

# Mapping of Skills and Training Needs to Improve Accessibility in Tourism Services in Europe

Case Study 13. Cluster for Accessible Tourism, Bulgaria

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# European Commission Enterprise and Industry Directorate General (DG ENTR)

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Case Study Bulgaria for All: Cluster for Accessible Tourism (CAT)

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## **EXECUTIVE SUMMARY**

BULGARIA FOR ALL arose in 2011 from a "Business Cluster" project with the aim of popularization and development of accessibility in tourism. Up until this time accessibility issues were largely unrecognized by the tourism sector and few measures had been implemented to attract customers with disabilities and others with specific access requirements. The brand of "Bulgaria for All" was a proposition rather than a reality and the cluster partners dedicated themselves to provide better access – both for self-interest as tourism providers and for the improvement of conditions for all tourists in need of good access.

In 2010, the City of Sofia had arranged for a one-day workshop on Accessible Tourism prepared and presented by ENAT – The European Network for Accessible Tourism supported by Southeast Europe Regional Development Funds. Subjects at the workshop included destination management, marketing, customer service, accessibility measures, project design and business development. Participants that day included civil servants (city planners, administrators), tourism and travel business owners and NGOs of people with disabilities. It was the first such open workshop on Accessible Tourism to be held in Sofia.

The NGO "Don't Stop" was one of three organisations present at the workshop. They already had an idea to start some activities to promote accessible tourism and were even more enthusiastic after the ENAT presentations. The Chairman of "Don't Stop" set up a new NGO, "Bulgaria for All" and established contacts with a group of businesses and NGOs, aiming to develop the idea and the practice of accessible tourism in Bulgaria.

In 2011, the Operational Programme "Development of the Competitiveness of Bulgarian Economy" 2007-2013, had an open call for business clusters. This was the best opportunity to share experience and potentially develop a common programme of action. Funding was secured and this proved to be essential for establishing an effective project organisation and programme of training and business development. According to the rules of the funding programme, financial support was only granted for the project team and not for the participating businesses. Member of the Cluster Accessible Tourism (CAT) included travel agents, design companies, suppliers of rehabilitation and mobility equipment, holiday resorts, a marketing and PR company and business consultants. (See Annex for list of CAT members).

A series of meetings and training workshops provided the framework for studies and network development around the theme of accessible tourism for business. The programme structure was based on shared learning and training events with the project team acting as researchers, facilitators and teachers. Each member of the cluster was involved in explaining their situation and the barriers they faced in a mutual learning process. Training tools and resources were gathered though international contacts and the project team made study visits to Spain, Portugal and Greece to gather additional materials and engage with experienced training partners. The administration and marketing groups developed accessible holiday and tour packages as part of the cluster programme. An international disabled golf tournament was also prepared for September 2013, giving a lot of practical experience to the team members but it was postponed due to the late withdrawal of some sponsors.

The project activities were realized in the capital Sofia and with partners in other regions of Bulgaria including winter sports, a golf centre and the Black Sea coast. Business gains have included tangible returns from bookings by disabled guests but also an enriched understanding and knowledge among the members of the Cluster. However, the overall results are reported as limited, due to the general economic difficulties in Bulgaria. In terms of domestic tourism one participating travel agent said: *"Most of the people with special needs in Bulgaria do not have enough money to spend for their holidays. We need a good political environment and stable financial environment. When people are relaxed about their life, work and family - then they tend to spend more money on vacations".* 

The Cluster Accessible Tourism is therefore looking for renewed support funding to extend its activities to more parts of Bulgaria and address inbound tourism more strongly. It hopes to gain the attention of the national tourism authorities in Bulgaria who so far have shown little interest in or awareness of the potential of accessible tourism for social and economic development.

# **1.0** INTRODUCTION

During the period January- August 2013, Bulgarian inbound tourism saw a growth of 5.8% compared with the same period in the previous year. Visits for holidays grew 6.4%. In this period Bulgaria was visited by a total of 5,087,232 foreigners (excluding the transit passengers). There was, however, a drop in the visits for business. 662,657 visits were realized. This indicates a decline of 1.2%.

The revenues from international tourism in the current account of the balance of payments for January-July 2013 amounted to EUR 1 625.6 million, which was 3% up compared to the same period of 2012.<sup>1</sup>

While inbound tourism is a large part of the tourism flow in Bulgaria, many Bulgarians holiday at home, given the variety of available offers from mountain to sea and in many cultural venues. It is also cheaper to holiday in one's own country. Yet one of the hitherto unexplored features of Bulgarian tourism is the extent of the accessible provisions in buildings, facilities, transport and offers around the country. The "Official Tourism Portal of Bulgaria" (footnote 1. op cit.) gave *no information about provisions for* 

<sup>&</sup>lt;sup>1</sup> www.bulgariatravel.org

visitors with disabilities (- "special needs" or similar terms included), when visited in November 2013.

One exception can be found in the Black Sea coast city of Bourgas which was shortlisted for the European Union's *"Access City Award 2012"* thanks to its efforts to improve accessibility in fundamental aspects of city living, with a coherent approach over four key areas of accessibility: the built environment and public spaces; transport and related infrastructure; information and communication, including new technologies (ICT); public facilities and services.

It must be said that accessibility is generally unknown in Bulgaria as a factor for enhancing tourism destinations, businesses and incomes. Even hotels, transport and attractions with a certain level of accessibility, do not advertise. Accessible tourism is not seen as an attractive or economic proposition by many businesses in Bulgaria. There is a general expectation that high costs will be incurred in terms of investments for new infrastructure – yet experience from many countries shows this to be incorrect or exaggerated.

