industry; hotel chains, tourist offices, transportation sector were not monopolized; instead they were privately owned (Morgan et al 2004).
The international tourism in former Yugoslavia consisted out of two kinds of tourists. The minority group was West European visitors, whose demands on the supply were slightly higher than what was expected of the majority of tourists who came from other socialistic countries (Hrvatski turizam 2003). The international visitors from the eastern side of the Iron Curtain were already accustomed to a moderate and relatively lousy service which was the main reason that the development of the service and tourism sector had stagnated over a long period (Morgan et al 2004).

When it comes to the brand, Yugoslavia as a holiday country was only an ideology and the marketing to foreign tourists had shortcomings; linguistic and grammatical errors and a semantic ambivalence (Morgan et al 2004).

Once the political conflict blew up in the late 1980s and the early 1990s, the tourism sector became one of many sectors that were severely affected. Today, former Yugoslavia’s republics, that are now independent countries, are being pictured and associated with war and misery. The positive identity and image the country once had is now long forgotten and bygone.
Bosnia and Herzegovina’s background

Long tradition, culture and diversity in former Yugoslavia are main reasons that Bosnia and Herzegovina today is a country with a long and fascinating, although somewhat turbulent history (www.bhtourism.ba)

*Bosnia and Herzegovina is the heart shaped land that lies in the heart of southeast Europe.
It is here that eastern and western civilizations met, sometimes clashed, but more often enriched and reinforced each other throughout its long and fascinating history* (www.bhtourism.ba).

There is an old saying, "people make the place" and when it comes to Bosnians it means that they have a unique hospitality whose characteristic is that the guests are treated and viewed as family members, and in Bosnia, the family is closest to your heart (www.bhtourism.ba).

1.1. Introduction

The tourism image of a country is perhaps the most important image of them all (Babic)? At the first glance it might seem that there is no connection between the tourism image and the country’s whole image, but never the less they are firmly and strictly connected. Nobody wants to visit a country for a tourism purpose if for some reason they do not like it. On the other hand, a tourist attraction or a tourism discovery can unveil economic, political and cultural aspects of a country (WTO 1979).

Today, the term image is used both in everyday life situations by the “*average Joe*” as a tool for creating, maintaining and nursing oneself identity as well as by the professionals in business circles. Therefore, majority of the enterprises are carefully working with the image concept, because people are buying products and visiting places because of their image.

According to Boulding (1956), the term image appeared first in an advertising concept, and its founder David Ogilvy, believed that people do not buy products, instead they buy brands. The concept of an image has permeated in different areas after that the early work of Boulding (1956) and Martineau (1958) have shown that human behavior is affected more by an image than actual reality. These early researches have led to the theory of image, which suggests that the world is a psychological or a distorted image of an objective reality in the heads of individuals (Myers 1968).
The image of a tourist destination is defined as a set of beliefs, ideas and impressions that the public has created. Primary and secondary source of information, as well as personal factors (motivation, socio-demographic characteristics and experience) are influencing the conception of an image. By these mentioned elements a cognitive (recognizable) and affective (feelingly) image is being generated, which finally forms the overall image of a destination (Kotler et al 1993).

To understand present problems, it is necessary, first to define the concept of what tourist destinations are and then enlist their marketing characteristics. Brands are not only products and enterprises, or people and places, but countries themselves can be seen as brands and create their own image.

Brands have social and emotional value to their customers. They can increase or decrease perceived value of products. Therefore branding represents one of the most important phenomena in the 20-century. Branding destinations is one of the latest marketing strategies. Nations today compete mutually and continuously to develop and create these new strategies, and by that gain an advantage towards their competitors (Porter 1990).

Experts believe that the image of a destination is one of the most important criteria to evaluate a brand of a destination (Konecnik 2004). According to Chernatony and McDonald (1992) there is an agreement between the experts from academic circles, theory, and those that practice, that destinations can be branded in the same way as products and services. Kotler, Haider and Rein emphasize that the concept of branding increasingly applies to people, places and nations (Kotler et al 1993).

1.2. Problem discussion

Detailed analysis of the image of Bosnia and Herzegovina as a tourist destination will indicate to basic methods of marketing, especially communication with the emissive markets, which are very important for Bosnia-Herzegovina, given the image that the county now has.

1.3. Question formulation

Tourism is a powerful tool that creates new jobs but also attracts foreign investors which contribute to Bosnia and Herzegovina's economic development. It is therefore of great importance to develop a strong and credible brand. The brand will be associated with quality, comfort and safety. These attributes purpose is to convince potential foreign investors to invest capital in the brand, which in this case is Bosnia and Herzegovina. Globalization has
imposed major changes in the global market, which means that the marketing of a destination has become increasingly more complex.

Our thesis is:

- To determine different factors influencing imaging and branding of a post-war Eastern European tourist destination.

1.4. Purpose

Purpose with this thesis is to define terms imaging and branding, how they can be manipulated, how they are being applied and what impact they have on a destination, in this case the country of Bosnia and Herzegovina.

1.5. Limitations

To set boundaries we have chosen to limit this research to following aspects; analyzing imaging and branding of a tourist destination.
2. Method

In the method chapter we are providing the means of our thesis. What approach we have chosen, what interview method is used, selection of our interviews and criticism of used sources.

2.1 Deductive approach

For the purpose of the investigation we have chosen to proceed with a deductive approach. Deductive approach is based on the researches already done in the concerned area (Rosengren 1992). We have studied theories around the concepts marketing and imaging of a destination.

The purpose of the study is to compare theories against each other and then see similarities between them. Comparing the theories gives writer a frame of understanding of the subject (Rosengren 1992). In order to get a more comprehensive understanding of the subject, we studied the theories from different perspectives. Once theories have been analyzed we were able to draw conclusions on the given subject. Depending on the extent to which theories have been studied, validity is questionable, why it is necessary to compare facts with the reality. In order to understand how reality relates to the theory we have chosen to study how marketing and imaging are affecting a post-war Eastern European country, Bosnia and Herzegovina.

Problem is that reality is complex and that science cannot always give answers to everything by the theory itself. This is the reason why it is important for the researcher to get involved into the reality and participate in its process. The deductive approach can strengthen the impartiality of the investigation because it is less influenced by the researchers on views, but rather based on the theory (Patel and Davidson 2003).

2.2 Qualitative approach

We have chosen to use the qualitative method in our thesis because it fits best to our choice of the subject. The qualitative approach suited us best because we did eleven interviews and could therefore go into more details. The qualitative method is about interpretations both in the collection of the empirics but also during the research process. It is also a way to get a more detailed understanding of the studied subject in which few people are being interviewed (Rosengren, Arvidson, 2002).

2.3 Interview method

For the collection of the empirical material we have done eleven interviews. Interview is a data gathering technique that characterizes the qualitative method. Kvale (1997) describes the
qualitative research interview as a conversation with a structure and a purpose. He argues that since the researchers usually ask all the questions, it is them who are controlling the situation. In an interview answers are being directly recorded, either through notes or by a dictaphone.

Our interviews were conducted via personal meetings. We gathered them on the place in Bosnia and Herzegovina during a three-week period. Most of the interviews were booked before we departed.

Our interview questions consisted of direct questions in which we introduced the topic of the thesis, as well as straight and concrete issues. We also used follow-up questions during the interview time when we thought we got a partial response, but even when a new issue came up that we had not thought of before. During the interviews, we interpreted the informants' silence instead of interrupting them when they talked because we wanted to get the most exhaustible answers. We used exploratory questions which means that we wanted to get a more detailed response (Kvale 1997).

During the interview occasions we used a dictaphone to tape our interviews, which according to Ejvegård (2003) may be convenient to do because it facilitates the use of the interviews. Since we believe that ethics plays an important role in writing a thesis, we have chosen to write the interview question in both English and Bosnian so our informants could take part of it.

2.4 Selection

For the selection of whom to interview, we used a strategic choice. This means that the researchers deliberately choose persons being included in the survey. According to Johannessen and Tufte (2003) the starting point for the selection is appropriate. The goal was to get in contact with key persons that can provide necessary information for the investigation, which means people that have a direct impact on imaging and branding of Bosnia and Herzegovina. In qualitative studies, where representativeness is not the goal, the importance lies on selecting the sufficient number of the respondents in order to get the needed information (Johannessen and Tufte, 2003).

Our selection of informants for this thesis consisted of important people for our purpose and our issue. We chose to interview following:

- Babic Nedeljko, Assistant Minister of Federal Ministry of Environment and Tourism
• Causevic Avdo, Direktor of Priverdna Stampa, Sarajevo
• Huskovic Adnan, Assistant analyst, Agency for statistics of Bosnia and Herzegovina
• Huskovic Alen, Taxidriver, Sarajevo
• Ibricevic Amina, Konsult, Priverdna Stampa
• Pejakovic Igor, Receptionist, Jahorina, Sarajevo
• Petkovic Zlatko, Journalist, Turizam Bosne, Sarajevo
• Radic Enis, Taxidriver, Mostar
• Smajlagic Anela, Flight attendant, Sarajevo
• Temim Elma, Secretary, Federal ministry of Environment and Tourism, Mostar
• Temim Semir, Assistant Minister of Federal ministry of Environment and Tourism, Mostar

2.5 Criticism of the sources

According to Patel and Davidson (2003) the researcher should remain critical of the documents and sources used in the investigation. This because it is important for the investigation that facts are credible. By using sources that are not reliable the credibility can be affected. It is therefore necessary for the researcher to be aware of when and where the gathered data is coming from, but also why and what is its purpose.

We believe that the data we have chosen for our thesis is credible. Since it is important to consider how genuine the sources we used in our thesis are, we have chosen to use scientific articles and academic books. We also believe that our empirical data is credible because our interviews were with people that are in decision making positions, people that have direct impact on the tourism in Bosnia and Herzegovina.
3. Branding a destination

Topic of chapter 3 is destination branding. In this chapter we bring up most important elements, such as: definition and marketing of tourism destinations, different marketing tools, used sales channels, different marketing strategies… Importance of these elements is required in order to understand what destination branding is, and how the term actually works. We finish this chapter by describing difficulties and challenges in general, but also challenges with destination branding in post communist Europe.

3.1. The definition of tourist destinations

When talking about branding a tourism destination it is perhaps difficult to imagine a country that before one and a half decade came out of a war, a war which has drained everything the country once had a country that today is facing problems of economic, political and social nature (Babic).

Branding Bosnia and Herzegovina is a complex process; it does not matter if we are talking about tourists, investors, potential residents or consumers of its products abroad.

Strategic marketing planning of destinations is responsible to improve the position of that country on the global market. They have to understand surrounding forces that affect the marketing, which means to understand strength and weaknesses of the country; and those are abilities to compete against other similar-sized domestic markets, access to regional trade zones, education level of the population, taxes, skilled labor, safety and other factors. In addition to this, it is necessary to monitor external environment as well, understand opportunities and threats and other competitive forces in the vicinity. Vision should be accepted by government, citizens and all other involved parts. They must take the initiative and manage factors that affect decisions of potential customers - those factors are image, attractions, infrastructure and people (Kotler 2002).

Branding and creating a tourism image of a destination has to be created on the basis of reality of a place. However, some countries cannot expect that the income from tourism will solve all their problems. What is even more important, a country should first see to its problems before being able to collect the desired revenue of the tourism (Kotler 2002).

On the other hand, some experts believe, based on the experiences and examples of Tunis and Morocco, that tourism can be developed intensively and in large scale and rapid pace in the otherwise undeveloped areas and that the development often contributes to general development.
In the literature on destination marketing, researchers usually do not clearly define the concept of what a destination is. Sometimes, researchers are talking about countries, other times about cities or regions (Caldwell 2004).

According to Morgan and Pritchard (1998), destination is a complex multidimensional entity, which is composed of a variety of components, and that unlike products or services it has not a clear definition. A careful study of a destination is required in order to determine a unique proposition for sale (USP - Unique Selling Proposition), which promotes consumers through the different elements involved in the process of branding (Morgan et al 1998).

There are several criteria that should be considered when destination is being identified and determined. A destination should include a set of cultural, physical and social significance, which together build a regional identity. A destination should have an adequate tourist infrastructure in order to support the development of the tourism. Further, a destination should include existing attractions or have potential to support the development of new attractions in order to catch the attention of the tourists. Planning and marketing of the area should be supported, which means guiding and encouraging future development of the tourism. Finally the destination should be available to a large number of visitors. Availability is achieved by land, air and water-transport (Hall 2000).

### 3.2. Marketing a tourist destination

Marketing a tourist destination is complex. Thomas Bieger highlights three specific aspects that are important for tourism destination marketing:

1. Tourism products are being reflected through services, which means, importance of people, capacity of facilities and importance of emotional components.
2. Segmenting and positioning the market. Segmenting the market is a process where marketers determine potential customers, where they analyze complexity and intensity of the competitors and where they select attractive customer segments. Positioning the market is about identifying advantages as well as deciding different positioning concepts for each segment.
3. Specifics of tourist structures and organizations are reflected through its limited impact on products, determination of prices and the usage of market tools. It is important to accentuate the politicization in marketing of a tourist destination, or the presence of different stakeholders that influence the positioning of a destination.
First task in marketing a tourist destination is to create a marketing strategy that will be the basis for marketing tools, which means; short-term planning of vendor's, tourism activities and tourism destinations.

**Marketing tools (marketing mix) tourist destinations**

Marketing tools that are being used to create a marketing strategy are the 4P’s; (product, place (distribution) price and promotion), however, Booms and Bitners more recent approach of designing a marketing mix states that there are 7P’s, where to the already mentioned, they add people, process and physical evidence. When it comes to tourism destinations, marketing tools are being used by tourism organizations and individual tourism enterprises.

Now the question is; who controls these marketing tools? Tourism organizations have limited influence when it comes to price setting (because of the independence the tourism vendors have), the distribution is in the hands of major tourism enterprises (mostly hotels) while tourism organizations have biggest effect on marketing communications (Bieger 2000).

**Tourism product**

There are several definitions of what a tourism product is. Bakic states that a tourism product is either an individual element (partial product) on the side of the tourism offer, or a functional combination of several of these elements (integrated product), where the final shaping is achieved by selecting or mixing these elements that are created by tourists themselves (Bakic 1993).

This tourism product can be seen from two different angles. Firstly, how is it being seen by producers and retailers, and secondly, how is it seen by consumers. Because of the globalization and given competition the success of a product will mostly rely on the consumers.

A tourism destination is a composite product made of its incorporated components: attractiveness, accessibility and accommodations. Characteristics of a tourism product are; capacity of facilities, climate and seasons, intangibility, consumption (Bakic 1995)...

**Pricing the tourism products**

Price is often used as a marketing tool to evaluate a destination. It is a very flexible marketing tool, which often plays a strategic role when it comes to the success of a product. Considering its characteristics, tourism as an industry has a great interest in this tool (price). When it
comes to determining the price, marketers has to be able to foresee and anticipate market up
to one year in advance. Marketers should be ready to act if there is a rapid reduction of prices
by the competitors. These prices are mostly controlled on the national and not regional level.
What should not be forgotten is the existence of seasonal prices. By that, Middleton means
that prices will differ depending on the season when tourism products are being sold
(Middleton 2001).

Sales Channels
It is of great importance that the product arrives at the right time, on previously decided place
and at the already agreed price (Babic).

Promotion of tourism destinations
Primary objective in strategy of promoting a tourism destination is to inform and encourage
tourists to stay in a given destination. Meaning of the strategy is to inform potential visitors of
various possibilities that exist on a tourism destination, although those possibilities have to
meet the needs and wants of the tourists.

Some of the basic tasks of promotional strategies of tourism destinations can be defined in the
following way. Promotional (communicational) strategy creates a picture or an idea of tourist
destination within the tourism market. The strategy builds, maintains, or improves the image
of the given destination. It also ensures that numerous data of relevant information is
provided. Furthermore it rewards loyalty and support of individual businesses in promotion of
a destination. The strategy also corrects uncompleted and incorrect information about a
destination. (Bakic 1995)

Activities that are related to the promotional strategy should proceed according to the
following phases: selecting the market, determining the target of promotional activities,
development of appropriate offers, selection and usage of tools in the appropriate promotional
mix, determining the budget and estimation of total promotional activities (Mill 1990).

Marketing strategies of tourism destinations
Appropriate marketing strategies for tourism destinations are classified into three groups:
a) Strategies focused on the targeted markets, b) strategies about competitors and c) strategies
of marketing tools (Bieger 2000).
The most important elements in marketing strategy are positioning and branding of a destination. They play a key role in positioning strategy of a tourism destination (Temim).

Positioning tourism destinations means creating a unique, but also a realistic image of a destination (Foxall). Positioning tourism destinations can be ether perceptional, emotional or a mixture of these two. It all depends on the complexity and standardization of the product.

### 3.3. Marketing of Bosnia and Herzegovina

In order to build a successful and modern image, design of the brand is playing a significant role. This can be seen from two different aspects. Firstly it should be emphasized that Bosnia and Herzegovina for several years have been associated with number of negative elements, why removing negativity should be the primarily goal. Secondly, when it comes to eco-tourism, offers Bosnia and Herzegovina has are following world trends, which is the reason why this country represents a perfect destination for short vacations for tourists who are passing through, given that the destination is treated as a fashion product and its advertising is trendy.

The brand is a name, sign, symbol, design or combination of these elements which are used for identification of products and services, as well as for differentiation from competitors. It has been noted that slogans and visual symbols are representing power instruments in the hands of the marketers.

Webpage www.greenvisions.ba and slogan "Discover the mystical mountains of Bosnia and Herzegovina" is focused on the mountain and eco-tourism. The webpage is about one of many different types of tourism in Bosnia and Herzegovina and is directed to a specific group of tourists.
potential tourists. Natural attractions, gastronomy with other activities are represented and webpage provides all the necessary information for tourists interested in this kind of vacation.

2006 a new website was introduced: www.bhtourism.ba. This webpage is the first one that markets entire Bosnia and Herzegovina as a destination and not only parts of it.

The slogan for the promotion of Bosnia and Herzegovina as a tourist destination is "Country in the form of a heart". This slogan has an emotional value and symbol, the heart, is associated to the tenderness and brings positive emotions. The goal is to create positive feelings for potential tourists.

Figure 3.1 Slogan of Bosnia and Herzegovina as a tourism destination

Source: www.bhtourism.ba

When talking about attributes and benefits of a brand, a slogan should speak about characteristics of the given destination and benefits it provides for the potential tourists. The brand of Bosnia and Herzegovina geographically has a shape of a heart. The symbol represents offerings and characteristics of the destination and its goal is that potential tourists will emotionally experience them.

If values and personality this brand communicates its consumers should be analyzed, it could be said that the logo represents a happy destination with different variety of offerings that are following the trend.

Listed key attractions are: Sarajevo, Mostar, Neum, Sutjeska National Park, Medugorje, Tekija Blagaj, Jahorina, Bjelasnica, Travnik, Kravica vodopadi, Tvrdos Manastir, Kraljeva Sutjeska, Jajce and Plivsko jezero, after these are listed tourist regions and their slogans:

- Region of Sarajevo - City near the heart
- Herzegovina region - Aroma Adriatic
- Central Bosnian region - Location of ancient Bosnian kingdom
- Northwest region - Krajina - Green gem
Northeast region – A home far away from the house

In addition to a well-designed Web site, it is necessary to design posters, brochures and ads in travel magazines for foreign as well as for domestic markets. Familiarity of local population with the destination has two roles: firstly they are potential tourists, secondly, and more important, locals are playing a passive role, because over the time they are becoming a part of the overall image (Larsen 2004).

Previously mentioned is referred to advertising of Bosnia and Herzegovina, however it is important that the main elements of advertising are going through commercial advertising in order to promote enterprises on micro level and be sure that they are in tune with the general advertising on the macro-level (Babic).

Individual films can support advertising of a certain destination. One example is the movie "Nebo iznad krajolika," which was made on Bjelasnica and which shows the beautiful scenery and villages that are great attractions (Huskovic).

3.4. Importance of destination branding

Destination branding makes it possible for destinations to develop a consistent brand identity, which in its turn will be used for the purpose of differentiation. The goal with the branding is to create a strong association with tourism destinations. This would result in keeping the old tourist base, but more important; attracting a new one.

Branding destinations represents one of the latest categories in market research and planning. The question is: Can a country be a brand? Are there any similarities between the value of destination branding and product branding? In one of his studies Shimp applies the term “value of the country” which refers to the emotional value, a result from association between country and product branding (Shimp et al 1993).

...consumers, like people in all aspects of life, divide the world of objects into categories in order to achieve efficient understanding and processing of their environments. Categories enable consumers to effortlessly evaluate a new stimulus (e.g., a new product) that is identified with a particular category (such as a country). To understand how consumers categorize countries is to understand how they are likely to respond to products associated with those countries.

(Shimp et al 1993:323)
The image of a destination is one of the most important aspects in evaluating a tourism destination as a brand. In order to develop this brand, according to Nedeljko Babic, government of Bosnia and Herzegovina must first adapt to modern tourism, which means that quality of every destination should be improved (Babic).

Brands have a social and an emotional value for their customers. They may increase or decrease the value of the products. While the characteristics of a product can easily be copied, brands are today considered to be the main tool for product differentiation and identification (Aaker et al 2000).

In modern marketing, branding is a central question, considering that it combines all strategic elements into one unique formula. Brands are a foundation for long-term success of several companies and organizations. Creating a strong brand requires a clear identity and position, as well as consistency during that period (Aaker et al 2000).

Branding represents one of the most important phenomena of the 20 century although it began decades ago. Besides products and services, in the past decades, marketers today in the field of the tourism are exploring the possibilities of destination branding (Travel and tourism council 2003).

Tourism has become a global industry and it is considered to be the fastest growing one. When it comes to the employment, tourism sector generates most jobs. In 2000, tourism sector has directly and/or indirectly generated 11.7% of global GDP and approximately 200 million jobs. In this environment with strong competition where the goal is to attract investors, visitors and create jobs, on both national and regional level, marketing techniques to sell the product are being applied. One of these techniques is branding. Previously we have mentioned that there is an agreement between the experts from academic circles as well as those in practice, that destinations can be branded in the same way as products and services and that the concept of branding is being more and more applied on people, places and countries (Travel and tourism council 2003).

Branding a destination with an additional value is critical when it comes to the construction of the brands identity.

Geographical locations are being branded in same way as products and services, although in this case brands have same name as the location. Branded locations make people aware of themselves as well as they create an association to a place. Branding cities and towns will
include components such as name, symbols, packaging and reputation (Keller 1998). Morgan and Pritchard, as well as Caldwell and Freire describe branding as:

_The battle for customers in the tourism industry will be fought not over price but over the hearts and minds — in essence, branding will be the key to success._

(Caldwell et al 2004:51)

When people buy a product they hope that it will meet their needs and wants. A brand is not only bought to meet the functional satisfaction, but also to cover the impalpable needs. Brands are more than sums of components; they provide additional attributes that are intangible, but never the less very important. In this sense, the brand ensures the emotional benefit. In essence, brands can change the experience of consumption (Caldwell 2004).

A large number of countries (Greece, Australia, Malaysia, Spain, New Zealand, Croatia, etc.), regions (Wales, Oregon, Western Australia, Montana, Algrave etc.) and cities (Glasgow, Manchester, London, New York, etc.) are already using the concept of destination branding. In addition, given that branding destinations has only recently started to develop and that academic research in this field is just starting to occur, there are not many empirical studies that have examined the veracity of destination branding (Caldwell 2004). Bosnia and Herzegovina have recently started to brand themselves a country in the shape of hearth, a country that is associated with positive feelings.

Destination branding as a fashion product

In the context of tourism, World Tourism Organization emphasizes that there is a tendency of seeing tourist destinations like fashion accessories or products, in the sense that some individuals want to define their identity through these products and accessories. The destination that individuals choose for their holiday will help them define their identity, and in the increasingly homogeneous world that we live in today, separate them from the rest (Luhruman 1998). People usually buy souvenirs in connection with their journeys and record sites that they have visited to be able to show others what they have seen. Tourists use their travels to express themselves and to send out an identity to others around them (Feldwick 1996).

It is said that destinations can be seen as brands, and they meet the basic needs for self-realization. Destination branding has two dimensions; the representative one (attributes
associated with self-expression - individual) and the functional one; (benefits a destination provides- sun, culture...).

Gardner and Levy were first to state that brands should be divided into personal dimensions and have technical characteristics. They also state that the public image of a brand and a brand’s character can be more important for sale than the technical characteristics of a product (Caldwell 2004).

Munson and Spivey also discuss that there are two dimensions of characteristics of a brand. First dimension is that the brand has aspects for expressing values and that consumers use it to expressed their identity. The second dimension, the usefulness refers to the consumers opinion of the characteristics of products (Munson 1981).

Branding destinations can reduce gaps between reality of destinations and perception of visitors. As destinations are rated according to the appeal and by "celebrity value" it is of great importance to see if tourists are seeing a destination as a fashion accessory; as a place that must be seen, or as a fashion failure, a place without any status or value (Morgan et al 2002).

Figure 3.2 Boston Matrix

Source: www.oup.com
Figure 3.2 is Boston Matrix, a tool used to determine market share and market growth of a product. Dogs are products with a low share of low growth market. These products do not generate any money for the company. Cash cows are most important product because they have a high share of slow growing market, they generate most money, and hence they are called cash cows. Question marks are products that can either become cash cows or dogs. Stars are in high growth of market with relatively high share and will eventually become cash cows. Boston matrix can be applied to destinations because accordingly Morgan, destinations can be seen as products and as such, destinations can be rated as dogs, cash cows, stars or question marks.

Places that have a rich emotional significance, have an enormous conversational value and of which is much expected by many potential tourists are called brand winners. Places with less significance, lower status, nearly non conversational value and no expectations from the tourist are so called brand losers. Problematic places are the destinations that people speak of in a bad context; they do not have an emotional appeal and they are not destinations of first choice. Destinations that have a modest emotional charge are faced with difficult assignments if they want to become destinations winners. Other destinations that have a strong emotional charge but currently have limited (although increasing) celebrity values and have unused resources could be the winners of tomorrow.

The challenge for the emerging destinations is to create their own identity, and by doing that creating a strong emotional appeal that will make them, destinations winners.

Bosnia and Herzegovina today is an upcoming star. After the war until recently country was considered as a “dog” cause of the negations country had/has. But tourism is constantly growing (attachment 7.3) as well as the image and branding are reaching new heights.

It is important to highlight that a destination as a brand has a life cycle, and that it is viewed as any other fashion supplement. At the beginning of the cycle the destination is visited only by a small number of trendsetters, who are influential leaders of the trendsetting. As a destination becomes more and more popular, the trendsetters carry on to find new destinations that are not popular and that are passé. When a destination is in the phase of popularity and customers become loyal, than it might be irrelevant if the value of a destination decreases over time, because destinations will then have a sentimental value (Morgan et al 2002).
Knowing a destination to well and feeling closeness to it, will often lead to boredom, and as a result of these problems to attract profitable market segments might occur.

First step in creating or updating a destination brand is to determine the key value of the destination; they have to be permanent, relevant, communicative and essential for the potential tourists.

There are five phases in creating a destination brand:

1. Market research, analysis and strategic recommendations.
2. The development of brand identity.
3. Launch and presentation of the brand; communicating the vision.
4. Implementation of the brand.
5. The monitoring, evaluation and review.

To be successful in creating emotional loyalty, destinations as brands must be honest. Tourist destinations also have to be able to deliver and differentiate themselves from other destinations. It is important to transfer powerful ideas and enthuse stakeholders as well as partners. Communication with customers is also one of the essentials in creating emotional loyalty.

The funds of branding are largely used when it comes to destination branding, especially in their advertising and promotional activities. Among those who have launched the destination branding are Virginia - birthplace of the president, Niagara Falls, Greece - birthplace of democracy and Florence - a city of renaissance (Deslandes 2003).

3.5. Difficulties with destination branding

Branding a destination is a complicated process with many obstacles to be overcome. The main problem is that destinations are more complex than regular products and/or services. Destinations can be described as mixed products which are composed of number of components such as; accommodation, cultural activities, eco tourism, tourism attractions, restaurants… Destinations also have tangible and intangible components, although majorities are intangible in form of service (Deslandes 2003).

Another difficulty with destination branding is the fact that managers are not able to control the product. Image that is influencing internal activities of a country can vary from the image that simultaneously is being promoted, which makes it easy to draw a negative publicity. Lack
of control over a product makes it harder for managers to associate current product with image and expectations of the consumers. In most cases, image is different from the perception of residents. In Bosnia and Herzegovina numbers of different private and public agencies are included in promotion and maintenance of the image. In addition to the above mentioned one, political conflicts could be added. Reason for that could be one of the following elements: mutual competition between local and government agencies, private business interests as well as international and local groups, which makes it harder to achieve a consensus (Deslandes 2003).

For Bosnia and Herzegovina the problem of branding lies in lack of means. Unlike other activities that can provide quick refund, destination branding is a process which requires time to establish, as well as sub long-term investments and assertion creating brand identity; while on the other hand, most of the politicians are interested in a quick return of the investment (Causevic).

According to Nedeljko Babic, primary goal of ministry of tourism in Bosnia and Herzegovina is to safe keep the nature and historical as well as cultural heritage. Furthermore, government should see to that jobs are created, that tourism season is prolonged, that competition to other countries improves and that more money are circling through the country (Babic).

Finally, it is important to mention that it is difficult to isolate and measure return on investment of promotional campaigns and the real benefits branding provides (Deslandes 2003).

**Branding challenges in post communistic countries in Central and Eastern Europe**

Bosnia and Herzegovina is a small country, it has a land surface area of 51,129 km$^2$ placed in the center of South-Eastern Europe. Length of the border on land is 1.459 km; while the sea is only 20 km. The country has a continental climate with hot summers and cold winters and its terrain is characterized by mountains and valleys. Geographically it represents a bridge between east and west, both in the context of European scale, from historical point of view and as one of the former Yugoslavian republics. River Drina, the eastern border of Bosnia and Herzegovina has once, long time ago, represented a border between the eastern and western Roman Empire. Diversity and variety are specific to Bosnia and Herzegovina and can be found in every aspect of the country; climate over the geographic features, flora and fauna and cultural and historic heritage. The independence of Bosnia and Herzegovina was acquired in
1992 and since then, the country has been associated exclusively with war, destruction, refugees, political dissent and underdeveloped economy.

Although, if we take a look at the distant past we can see that some places of today's Bosnia and Herzegovina represented in the time of the Roman Empire, were attractive locations for Saulus Per Aqua (SPA’s) which continued in the period of Austro-Hungarian rule. However, best memories, even if they are not “recent” history, are the memories when Sarajevo, the capital of Bosnia and Herzegovina, successfully organized and held the Winter Olympic Games in 1984. It is important to emphasize that during the 80’s tourism was not linked to the arrival of tourists to Bosnia and Herzegovina for only traditionally good food, hospitable population, winter sports and interesting cities, but also for a new form of tourism, and that is religious tourism in Medjugorje:

Since 1981, in a small village named Medjugorje in Bosnia-Herzegovina, The Blessed Virgin Mary has been appearing and giving messages to the world. She tells us that God has sent her to our world and, these years she is spending with us are a time of Grace granted by God. In her own words she tells us, "I have come to tell the world that God exists. He is the fullness of life, and to enjoy this fullness and peace, you must return to God.

(www.medjugorje.org)

Seeing Bosnia and Herzegovina as an attractive tourism destination from civil war until recently was almost impossible, given the fact that the country had all negative concepts of Balkan and could not be in time to take advantage of the appearance of new South East European markets because political past have brought economic and social problems (Babic).
Before the “iron curtain” was raised, the tourism sector in Central and Eastern Europe was strictly dictated by a communistic ideology (Kreck 1998). In reality, tourism and socialism were two contradicted terms. Until the late 80’s, the tourism sector was managed through monopolistic state owned organizations such as; tourist offices, hotel chains and transport companies. With the exception of the former Yugoslavia, most of the income from tourism was generated by visitors from neighboring countries who have already been accustomed to lousy service.

After the fall of communism, the number of foreign tourists in Southeast Europe has grown and number of tourism organizations in the world had foreseen huge growth rates for the future (Orth 2001).

The European political and economic convergence with a newly established goal to get best leisure, gain new experiences and buy new products and services provided a broad spectrum of opportunities when it comes to branding, segmentation and marketing of tourism in the countries of Central and Eastern Europe (Morgan 2002).

When it comes to the branding of CEE countries, besides previously mentioned difficulties, a more region characteristic ones can be added (Morgan 2002):

- After the fall of communism, a new and different image of a relatively open country has been imposed, and despite that fact, the opportunity has not been used to gain an upper hand towards the competitors, because the image was often confusing.
- Countries of CEE have been connected with limited assortment and insignificant quality of service.
- Countries seeking membership to EU must coordinate their legislation with one in countries of Western Europe. Even if that was the goal of many countries, gaining the membership was a problem even for advanced countries like the Czech Republic.

The need to brand these destinations is evident given that revenues from tourism per capita, even if constantly growing, are still far behind the rest of the Europe (Morgan 2002).

Even if the conditions for branding CEE destinations are different, several joint factors suggest the importance of creating a brand image. Creating successful brand image is vital in order to increase revenues that the tourism sector provides as well as to achieve loyalty from the tourists, which is done through repeated visits (Morgan 2002).
Or more precisely, the branding of CEE destinations should adapt and respond to new and constantly changing needs of the tourists and increased differentiation of the market. Furthermore, branding has to provide the possibility for destinations to distance themselves from factors such as regional instability and their negative and distant past. An option to (re)design a (new) image, which, paradoxically, emphasizes heritage from the distant past should also be provided.

Speaking of importance and difficulties of destination branding of CEE countries, it is important to emphasize that the Balkan countries (former Yugoslavia), in addition to the previous mentioned difficulties, are faced with negative connotations because of their recent past. Being positioned on the western border of the Islamic world and serving as a battleground of wars in the recent past, term Balkan has an extremely derogatory meaning in the countries of the West. Definitions and recent Balkan history have done little for the region to be viewed differently (Morgan 2002).

According to Nedeljko Babic, assistant minister of tourism, positioned at Federal ministry of environment and tourism in Sarajevo, Croatia and Slovenia have managed to psychologically distance themselves from all negativities that took place from 1992-1996.

Avdo Causevic, director of “Priverdne Stampe” (newspaper) in Sarajevo states, that Bosnia and Herzegovina must, among few other things, prioritize construction of the Image in order to reduce the gap country has to Slovenia and Croatia.

*Until recently, Slovenia was a harbor for smugglers and other criminals while Croatia was a haven for war criminals. Today, both countries are seen as democratic, pro-European countries with exceptional tourism opportunities.*

*There is no doubt that a change of image was complex, that expenditure of capital ware needed , involvement of experts, developing strategies and so forth, but obviously it was worth it. To brand something, especially an entire country, systematic solutions are needed. With that I mean, that first of all, there must be an institutional support in all levels of government, while second thing is increase of the given budget. With that money, experienced foreign agencies would be engaged and project they are hired for has to be over a longer period of time, up to one year. Only after this first step we would be able to define what do we want to communicate, and then we would be able to begin the process of advertising and promotion without neglecting internal public.*

*(Temim: 2008)*
As we have mentioned before, the World Tourism Organization foresees that Bosnia and Herzegovina has the third largest rate of growth of tourism (10.5%) in the world in the period from 1995-2020 (FIPA) which points to that the image country has is becoming more positive.

In following chart it is shown that Bosnia and Herzegovina year 1990 had 1,478,355 tourists. In 2007 number of tourists was only one third of what country previously had, while in Croatia number of tourist has grown, if comparing statics from 1990 and today.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Arrivals</th>
<th>Domestic Arrivals</th>
<th>International Arrivals</th>
<th>Total Nights</th>
<th>Domestic Nights</th>
<th>International Nights</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>1,478,355</td>
<td>627,743</td>
<td>850,612</td>
<td>3,793,703</td>
<td>1,892,282</td>
<td>1,901,421</td>
</tr>
<tr>
<td>2000</td>
<td>391,138</td>
<td>221,719</td>
<td>169,419</td>
<td>951,808</td>
<td>551,232</td>
<td>400,576</td>
</tr>
<tr>
<td>2007</td>
<td>583,742</td>
<td>277,290</td>
<td>306,452</td>
<td>1,336,159</td>
<td>641,652</td>
<td>694,507</td>
</tr>
</tbody>
</table>

In 1990, 8,278,586 tourist visited Croatia (of which 4,950,071 foreign) who realised 51,908,721 overnights (33,838,130 by foreign guests). In the next decade, war, change of political system and change from socialist to the free market economy, affected also tourism figures. In 1992 they fall to the lowest level - 2,135,000 tourists realised 11,005,000 overnights. But, already by 2000, 7,137,000 tourists and their 39,183,000 overnights were registered. Since 2000, due to the repositioning of Croatian tourism, positive image, improvement of product, catering facilities and infrastructure, Croatian tourism has had a steady increase. In 2006, 10,384,921 tourists (8,658,876 foreign) realised 53,006,946 overnights (47,021,944 by foreign tourists). It is important to notice that, for different reasons, some 26% of total hotel facilities used until 1991, are still out of use.

In 2006, most foreign tourists came from Germany (17.8%), Italy (14.3%), Slovenia (10.5%), Austria (9.1%), Czech Republic (6.9%) and followed by tourists from France (5.8%), Hungary (4.7%), Poland (3.2%), the Netherlands (2.8%), Slovakia (2.5%) and from other countries (22.4%).

(www.croatia-travel.org)
Croatia has managed to distance themselves from what happened 1991 while Bosnia and Herzegovina is still associated to war and other negativities that came with it.

The main task of tourism marketing for destinations in Bosnia and Herzegovina is to take a distance from the term "Balkan" and lead “that” brand to an end (Babic).

Slovenia and Croatia, two former Yugoslavian republics have been carefully building their brand. Today they have a more positive image of their destinations, one reason is that they have distanced them self from the Yugoslav past. “Sunny side of the Alps”, “Green piece of Europe” and “The lakes and mountains of Slovenia” are some of the promotional slogans that have emphasized natural beauty and the position of Slovenia and its tourism products, while in Croatia, their slogans are “Small country for a wonderful holiday”, “New greeting to old friends” and “Country of thousands islands”, this to point out the advantages of the sea, and appeal to the memories of Croatia, which in past was happily visited by tourists from the West.

<table>
<thead>
<tr>
<th>Year</th>
<th>Arrivals</th>
<th>Nights</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Domestic</td>
</tr>
<tr>
<td>2007</td>
<td>11.162.100</td>
<td>1.856.028</td>
</tr>
</tbody>
</table>
4. Image of a tourism destination

Chapter 4 is about defining, creating, controlling, and advertising the destination image. We start by explaining what an image is and how it is being formed, which is the first step when it comes to image management. We continue this chapter by explaining different steps of image advertising: public relations, personal sale... We finish this chapter with, maybe one of the most important elements in our theses, and that is how to resolve negative image of a tourism destination as well as how to manage reputation of a tourism destination.

The image of a destination is a subject that in professional circles has been studied from the 70’Th century. The greatest number of studies that have been done refer to the U.S. while research has been done in the developing countries, very sparingly due to the socio-political and the geographical changes. Negative situation is particularly expressed in the countries of Central and Eastern Europe and South-East Europe after their period of communism. Although they have created new markets that could offer visitors innovation in terms of services, many countries were unable to take advantage of the opened markets given the bad infrastructure, bad service and regional instability they had. It has been indicated that there is a need for research of destination image for an emergent market in developing countries. From a global perspective, developing countries that are interested in creating a sustainable tourism industry and increase their presence in the international tourism market, in conditions of sharp competition, should devote more attention to their position in the international arena. The opinion tourists have of the image is the key to develop successful positioning of strategies (Sonmez et al 2002).

Today, Bosnia and Herzegovina’s attitude towards development of tourism is clear, not only because statement politicians and prominent experts made, but because it has officially been classified as that (Babic).

World Tourism Organization foresees that Bosnia and Herzegovina has the third largest rate of growth of tourism (10.5%) in the world in the period from 1995-2020 (FIPA).
Table - The number of tourist that had overnight in Bosnia and Herzegovina from 1997-2003.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Domestic</th>
<th>International</th>
<th>Total</th>
<th>Domestic</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>391.138</td>
<td>221.719</td>
<td>169.419</td>
<td>951.808</td>
<td>551.232</td>
<td>400.576</td>
</tr>
<tr>
<td>2001</td>
<td>331.674</td>
<td>193.755</td>
<td>137.919</td>
<td>797.437</td>
<td>469.746</td>
<td>327.691</td>
</tr>
<tr>
<td>2003</td>
<td>387.675</td>
<td>220.372</td>
<td>167.303</td>
<td>913.750</td>
<td>504.626</td>
<td>409.124</td>
</tr>
<tr>
<td>2004</td>
<td>417.694</td>
<td>223.269</td>
<td>194.425</td>
<td>999.158</td>
<td>533.180</td>
<td>465.978</td>
</tr>
<tr>
<td>2005</td>
<td>434.216</td>
<td>216.943</td>
<td>217.273</td>
<td>1,017.383</td>
<td>532.838</td>
<td>484.545</td>
</tr>
<tr>
<td>2007</td>
<td>583.742</td>
<td>277.290</td>
<td>306.452</td>
<td>1,336.159</td>
<td>641.652</td>
<td>694.507</td>
</tr>
</tbody>
</table>

In 2004 number of tourists in Bosnia and Herzegovina grew by 7.7% than the previous year, and the number of overnight stays was 10% higher than in 2003 (FIPA).

Bosnia and Herzegovina is easily accessible to largest tourism markets in Europe and is placed in the hearth of Balkan and close to the major European centers, which generate 60% of the total number of international arrivals. On the other hand, 88% of European tourists travel to other European countries.

International trends since 2005 are moving in the direction of changes of supply and demand which is characterized by:

- Tendency towards larger number of travels, (duration of shorter period of time), (greater amount of tourists are traveling during weekends more frequently).
- Increase in travel within the region, (increase of tourism from the same region).
- Segmentation of demand, (offers and services are more adjusted to fit personal needs).
• Increase in demand for individual package deals adapted to “new tourists”,
  • tendency toward travel as experience, (experiencing new and exotic things is taking over).
• Tendency to increase the level of standards and quality of offers, (west European standards).
• More aggressive promotional activities of tourist destinations. (promotion has a more important role).

4.1. The definition of the image of a tourism destination

To determine the exact meaning of the term, the image of a tourism destination, is difficult. The term is used in different contexts, including those relating to the image of destinations represented by the tourist promoters, there are stereotypical types of image and individual ones (Jenkins 1999). On the basis of comprehensive studies to measure destinations image, Echtner and Ritchie point out that most of the definitions that are used in previous studies are quite unclear. There are few dilemmas related to a definition of the term image and Pearce states: "image is one of those concepts that will not disappear… a term with deface and a changing significance” (Pearce 1988).

Image is a term that is designated in a number of contexts despite that the term has different meaning. In psychology image tends to refer to the visually representation, while in social concept image is more holistic and it includes all related impressions, knowledge, emotions, values and beliefs. The marketing definition of the image highlights attributes that constitutes the basis of the image and connects the image with the conduct of consumers (Jenkins 1999).

Most often cited definition of the image of a tourism destination is from Crompton "set of ideas, beliefs and impressions that the person has of a destination." This definition applies to individuals, while other definitions confirm that the image is divided in a group of people.

Understanding this provides market segmentation and makes it easier to design marketing strategies. Lawson and Baud Bovy divide image into two categories; individual and stereotypical, which are separated by: "expression of real knowledge, impressions, prejudices, imagination and emotional feelings that an individual or a group has of a specific place."

Dobni and Zinkhan define image as a perceptual phenomenon formed through consumers’ reasonable and emotional interpretation, and that it has a cognitive and emotional component (Dobni et al 1990).
According to Kotler image of a town (place image) is defined as a set of beliefs, ideas and impressions that people have of a specific place. The image represents a simplification of a large number of associations and pieces of the information connected with the place. They are the products that attempt to process and extract a substantial amount of information of the place (Kotler et al 1993).

Image is more than beliefs. It is a complete set of beliefs of a place.

On the other hand, the image that people have does not necessarily reveal their attitudes toward the place. Two people may think that Sicily has a warm climate, but their attitude toward the heat may vary. In what way does the image differ from the stereotypes? Stereotypes have a wide image of a place that is greatly distorted and simplified and has either a positive or a negative ring to it.

On the other hand, image is more personal notion of a place, which is different from individual to individual.

4.2. Reasons to study the image of tourism destinations

The image of a tourism destination is important, given that it influences the behavior of potential tourists and the level of satisfaction that is achieved on the basis of experience. As Mayo, emphasizes in his article, image of a destination is a key factor when tourists are choosing one. Importance of what a single region has to offer to tourists is less important than the overwhelming picture of the image. Whynne and Hammond take this idea even further; they are claiming that the perception of a destination from foreign states and their residents can be incorrect. Evaluating the image is immensely important given that the actions that are being taken are based on a subjective reality (MacInnis 1987).

Marketers are interested in the concept of the image, because the concept applies to decision-making and sale of tourist products and services. According to MacInnis and Price, (notion) affects and influences entire experience (Ahmed 1991).

During the purchase, usage of a notion will add the value and increase satisfaction. After the purchase, (post purchase) notion can play a reconstructive role which people experience through reminisce of memories and souvenirs.

Understanding the image that visitors have is of great importance because it enables a possibility to integrate image attributes in marketing planning of tourist destinations (Selby
Marketers are also using notions to increase remembered satisfaction as well as to encourage the re-purchase. However, understanding the image itself will not guarantee success on new markets because other variables (such as access, cost and distance) are factors that can be more important when it comes to decisions making where to travel (Ahmed 1991).

Experts in the tourism sector have for a long time pointed out the importance of knowing why people travel, which destinations they choose and factors that play a significant role in the choice of destinations. That is the reason why there is a lot of literature dealing with "pull factors" and "push factors" (Orth 2001). Push factors or motivating factors are making it possible for potential tourists to develop an attitude towards traveling. They include cognitive processes such as “need to escape”, socialization, belonging, self-esteem... Pull factors are related to manmade attractions, nature attractions, social attractions and cultural attractions (Sirakaya 1996).

In decision making when selecting a destination, in addition to the previously mentioned factors few others can be added: a) external factors - political and social environment, health threats, natural disasters, terrorism, b) the total cost of travel - the cost of the travel and money spent on the destination, and c) Available time - during the holidays and during the trip.

4.3. Forming the image

First phase in the creation of an image is one prior the travel, which is the most important phase in the process when selecting a destination. Before exploiting the image, it is important to understand what affects image formation has. Knowing factors that influence the formation of image can help to identify target markets and determine who should promote the image of that segment of the market. Numerous researchers from different regions show the importance of understanding forces that influence the formation of the image and suggest that more effort should be invested to determine factors that affect its formation (Baloglu 1999).

Images that each person has are unique, same as with what they remember, what feelings and what associations they have to a specific place (Jenkins et al 1996).

Stabler has split the factors into factors that influence the formation of the image and the factors of supply and demand. Demand factors involve constant modification and building of images which are made up of organic or naive non tourist information (Tv, books, word of mouth, school…) about tourism destinations. Chart 4.1 sums up the market factors (Jenkins 1999).
Many different researchers are trying to identify factors that are affecting formation of the image. Some suggest that the formation of the image partially depends on the distance to destinations, considering that people prefer to visit places that are close to their homes and that the information they are getting is through media, friends and relatives (word of mouth). Another factor is that people more often have stronger and more real image about places that are in their vicinity. Nolan was researching the sources of travel information that have been used by domestic tourists in The United States. He found out that the source of information about a destination was most times an advice from friends and relatives (word of mouth), printed guides, commercials and tourism information, and promotional publications. In terms of credibility of sources of information, printed brochures and newspapers are highest rated, while the government services and information from friends and family are rated as most informative. Nolan was also measuring the objectivity of sources asking respondents if sources were subjective or not, and the results showed that in most cases they were subjective, especially travel brochures.
Despite recent studies, the process of forming an image cannot be fully understood why a theoretical framework for understanding is essential.

We used Gunns framework which involves constant construction and modification of the image. Key factors in this framework are: organic or naive images of non-touristic information about a destination (TV documentaries, books, lectures, stories, word of mouth…), introduced image or promotional information (brochures, publicity, advertising…) and modified induced image that is result of own experience.

Theory suggests that the image of visitors, potential visitors and non-visitors differs as well as that image of a destination changes after some time. Image can return or it can get pale especially if there are similar memories to other destinations (Jenkins 1999).

Chon was investigating the miss-match between the image and expectations of destinations and current experience with the destination. Then he connected it with models of behavior while purchasing. He found out that a positive image and a positive experience result in a positive grade, negative image and a positive experience result in highly positive assessment, while positive image and a negative experience give lowest grade. Even if the empirical dimensions of tourism have not been widely explored, expectations of visitors and their reactions are significant given that they reflect cognition, pleasure and emotional reactions of tourists to specified destination (Ross 1993).

In short they could say that source of the formation and personal factors are affecting creation of an image.
Sources of information, which are known as factors of stimulation, or factors of formation of the image are forces that influence the formation of perceptions (Gartner 1993). These relate to the quantity and diversity of sources of information which are exposed to an individual, including the information gathered after visiting a place. Gartner classified these sources of information into 5 following:

1. Openly-induced – type of information we can find in advertising, mass media, information placed by the relevant institutions from destinations…
2. Secretly induced – use of celebrities to promote a destination,
3. Autonomous – News, reports, documentaries, movies...
4. Organic - information from friends and relatives who have visited destination (word of mouth).
5. Personal – information gathered during the visit of a destination.

To clarify this ever more, we can split this information into secondary and primary. Secondary sources of information are induced, autonomous and organic ones while the primary are being referred to one’s own experience. Scientists believe that secondary sources of information play a key role when it comes to the decision what destination to chose. Also, there are suggestions that the image after a visit to a destination will be more realistic, complex and different from those who have been collecting information from secondary sources. Some authors state that the duration of stay and participation of activities on a destination will affect the precipitated image (Beerli et al).
Personal factors represent characteristics or internal factors that affect the formation of the image. Precipitated image is formed through the image that is projected by some destinations but there are other factors as well, such as: individual, motivation, earlier knowledge, preferences and other personal characteristics, which means that individuals are creating an own mental image of places which in its turn produces a precipitated image (Ashworth et al 1990).

From the perspective of consumers, personal factors represent characteristics that are reflected by socio-demographic characteristics of individuals (gender, age, level of education, life cycle, place of residence), as well as the psychological nature (motivation, values, personality, style). These factors affect cognitive perception as well as the perception of the environment and the result of the image itself. Affective image refers to feelings for some places; people with different motivations can experience a destination in the same way if the perception meets their needs. Gartner states that the affective component is value of individuals being added to destinations based on their motivation. Given that the affective component affects the overall image and motivation can also directly or indirectly affect the overall image (Beereli et al).

Experience can affect on precipitated image after a visit to a place. Schreyer, Lime and Williams suggest that the current situation is being interpretive in comparison with previous experience, given the link between the information that comes from the past and subjective interpretation of actual visit. In the context of tourism, previous experiences are more important than information collected from external sources, in case that individual’s value experiences more. This result from the fact that when there is prior experience, criteria for deciding is stronger and the importance of information becomes less important.

Most of the studies that examine the process of elections of a destination show that socio-demographic characteristics represent internal inputs that influence the perception of a place.

### 4.4. Components of destination image

What are the essential components or dimensions of destination image and how are people structuring their understanding of destinations? Mayo has questioned regional tourist image of a National Park in North America and found that there are three basic dimensions of image of destinations: natural resources, crowd and climate. Mayos studies focus on fiscal or functional characteristics that can be directly observed or measured, such as price, size and climate. In
several studies, Mayo has attempted to include the less tangible components that are more difficult to measure such as; psychological characteristics, like the atmosphere (Jenkins 1999).

Dimensions such as "common/unique", which are presented by Echtner and Ritchie are in most studies being left out (Figure 3.4). This is surprising given the fact that tourism is about going to a unique place, or at least a place that is different from the everyday world. Functional characteristics are including elements where most of the destination can be compared; price, climate, type of accommodation. Functional and unique characteristics are being created from special events that form a part of destinations image. Joint psychological characteristics or abstract characteristics are being created from hospitality of locals, publicity and beauty of the landscape, while the unique psychological characteristics include feelings associated to a place.

Figure 4.3  Meaning and measurement of destination image

One problem with measuring the image of tourist destinations is the fact that the image of destinations are holistic representations of places/destinations and in attempt to measure them, researchers are forced to measure each one separately. Some aspects of the image, such as aura or atmosphere cannot be measured, although, scientists have overcome this problem by suggesting a model that includes attribute-solid display as one of the three dimensions (Echtner et al 1991).
On the one hand, dimensions are functional and psychological characteristics, but they are also functional and psychological holistic images that relate to impression as a whole; the atmosphere or mood.

On the theoretical standpoint, there is a general agreement that cognitive component precedes affected components.

Furthermore, the combination of these two factors creates an overall image based on the positive or negative assessment of the product or brand. In the context of tourism, Baloglu and McCleary are empirically showing that cognitive and affective estimates have direct impact on the overall image.

4.5. Measurements of a destination image

Most of the studies to emphasize the holistic component of a destination image are connected with the method used by Echtner and Ritchie. There is a strong preference towards structured methods which shows the characteristics of the components of a destination image. The use of structured methods, such as Likert's scale and the semantic scale of differentials, requires the individual to rank a certain feature in advance in a subjective way or use a standardized scale of ranking to characterize stimuli. Average ranking, multidimensional scaling or factor analysis are being used to reduce semantic elements to a smaller number of independent perceptual dimensions. This type of procedure involves a priori list of attributes that the respondents can respond to, and because of that the procedure can relatively be unreliable. If this is done in a careless way, some of the attributes will seem unimportant while important ones can be completely left out (Jenkins 1999).

There is a lack of accepted, valid and reliable scale of image measuring, which leads to propose of a framework that includes every aspect of destinations that could potentially be used as an instrument of measurement. Review of attractions and attributes that are involved in the existing scales and all factors that influence the image are incorporated and classified into nine different dimensions: natural resources, general infrastructure, tourist infrastructure, tourist leisure and recreation, culture history and art, political and economic factors, natural environment, social environment and atmosphere of the place (Beerli et al).

In the next section we will discuss five of them which we believe are of most significance for Bosnia and Herzegovina.
Natural resources are influencing image with factors such as: weather (type of temperature, will there be rain, how high is the humidity), type of beaches (length and type; sandy or rocky, quality of seawater), wealth and type of countryside (are there any protected nature reserves, how do surroundings look like, are there lakes, mountains, deserts or something else) and variety and uniqueness of flora and fauna. Natural resources are perhaps the most important factors for charter tourists?

General infrastructure is a factor that is important for all types of tourists. This factor includes important elements such as development and quality of roads, airports and ports, private and public transport and extent of building development. It is important to remember that general infrastructure also covers healthcare services, commercial infrastructure and telecommunications.

Political and economic factors are of great significance when choosing a somewhat unstable destination, or a destination with turbulent past for a vacation. This factor is a huge part of the image of Bosnia and Herzegovina. Political and economic factors include elements such as political stability, political tendencies, economic development, prices and crime; are crime rates high or low, what is the possibility for terrorist attacks?

Social environment is another factor of great importance for Bosnia and Herzegovina. As we have previously mentioned, Bosnia and Herzegovina is a country where hospitality and friendliness of the local residents is somewhat unique, in a positive way. Although, there are also problems such as underprivilege and poverty; in Bosnia and Herzegovina’s case gypsies.

Culture, history and art is perhaps most significant factor for Bosnia and Herzegovina and its image. This factor includes elements such as religion, folklore, gastronomy, festivals and museums and other historical buildings. Bosnia and Herzegovina is one of few countries where three world religions are sharing common ground. In Sarajevo, Bosnia and Herzegovina’s capital, there are religious monuments built only few meters from each other. These monuments are representing all three religions; Catholicism, Islam and Orthodoxy. Because of the diversity and history, the country has several different types of food, folklore and festivals to offer.

Selection of attributes that are being used in the creation of scale depend on a destinations’ certain attractions, positioning, and evaluation of goals for perception of an image, which will also determine whether general or special attributes need to be used.
The dominance of structured techniques when it comes to creating an image, especially those that rely on the verbal scales, have led to verbal domination over visual techniques of research. Pearce and Black state that image investigators "have yet to incorporate the visual field in the methodological arsenal of their research practice". Researchers has to begin to think more creative and use maps and photographs and create more data to help visitors remember the image. Pearce wrote that the "media representation" (that is how the environment should be presented to the consumers) is one of the key methods in the study of people. Yet there is a small number of image studies that are using photographs (Pearce et al 1996).

Several published studies have been using costumers to define the characteristics of an image. Future studies should combine two techniques (structured and unstructured) in order to achieve valid results. This includes efforts put in the design phase, using unstructured techniques for detecting image characteristics of destinations and its dimensions, and then uses the same structure to measure the image itself. There are two phases in image research. The first one is a qualitative phase, which uses unstructured methods to detect the features of the target groups, while the second phase extends the results of the first method, which through quantitative method measures the image by emphasizing the main factors (Jenkins 1999).

**Qualitative phases: a discovery of main elements**

Examination through a qualitative method will reduce the risk of respondents answering in a standardized way and by that obtain a real representation of their image. Until the early 90’s, there was only few studies that dealt with characteristics, main elements that are used to measure an image.

a) Element analysis

Analysis on written brochures, or visual information such as photos, can provide information about the image of a destination.

Dailey has analyzed brochures from 21 countries, and images are categorized by the type of information that is broadcasted. More in than half of the brochures there were 75% photos. He noticed that there are clear national samples in the selection of photos: Britain, Japan and Portugal are showing historical and artistic photographs, while the islands of Bahamas,
Trinidad, Tobago, are representing a picture of recreation, coastal landscape, rare photographs of the locals, history and so on (Dailey 1986).

b) Free disclosure

Free disclosure in the form of words is widely used methods in the field of marketing research. The main use is for the assessment of motivation before discovering the elements. The main advantages of this method are that they ensure that the respondents can describe their stimuli and not to correspond in advance where they only have a certain picture of an image. Goal here is to detect a weak image in case respondents are not being able to answer, which in its turn reduces the possibility of a stereotypic image.

**Quantitative stage: measuring the image**

When researchers detect the main parameters or attributes that are being used by members of certain groups when it comes to perception of destinations, it is possible to use structured methods to measure the image that individuals have of a destination. Measurement involves the ranking of certain destinations on the basis of the main parameters that have been obtained earlier. Previous studies used the Likert scale (5 degrees) and the scale of semantic differentials (7 degrees).

Most common measurements are used on natural resources, attractions, the climate and the friendliness and hospitality of the locals.

When it comes to attributes of measuring destinations image, two aspects are important in the process of ranking. The respondent can grade a destination on the basis of certain characteristics: "How do we assess Hong Kong in terms of natural resources on the scale where 1 grades bad, and 7 - very nice? This ranking is called evaluative perception (Weiler 1989).

Afterwards respondent ranks the value and meaning of the given characteristics from their own perspective; how much natural resources are important when choosing a destination? They rank it on a scale where 1 means not important at all, or 7 very important. This type of ranking is called preference characteristics (Weiler 1989).

The combination of these two scales (evaluative perception and preference characteristics) helps researchers to understand how individuals percept an image of a destination. The combination also helps them to understand the importance and aspects of an image that are
important for the individuals and even groups. The scale of preference characteristics helps to identify segments on the basis of preferences when travelling. Total or stereotypical image of a destination can be compared with the image of another destination within the framework of market segments. By measuring an image in this way wills also help researchers to observe changes of the image during travelling (Weiler 1989).

Fishbains model of value-expectation is useful to combine two measurements in one. According to Fishbain, individuals’ attitude towards a destination is based on his/hers beliefs (or preference) of each one of the elements destination provides multiplied with values and importance they have to him/her.

4.6. Communicating image of tourism destinations

Most important functions of communication marketing of tourism destinations are: informing potential tourists of the existence of a certain tourism destination, maintenance or construction of the image, commercial information on offers, and a long-term construction of the brand (Bieger 2000).

The most common instruments of promotional or communicational mixes in tourism are: touristic/economic media or advertising, public relations, direct marketing and improved sale. These are used in order to reach out to the public and possible customers.

Tourism advertising and public relations are especially important when it comes to the strategic role of communication mix and its primary goals; positive attitude, image, product positioning and the positive feeling and knowledge of the attributes of products. On the other hand, improving sale has a prior importance in the tactical domain and it is used to overcome static tourism offers, especially its original elements, and in somewhat lesser extent the already performed ones (Bakic 1993).

Advertising as a function of a destination image

Advertising is one of the most commonly used forms of communication marketing. Intensive use of advertising as a form of promotion is a result from the fact that advertising performs several critical communication functions: information, persuasion, reminiscence, to increase the value of products and services and supporting other marketing efforts (Senecic 1998).

A key factor to successful advertising is to have a creative strategy when formulating messages. Advertising can be successful only if messages attract attention and have adequate
communication value. They have to be imaginative, well-planned and designed in a way that consumers can accept them.

During the election of strategy, companies can choose one of seven alternatives to create most promising one: generic, presale, strategy of selling offers, strategy of creating brand products, positioning, emotional or resonance strategy (Shimp 1997).

All forms of advertising are oriented to the product or its brand with the goal to achieve maximum sale. Another form of advertising is institutional or corporate advertising, which is responsible for the creation of appropriate image of the enterprises or the general public awareness of its identity. This type of advertising treats enterprises as products and carefully differentiates and positions them in relation to other enterprises.

During the planning stage of advertising, it is important, besides creating a strategy, to devote great attention when selecting targets, media (magazines, TV and radio), messages and advertising assets.

Public relations, a function of tourism image
Public relations have an important role when it comes to marketing tourism destinations and shaping their images. The information provided by tourism mediators or journalists are in the eyes of potential buyers more valid than the paid advertising.

Of the above mentioned target groups, media has the most effect on a destinations image. It is important to emphasize the role of travels organised for journalists and representatives of tourism because they represent the true image of a destination.

Improved sale in the function of the image of tourism destinations
Improved sale in tourism can be directed toward the customers, employees and mediators (tourism agencies and travel organizers). Assets of improved sale are contests, giveaways, price packages, discounts, entertainments and shows. When speaking of fairs, it is important to emphasize that they are within the total tourism promotion and may be treated as media advertising, assets of improved sale and a vision of personal sale. Fairs enable people in marketing to achieve direct contact with costumers and mediators.
**Personal sale**

When it comes to tourism destinations, personal sale does not only occur via mediators (the organizers and travel agencies), but also through various institutions and individuals on the specific destination (Konecnik 2001). Employees at receptions, hotels, restaurants, retail staff in the souvenir shops and so on, can also affect the image of a destination through personal sale.

**Other promotional activities**

When speaking about promotional activities of a destination, the “mouth to mouth” should not be ignored. In modern conditions, the dominant form of communication and perception is the visual one, and the image of enterprises is being created by planned and professional shaping and creating of individual elements of visual presentation. In public, the so-called “mouth to mouth” factor is being created, a factor that expresses quality of individual enterprises. This “mouth to mouth” factor, in a spontaneous way degrades or improves the image of the enterprises, in this case the image of destinations.

Previously it was mentioned that secondary sources of information, organic ones – word of mouth - information from friends and relatives, play a critical role in the choice of destination. Therefore, it is determined that speech is not passive; instead it is a highly active source of information, one that can be directed and guided. In this way speech can be a powerful asset within the total marketing policy of enterprises or destinations (Senecic 1998).

When it comes to promotion, it is important to emphasize the role of internet. The importance of information technology (IT), especially the World Wide Web (WWW), tourism has increased markedly in the last few years (Werthner 1999). For the advertising industry, the Web is also the biggest challenge as well as the biggest opportunity in a long time off period. Travel and tourism are very fragmented industries full of information and that makes them particularly receptive to assets that are being provided by Internet (Schwartz 1998). Knowledge about online consumers and the essence of good web-sites are the key elements to success of online advertising. Web-site visitors have developed their own culture of what is acceptable in terms of web advertising and their assessments differ from offline consumers. There have been many discussions about the assessment of consumers and the intangibility of tourism products and services. It has been concluded that online consumers do not only want information but also entertainment (or "edutainment") when they visit the Web. Gretzel states that it is also concluded that the most successful DMOs (Destination Marketing Organizations)
Organizations) on the Web are those that have applied the old advertising strategy in an innovative way or the ones that have presented completely new concepts. The future of DMO's in the new economy lies in their ability to adapt to changes and use them as a force for their communication and improvements (Gretzel et al 2000).

4.7. The image of Bosnia and Herzegovina

In the beginning of the thesis it has been emphasized that attractiveness of a tourism destination is necessary and that branding it turn contributes to its attractiveness. Tourism destinations distinguish themselves from other tourism destinations because of their attractiveness that in the long run captures the interest of tourists which results in an increase of tourism.

Attractiveness of destinations implies a broad spectrum of natural and social benefits to a destination. Compositions of attractive factors, among other things are greatly contributing to the image creation of a destination. Various attractions attract tourists in very different ways, and they are different depending on the market. These attractions can be natural resources (climate, flora, fauna, geographical position…) or social (cultural and historical heritage, anthropogenic factors such as folklore and gastronomy)

Never the less, all these factors have same characteristic components which are: vacation, recreation, educational experience and escape from everyday life…

Significant factors for destinations are:

- Natural resources, as we mentioned before, weather, surrounding, type of terrain.
- Cultural and social characteristics, way of behavior of the residents, culture differs from place to place, what makes a place unique.
- Availability, how available is the destination to the tourists in means of transport.
- Attitude of residents, behavior of the residents will affect the experience.
- Infrastructure, roads, telecommunications, accommodations.
- Price level, price is important part of the decision where to travel, if it is cheap tourists will be able to afford more for less money, but on other hand, cheap often means low standard.
- Conditions for sport and recreation, gives tourists more options to spend their vacation.
- Shopping, where, how and what to buy.
At the same time, it is necessary to emphasize that when it comes to the range of tourism products, wants and needs as well as demands of tourists must be satisfied which means that tourists should be offered an interesting selection of things to see and things to do (Bakic 1995).

Plenty of attractions mentioned in Bosnia-Herzegovina offer visitors a multidimensional experience (Bakic).

Bosnia and Herzegovina is a country with beautiful natural resources and historic heritage and other European states can barely compete with it. In addition to previously mentioned number of natural resources and beautiful mountain regions, the history of Bosnia and Herzegovina has influenced the fact that the country has an extraordinary cultural heritage as well. If we continue to analyze the characteristics of Bosnia and Herzegovina as a tourism destination, to previously mentioned factors we can add; hospitality and friendliness towards tourists, that infrastructure needs a lot of improvement, that prices are more favorable in comparison to those in the region, that there are different benefits for sport and recreation tourists, and that there are possibilities to shop, primarily souvenirs and handicrafts (Temim).

Plenty of attractions in Bosnia-Herzegovina offer visitor a multidimensional experience as well as they enable development of tourism in the following segments:

1st Winter tourism: Bosnia and Herzegovina has an almost 100 year’s old tradition of skiing and hiking. About 4 / 5 of total countries surface are mountains. Most visited mountains during a longer period of stay are Jahorina, Kupres and Vlasic, while Bjelasnica, Igman, Blidinje and Kozara are more dominant destinations for the one-day trips. In addition to the winter tourism, numerous events such as sports games are increasing number of visitors during the year.

2nd Cultural Tourism: Different nations are presented during Bosnia and Herzegovina’s history, archaeological excavations, interesting cities, international festivals and cultural events.

3rd Religious tourism: Medugorje represents one of the largest Catholic shrines in the world; it characterizes tourism of Bosnia and Herzegovina in terms of religious tourism.

4th Eco-tourism (Sutjeska National Park, the oldest virgin forest in Europe Perucica, Maglic, National Park Kozara, Plivsko jezero, Blagaj). By analyzing the attractiveness offered by
Bosnia and Herzegovina as a Tourist destination, we can find an offer made to an interesting market segment, which on a global level is constantly growing, a segment that is turning to nature and healthy lifestyle.

In addition to the above-mentioned types of tourism offers based on attractiveness, it is important to mention:

5th Adventure tourism: (rafting - Una, Neretva, Drina, Tara, mountain climbing, hunting, fishing - Treskavica, Vlasic, Zelengaj, Prokosko jezero, Cvrsnica).

6th Health (SPAS) (Fojnica, Ilidza, Teslic, Olovo).

7th Sea tourism (Neum).

8th Educational tourism.

According to Nedeljko Babic, when it comes to “white season” the development is not going as predicted. Reason for this is the lack of the snow. It has been snowing less and less last few years and due to lack of the money, mountains such as Kupres, Vlasica and Blidinja are lacking means to produce snow. One of the goals of the ministry of tourism in Bosnia and Herzegovina is provide “snow guns” to these destinations which in its turn will attract more tourists (Babic).

It is important to emphasize that attractions of a place will not guarantee that a destination will be successful in terms of tourism. Attractions are only prerequisites for development.

The Tourist Development starts with construction of network abilities and with the development of communications, which allow access to the destination.

When it comes to availability, Bosnia and Herzegovina has two international airports; Sarajevo and Banja Luka, which connect the country to other major European cities including Amsterdam, Wien, Belgrade, Budapest, Zurich, Istanbul and Munich. Two other airports in Mostar and Tuzla despite the donated help are still not included in regular traffic. When it comes to Sea transport, Bosnia and Herzegovina has to rely on Croatian port in Ploce which is 30-kilometer away from the coast of Bosnia and Herzegovina. The railroad is in the phase of reconstruction and Bosnia and Herzegovina currently has around 1.031km of railway witch connect the country to Zagreb, Ploce and Budapest. Most of the traffic is being held on the
roads. Unfortunately, due to the country’s topography and economic state, Bosnia and Herzegovina has only 20 kilometers long freeway north of Sarajevo.

Potential tourists

There are several types of potential tourist groups:

• Backpackers.

The geographical position of Bosnia and Herzegovina suggests that this group of tourists will be the most important one in the upcoming years. Bosnia and Herzegovina is close to the Croatian ports Dubrovnik and Split which makes it possible for tourism organizations from Bosnia and Herzegovina to attract large number of tourists that visit Croatia in the north or those that are traveling south (Greece). When it comes to accommodations, it is necessary to ensure that there will be enough capacity for independent travelers in both cities and villages. These services together with information, transportation system and guides are necessary. Among the most important services that are necessary for backpackers, IT system (reservations and information online) can be added.

• Educated backpackers.

There are plenty of reasons to encourage universities in Bosnia and Herzegovina to open themselves to foreign students and because private universities are emerging, this trend is becoming more common. Larger number of students means that the capacity universities have today will not be enough in the future, this includes accommodation. Bilateral relations and multilateral networks with other European universities are needed in order to achieve development in this direction.

• Visitors in the cities.

Crown jewels of tourism in Bosnia and Herzegovina are Sarajevo and Mostar. Banja Luka, Travnik and Trebinje are other examples, and their importance should be even more significant in the upcoming period. For these, “city visitors”, different aspects of accommodation are required. Beautifullly restored buildings from ottoman period represent a brilliant example of how tourism and preserving the historical city center can be linked. Small and comfortable hotels are different examples.

• Cultural visitors.
The future of tourism in Bosnia and Herzegovina is closely connected with the development of cultural industry. Given the fact that a large number of buildings and monuments in Bosnia and Herzegovina are from antique, medieval, ottoman and Austro-Hungarian period (many of which need restoration), the country has an excellent position to move towards more modern cultural industry which includes events of all kinds; design, movies, art, literature, music, handicrafts… Adapting these, the country could become a center for cultural innovations and interpretations in Europe and beyond. The success in this plan largely depends on the development of the cultural industry. It is necessary to re-open museums, re-establish number of art galleries, exhibitions and music is essential to promote and organize various festivals. The fact is that in this plan a lot has already been done. Excellent examples are Sarajevo Film Festival, which is getting more glamorous year after year, Theatrical Festival MESS, Bascarsija noci, Sarajevo Jazz Festival, Sarajevska Zima, musical festival "From Magreba do Mashreka" and many others. It is important to mention that the mentioned festivals have international character with respect to the participants and guests.

- SPA’s.

Following the tradition of SPA’s in former Yugoslavia and Italy, it is important to mention that they play a significant role in Slovenians and Croatians tourism. Comparing this type of tourism with previous mentioned countries, Bosnia and Herzegovina has advantages in the field of price, while on the other hand there is larger need from domestic market given the fact that people injured during the war are in need of healing. However, despite these facts, destinations have not been restored and there are not enough accommodations for everyone. There is a need of investment to this segment in order to involve it in the tourism of Bosnia and Herzegovina and in its turn generate revenue.

- Eco-tourism.

Significant parts of tourism capital in Bosnia and Herzegovina are not only rivers and mountains but flora and fauna including rare species as well.

- Winter tourism.

Olympic Mountains Jahorina, Bjelasnica and Igman represent the center of winter sports in Bosnia and Herzegovina.

- Pilgrimage.
Religious tourism is extremely important in Bosnia and Herzegovina. Only “mass touristic” destinations in Bosnia-Herzegovina are Medugorje, one of the largest Catholic shrines in the world located in the vicinity of Mostar, and shrine Ajvatovica which represents the largest Muslim shrine in Europe. While Medugorje as a tourist destination is well-developed, in Ajvatovici there is considerable potential for investment. It is important to emphasize that the pilgrims of all confessions represent the market for the rest of the tourism that country has to offer. Another places worth mentioning, are necropolis tombs and the historical remains of “bogumilske” church, which can attract religious visitors from France.

- Tourists passing through.

Eastern Europeans on their way to the Croatian coast are passing through Bosnia and Herzegovina and new possibilities will open up once the construction of Corridor 5C from Budapest to Ploce is finished. Enabling adequate accommodations (primarily small hotels) along with the appropriate information-brochure materials would be a good combination to attract these tourists to extended their visit and see some of the mentioned attractions and not only to pass through.

- Tourists visiting family and friends.

There are estimates saying that after the war, there is approximately 1 million of Bosnians that are spread across the world and that a larger number of them each year visit Bosnia-Herzegovina at least once.

- Tourists interested in extreme Sports.

This niche has had a significant growth in the past few years. Activities such as hiking, mountain biking, mountain climbing, paragliding, kayaking and rafting represent the extreme sports that visitors can engage in Bosnia and Herzegovina.

According to Nedeljko Babic the ministry of tourism in Bosnia and Herzegovina is aware of new tourists. That charter tourism is a passé and that new branch of tourism such as winter tourism, adventure tourism, religious tourism, cultural tourism and eco tourism are the future, which is good because Bosnia and Herzegovina is rich with natural resources as well as cultural, historical and religious heritage.
4.8. Creating an image of a tourism destination

Successful marketing supports demands, which means it creates products based on need and wants of tourists. The image of a destination that mediators in the distribution channels have is equally important as the image that potential tourists have. Therefore, the image of a tourism destination is promoted directly to potential tourists as well as mediators in that country. Frequently asked question is; to whom should promotional efforts be directed to when speaking about a tourism destination? Tourists have an immediate interest for a package of tourism products and services being offered to them on the specific location. Therefore mediators in tourism, more than in other sectors are playing a special and a highlighted role in providing information which is the basis when it comes to a tourist’s choice of; destination, reservation making and paying for services. In this case, tourism operators are a critical factor for shaping the complete package of services. Arrangements are promoted often by using printed media such as brochures and catalogues.

In some countries there is a larger competition between tour operators than between tourism destinations (country, region, resorts), or more actually, competition between destinations has been “built in” in the competition between tour operators.

A tourism product is an amalgam of several products and services or individual components that are a result of actions of various enterprises. It is important for a tourist to experience a destination in a pleasing way and that his need and wants are satisfied. When speaking of creating an image of a destination it is important to understand that it is different from creating an image of a company.

In the case of creating an image of a destination a huge number of different organizations and companies from the area of tourism must participate. Tourism is characterised by the fact that in marketing that is creating an image, promotion of partial products and services are not included. Instead, there are public and semi-public institutions at national level that are creating the image of a destination. These institutions are not directly responsible for the marketing of products and services. Promotion of a destination is generally highlighted and enterprises that promote tourist product are too small to influence the promotion of destinations. Advertising tourism destinations, as a form of promotion of destinations can be following (Bakic 1993):
• **General tourism advertising** (promotion on macro-level) preformed by different subjects in order to promote tourism areas, regions or countries. With general tourism advertising, potential demands by tourists are being introduced with all elements of a tourism product; attractions, access and conditions of stay. Especially in focus are environmental and anthropological attractiveness but also all other specifications, uniqueness and comparative advantages of destinations (the town, region, country).

• **Business tourism advertising or commercial advertising** (the promotion of micro-level) which are being performed by various companies for their products or services. The focus of their messages is to advertise the characteristics of their partial products which is a part of general tourism advertising.

Bakic states that the politicians’ goal is to have a better and more effective general tourism advertising strategy, creating an image of a destination is only one step toward consumption. General tourism advertising makes it easier to perform commercial tourism advertising, which contributes to the development of tourism destinations (place, region, country). These are complementary and mutually qualified activities.

Research has shown that the promoted, or “official” image of a destination or and the image that is shaped by the tourists on the basis of all available input (through the public media, personal experience and contacts) does not have to be the same. This is why in the creation of the image of a destination it is critical to choose between general and special attributes.

In the selection of special attributes there is a risk of creating discrepancies between the actual and promised tourism experience and tourists will notice very quickly if their expectations have not been fulfilled. The more secure option is to create a general image promoted by tourism destinations in order to prevent differentiation from others that offer the same or similar tourism product.

Useful analytical tool to help determine strategies of promotional appearances at the macro and micro level can be a strategic matrix which shows the relative strength of the market and its competitive position (Bakic).
The concrete analysis of each field (from 1 to 9) stands for the variety of promotional objectives and strategic moves:

1. **Significant market potential / significant competitive position.** It is the best position and needs to be protected by designing programs of special promotional mix; prices can be raised; new products are being added and the value increases, which is necessary in order to remain this position in the future.

2. **Moderate market potential / significant competitive position.** Promotes and increases the market participation through competitive pricing.

3. **Weak market potential / significant competitive position.** Promotion is made in larger number of segments while differentiating prices and products. Parallel to this there is a strict control on how much has been spent.

4. **Significant market potential / moderate competitive position.** Prices are moderately below average; the promotion is insisting on a system of value for money.

5. **Moderate market potential / moderate competitive position.** Special use of promotional campaigns to increase the participation in one market segment. Market participation is achieved with price competition.

6. **Weak market potential / moderate competitive position.** Number of targeted market segments is increasing.
7. Significant market potential / weak competitive position. Product is improved and prices are increased.

8. Moderate market potential / weak competitive position. Offer of special conditions.

9. Weak market potential / weak competitive position. Un-investment of business (micro level); abandonment of activities (macro level).

Acceptance by target groups plays an important role in addition to create an image.

To be able to achieve desired goals by advertising some tourism principles has to be respected. This means that effective propaganda should influence the notion of a country and that political reasons require a favourable impact. If a country as a destination is advertised in a bad way, people will think that the entire country is negatively charged and not only the destination itself. Furthermore marketers should have in mind that tourists are not travelling thousands of kilometres to see things they can see in their own country. The advertisement used to attract these tourists has project an image that customers will never forget. It is important that this advertising appears in journals red by people that can afford long trips. These people are educated, which is the reason why these journals should be written in a language that matches their education.

Other principal to have in mind is the cost, which is a major barrier for international trips. Marketing should help the tourist to evaluate his/her costs of travel in a rational way. This is done by emphasising cultural and social aspects of the trip. Marketer should also have in mind that travelling depends on fashion which is why advertising has to market a country as a destination that everyone likes and wants to visit. It is also said, that places visited by prominent people have magical powers.

Furthermore, it is well known that people are dreaming of faraway places. This is why advertising must be able to convert their dreams into reality. Advertising should also avoid vague subjects. Most important elements when selecting a foreign country as a destinations are interesting cities, beautiful nature, history, friendly people... (Ogilvy 1983).

Guidelines for creation of an image of a destination

For an image to be effective it should meet following criteria. The image has to be true and valid. If a destination that promotes the image is far away from reality, the chances for success will be minimal. The image should also be persuasive, which means that even if the
proposed image is true, it can still be unpersuasive. Furthermore, the image should also be simple. Spreading several different images will only lead to confusion for the customers. Marketer should also remember that the image must have attractiveness, an appeal. It should refer to reasons why people would want to visit or invest in a destination. Finally, the image has to be special and unique. Image works best when it differs from already known themes.

Sometimes a detail of a destination's history becomes the basis, not for the complete image, but to create an interest.

**Instruments for communication of an image of a destination**

Kotler states that marketers who market an image of a destination use three instruments to achieve an effective image: a) slogans, themes, positioning, b) visual symbols, c) events and acts. Each of the mentioned instruments has rules and opportunities (Kotler 1993).

a) **Slogan, theme, positioning**. The image creators develop slogans, which are typical for the campaign and if it is successful they use it in subsequent campaigns. Slogans are short phrases that embody the complete vision of a destination. Slogans support enthusiasm, energy and new ideas. A good slogan represents the basis by which the image can later be reinforced. For example: Spain - Everything under the sun.

Second instrument is positioning of the image where the destination is positioned in regional, national and international sense as a destination of certain activities (location or attraction), or it can complete another destination which has a stronger or better established position. The challenge of positioning image is to create an image that communicates benefits and unique characteristics that differentiate the specific destination from others. Furthermore, positioning image should be correct and real. Berlin - The capital of the new Europe.

b) **Visual symbols are being distinguished in marketing of cities**. Many city characteristics are printed permanently in the public mind: Eiffel tower - Paris, Big Ben - London, Red Square - Moscow, Chinese wall - China. When properly used, visual symbols appear in the means of communication and advertising - brochures, posters and so on. For the visual image to be successful it should reinforce the arguments of the image. If the visual image is not consistent with the slogan, theme or positioning, it impairs credibility of the destination.

There are four basic strategies of visual image (Kotler 1993):
1. Visual diversity - With this strategy the observers are being exposing to a large number of visual characteristics of destinations. The purpose is to convince them that the destination has not only one characteristic.

2. The visual humour - With humoristic strategy, the destination is being exposed in a facetious way. This strategy is particularly favoured when you want to put an end to negative aspects of destinations.

3. Visually denial - Another way to remove negative image is exploring target groups with positive aspects of a destination and in a subtle way resolve the negative.

4. Consistently visual - When destination has a positive image it is easier to connect it with the visual.

c) Events. Most of the campaigns use slogans, ads and video-commercials. However, the image can communicate through events. Events can be big or insensibly and can have a discrete affect on the target audience over time.

Way to resolve a negative image of a destination

Many external factors that are beyond control are forming an image of a destination: nature disasters, terrorism, war and so. They are creating a wave of negative publicity. Other factors that can create negative image of a destination are poor economy, humid climate, repressive leadership...

a) From something negative make something positive. Possibility is to recognize the problem and reverse it from being negative into positive.

b) Marketing of celebrities. Another strategy to correct a negative image is by marketing an public person, a celebrity. Some examples are Gorbacov and the queen Nur. The strategy works best when problems are less dramatic, and when the audience is not unsettled because of political or economical issues. Even in such situations strategy helps.

c) Resolve the negative. Improving image is often used as a quick-fix to resolve the problem that a destination / city can have. Authorities that are troubled for missing out on business or tourism are often in a hurry to find a new image. In most cases this does not help; that is if city has not begun to correct problems that caused this in the first place.
Strategic management of image

Experts define the strategic image management (SIM) as a permanent process of researches of image for its audience, segmenting and targeting of a designated image and its demographic audience, positioning of the benefits of different places with the goal to support already existing image or the creation of a new image and also communication and benefits of these target groups.

Emphasizing the SIM is of great significance given that image changes over time, so marketers should know what kind of impression they are leaving on the target groups.

4.9. Reputation of a tourism destination

Image and reputation of destinations are mutually related terms, and yet they need to be different. While the image is an important component of brands together with the knowledge of brands (brand awareness) according to Chernatony, reputation is an assessment to a brand. Reputation is target-oriented while the image is a more spread out term that can withhold different types of reputations in different target groups.

Until recently the concept of reputation has referred more to companies than to countries. Unlike the image, names and reputations are viewed as a strategically concept that is cantered of long-term impressions of organizations that are created on basis of numerous images of the company and its actions. Reputation develops from practice of designing identity – it takes place during the time of creation, and gives the perception that company is being reliable, safe, responsible and creditable (Formbrun 1996).

Unlike companies and countries (emotional appeal, products and services, financial performance, vision and leadership, social responsibility), Fombrun states five dimensions to measure the reputation of destinations:

1. Product: observations of the quality, innovation and reliability of tourism products that the destination offers.
2. Emotional appeal: attractive and respected destinations.
4. Social responsibility: concern for the environment and local residence.
5. Working environment: the quality of work and employees.
4.10. Reputation of Bosnia and Herzegovina

When it comes to the structure of offerings, Bosnia and Herzegovina has to make considerable changes in quality. Another element that requires changes is social need; standards, quality of service and consumer protection, should be the same as in other EU countries.

According to Nedeljko Babic, factor that has to be changed is the infrastructure. New roads are being built, although investment of time and more important capital is needed. Hotels with higher standards are coming on daily basis as well as capacity of tourists being taken is improved (Babic).

Large and unspoiled natural resources such as (Sutjeska National Park, Hutovo Blato, Bjelasnica-Lukomir, Neretva, Una, Vjetrenica) are representing a challenge in terms of preservation and presentation of environmental awareness in Bosnia and Herzegovina. Today, possibilities for development can endanger the nature why preservation of natural resources is important.
5. Conclusion

In chapter 5 are our personal thoughts about branding and image of Bosnia and Herzegovina. Chapter ends with our final thoughts.

Bachelor thesis entitled "A Long Forgotten Jewel" is about different processes within the area of tourism destination marketing. Building a successful brand is the key to its success, which is the reason why destinations are treated as fashion products, and why their image plays a major role when it comes to decision taking where to travel. Equally important is what image potential visitors but also stakeholders have of a destination.

Travel agents play a double role: they inform potential tourists about a destination and they offer arrangements. During the first visit, potential tourists highly value professional opinion coming from tourism stakeholders.

The image is composed of ideas and emotional components, and in order to measure it structured questions are needed.

The standpoint of tourism agencies in Bosnia and Herzegovina is that the country has many natural resources, cultural and religious heritage, friendly atmosphere and friendly population. Shortly we will repeat that the most popular “single attractions” in Bosnia and Herzegovina are Sarajevo with Bascarsija, Mostar, mountains, eco-tourism resorts and cultural-historical monuments. Although, the image is poorly promoted and there is lack of information as well as hospitality. The majority of respondents had a neutral stance on the role of stakeholders in the promotion of Bosnia and Herzegovina.

Based on the research we did, it can be concluded that Bosnia and Herzegovina today has a big task to overcome in order to build a strong and desirable brand. Some of the internal weaknesses that should be urgently corrected are security, infrastructure, hygienic conditions and accommodations.

Promotion of destinations should be more aggressive and attractions that exist need to be fully exploited. This leads us to already well-known fact; Bosnia and Herzegovina is a country with differences in every aspect, and even if different problems are related to the country, factors that are most important are culture & history, factors that certainly represent advantages in terms of competition on the international arena.
Observing the aspects of global trends in tourism, Bosnia and Herzegovina has the potential for tourism development but also great challenges if they want to take advantage of it. In this regard it is necessary to in first place, design and carry out promotional activities that would put Bosnia and Herzegovina on the list as one of the tourism destinations. Furthermore, the federal ministry of environment and tourism has to support investment in tourism and promote tourism infrastructure because delaying it is a serious threat to the development of integrated tourism products. Re-designing laws and policies to get closer to European standards and engage citizens in order to develop awareness of commitment to tourism and employment opportunities the tourism industry brings other factors that must be corrected. It should be noted that these are only proposals leading to further tourism development in Bosnia and Herzegovina.

Bosnia and Herzegovina, as a part of Yugoslavia, was once a “country” that people wanted to visit. Tourists had a reason why they should spend their holyday in Bosnia and Herzegovina. Today, tourism is far away from what it once was. But as we have shown in this thesis, Bosnia and Herzegovina is a country that has so many things to offer when it comes to tourism. Different types of tourism for different target groups during the entire year.

In order for this jewel to shine once again, there are many things to be done, but as WTO stated, Bosnia and Herzegovina is a country with the third largest growth of tourism in the world which means that the country is on its way to become a recognized destination.

We believe that improving the image of Bosnia and Herzegovina is a key for success. Improving the image and removing the negativities that today are associated with the name Bosnia and Herzegovina are the first steps to turn this country into a jewel once again.
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6.2 Interviews

Babic Nedeljko, Assistant Minister of Federal ministry of Environment and Tourism, Sarajevo, 081202

Causevic Avdo, Direktor of Priverdna Stampa, Sarajevo, 081205

Huskovic Adnan, Assistant analyst, Agency for statistics of Bosnia and Herzegovina, Sarajevo, 081203

Huskovic Alen, Taxidriver, Sarajevo, 081209

Ibricevic Amina, Konsult, Priverdna Stampa, Sarajevo, 081204

Pejakovic Igor, Receptionist, Jahorina, Sarajevo, 081206
Petkovic Zlatko, Journalist, Turizam Bosne, Sarajevo, 081208
Radic Enis, Taxidriver, Mostar, 081205
Smaijlagic Anela, Flight attendant, Sarajevo, 081208
Temim Elma, Secretary, Federal ministry of Environment and Tourism, Mostar, 081205
Temim Semir, Assistant Minister of Federal ministry of Environment and Tourism, Mostar, 081205
7.0. Attachments

7.1. Interview Questions in English

Interview questions

Two of us are students from the University of Kalmar, Sweden. We have studied Tourism Science for a while, and are now writing our final theses within this area. Key elements of the thesis are place marketing and tourism development in BiH. We want to thank you in advance, because Your cooperation is of great importance to our theses. For some reason, if Your wish is to be anonymous, that will be understandable and it will not affect the final result of the theses.

1. What’s your name, position and profession?
2. How and why is tourism industry important for B&H?
   a. What is the reason for that?
3. What is the government’s role in the creation of image in B&H?
4. What can you tell us about B&H development as a tourism destination?
5. What are the most important stages in the development of tourism in B&H?
   a. Image?
   b. Branding?
   c. Communication?
   d. Infrastructure?
6. What can you tell us about the profile, image and identity of B&H?
7. Which are the most important stakeholders for B&H?
   a. What kind of co-operation do you have with different stakeholders?
8. Can you tell us about authority’s contribution to the place marketing of B&H?
9. What organization has the final decision when it comes to marketing of B&H?
10. According to You, what are B&H biggest growth opportunities?
11. In what way does tourism contributes to the development of the country?
12. Do you control the marketing of B&H abroad and if so, in which way?
13. In what way do you coordinate your marketing with government, local and private sectors?
14. What kind of tourists are visiting B&H and why?
   a. Do you intend to make any changes in the future?
7.2. Interview Questions in Bosnian

**Intervju pitanja**

Predstavljamo studente Sveučilišta u Kalmaru, Švedska. Studiramo na odsjeku "Tourism Science" i sada pišemo diplomski rad unutar ovog područja. Ključni elementi našeg diplomskog rada su "place marketing" i razvoj turizma u BiH. Želimo Vam zahvaliti unaprijed, jer Vaša saradnja nam je od velike važnosti za rad. Ako iz nekog razloga želite ostati anonimni, poštovat ćemo Vaše želje i to neće utjecati na konačne rezultate našeg diplomskog rada.

1. Koje je Vaše ime, položaj i profesija?
2. Kako i zašto je turistička industrija važna za BiH?
   
   a. Koji je razlog za to?
3. Koja je uloga vlade u razvoju turistickog imdza u BiH?
4. Što nam možete reći o razvoju BiH kao turističke destinacije?
5. Koje su najvažnije faze za razvoj turizma u BiH?
   
   a. Imidz?
   
   b. Branding?
   
   c. Komunikacija?
   
   d. Infrastruktura?
6. Šta nam možete reći o profilu, imidžu i identitetu BiH?
7. Koje su najvažnije interesne skupine za BiH?
   
   a. Kakvu suradnju imate s različitim sudionicima?
8. Možete li nam reći o vladinom doprinosu u marketingu BiH, kao turističke destinacije?
9. Koja organizacija ima konačnu odluku kada je riječ o marketingu BiH, kao turističke destinacije?
10. Prema Vašem mišljenju, koje su najveće mogućnosti za napredovanje turizma u BiH?
11. Na koji način turizam doprinosi razvoju zemlje?
12. Da li utičete na marketing BiH u inozemstvu i ako je tako, na koji način?
13. Na koji način se odvija koordinacija marketinga sa vladom, lokalnim i privatnim sektorom?
14. Kakve skupine turista posjećuju BiH i zašto?
   
   a. Da li imate namjeru da vrštite neke promjene u budućnosti?
### 7.3. Cumulative Data

January - October 2008

**TOURISTS ARRIVALS AND NIGHTS**

<table>
<thead>
<tr>
<th></th>
<th>DOLASCI Arrivals</th>
<th>NOĆENJA</th>
<th>(I) - (X) 2008</th>
<th>(I) - (X) 2007</th>
<th>Struktura noćenja, %</th>
<th>Prosječan broj noćenja po dolasku</th>
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<tbody>
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<td>528,132</td>
<td>106,2</td>
<td>1,232,590</td>
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**DOLASCI I NOĆENJA TURISTA PO ZEMLJAMA PREBIVALIŠTA**

**TOURIST ARRIVALS AND NIGHTS BY COUNTRY OF RESIDENCE**

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<thead>
<tr>
<th></th>
<th>DOLASCI Arrivals</th>
<th>NOĆENJA</th>
<th>(I) - (X) 2008</th>
<th>(I) - (X) 2007</th>
<th>Struktura noćenja, %</th>
<th>Prosječan broj noćenja po dolasku</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UKUPNO TOTAL</strong></td>
<td>528,132</td>
<td>106,2</td>
<td>1,232,590</td>
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<td>2,3</td>
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<td><strong>Austrija</strong></td>
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<td><strong>Danska</strong></td>
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<td>1,640</td>
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### Tourist Arrivals and Nights by Country of Residence

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<th>Country</th>
<th>DOLASCI</th>
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<th>Country</th>
<th>Prosječan broj noćenja po dolasku</th>
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</table>
The University of Kalmar

The University of Kalmar has more than 9000 students. We offer education and research in natural sciences, technology, the maritime field, social science, languages and humanities, teacher training, caring sciences and social service.

Our profile areas in research are: biomedicine/biotechnology, environmental sciences, marine ecology, automation, business administration and informatics, but we have research proceeding in most subject areas of the University.

Since 1999, the University of Kalmar has the right to accept students in postgraduate studies and to examine doctors within the subject area natural sciences.

Baltic Business School,
at the university of Kalmar
Visiting address: Kalmar Nyckel,
Gröndalsvägen 19
SE-391 82 Kalmar, Sweden
Tel: +46 (0)480 - 49 71 00
www.bbs.hik.se