## 2.0 OVERVIEW AND BACKGROUND INFORMATION

In recent years there has been a positive development in the position of accessible tourism in Bulgaria. As a result of the activities of the Foundation " Ne spirai / Don't Stop", the "Cluster for accessible tourism (CAT)" was founded in 2011, with the core purpose of promoting business and development of accessible tourism in Bulgaria with the brand "Bulgaria for All".

The cluster was founded by 11 companies, 3 NGOs and 2 individuals. The mission of the Cluster Tourism for All in Bulgaria was in line with European and worldwide social values for people with special needs, while developing competitiveness of local businesses. The main products and services: developed since 2011 include:

- 1. Supporting its members in gaining access to new markets through the development of innovative service to improve their economic performance;
- 2. Information and training packages of services;
- 3. General marketing services;
- 4. Access to financial resources and support;
- 5. Supporting the establishment of interconnections between members of CAT;
- 6. Collaboration on specific projects, products and services;
- 7. Lobbying and general protection of interests of members of CAT;
- 8. Optimization of members' expenses;
- 9. Development of the brand "Bulgaria for All" as the winning standard of service.

CAT is the first organization in Bulgaria to develop accessible tourism in Bulgaria.

Activities to date have included:

- Submitted project proposal for the OP to finance the administrative body of CAT, training and promotion of accessible tourism in Bulgaria;
- Submitted project proposal to take part in the program "Europe" of Sofia Municipality for the accessibility of the cultural monuments in Sofia.

Plans:

- Building partnerships with members of ENAT the European Network for Accessible Tourism;
- Cooperation with foreign organizations in applying for funding from EU and other donors;
- Business contacts with interested organizations and individuals.

Cluster accessible tourism aims to develop accessibility in all its aspects related to tourism. In the first two years it offers an accessible itinerary, combining places and services that meet the most specific needs. It is expected that that success in this area will affect the business and government in a convincing manner that is different from legal obligations, notably through business potential. CAT currently offers three packages through the travel agents in the Cluster.

## Cluster accessible tourism audit and advice on accessible environment.

This is an introduction of a labelling system which will be linked to the ENAT Code of Good Conduct and a national label. It will support businesses who wish to show their commitment to accessible tourism and will enable links to other organizations and people in the world who work for or use accessible tourism.

One of the main objectives, CAT has set out to achieve in the near future is to build a database of accessibility in the country which will include information on all branches of the travel chain, namely: Hotels, Transport (all forms), Restaurants, Attractions, entertainment and events, Cultural and historical sites and landmarks.

## What is a "cluster"?

Simply put - Group companies and organizations that retain their independence but work together for a common goal, which will bring them benefits. Formally, a cluster is a geographically limited critical mass (i.e sufficient to attract specialized services, resources, and suppliers) that have some connection to one another - generally complementary or similar products, processes or resources.

Another definition of a cluster is the following - "geographic concentration of similar related, interrelated or complementary businesses with active channels for business relationships, communication and dialogue, which share a specialized infrastructure, labour markets and services, and face common opportunities for development and threats. " The aim of the cluster is greater efficiency and competitiveness in foreign markets.

## Mission of CAT

Tourism in Bulgaria - in line with European and international social values of people with specific needs, thus developing their competitiveness.

Objectives:

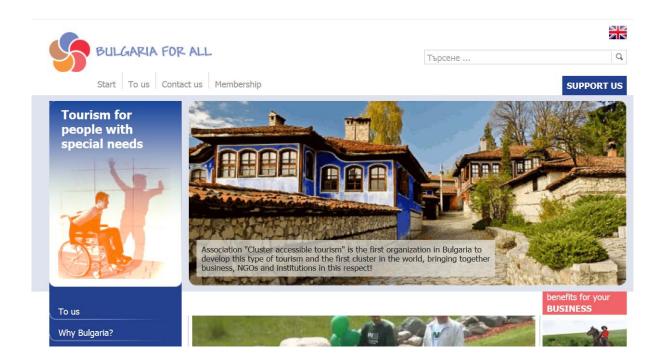
- To turn Bulgaria into a popular tourist destination for customers of Drama, by raising the level of accessibility of services, the environment and information for people with special needs.
- To build a strong structure that develops this type of tourism in Bulgaria and as a result attract more end users. This will bring social benefits for people with special needs and at the same time contributing to the success of our members.

# Main activity:

Promotion and development of accessibility in tourism as untapped potential of the tourism product in Bulgaria with brand "Bulgaria for all."

- promote the benefits of DOT for business and society as a whole;
- develop and offer various packages and appropriate;
- study the needs of customers of DT;
- consulting business to improve accessibility;
- popularise open and accountable Bulgaria as a suitable destination for disabled and other tourists with access requirements.

### Figure 1: Website of Bulgaria for All



The website was developed with the financial support of Operational Programme "Development of the Competitiveness of Bulgarian Economy" 2007-2013.

## Specific activities of the Cluster Team

To date the following activities have been carried out:

- Submitted project proposal for the OP to finance the administrative body of CAT, training and promotion of accessible tourism in Bulgaria;
- Submitted project proposal to take part in the program "Europe" of Sofia Municipality for the accessibility of the cultural monuments in Sofia.

However, the cluster team plans to:

- Build partnerships with members of ENAT;
- Increase cooperation with foreign organizations in applying for funding from EU and other donors;
- Business contacts with interested organizations and individuals.

# **3.0** CONTENT, TRAINING MATERIAL AND AVAILABILITY

## Curriculum design and research base

The original rationale/objective of the training was to popularize and develop accessibility in tourism as an unrecognized and unused potential of the tourist products in Bulgaria with the brand "Bulgaria for all"

The CAT team made translations of documents from the ENAT presentation (Sofia 2010) and made research studies on the internet to gather additional study and training materials.

They visited Spain and Portugal and sought answers to many questions for the "information gap".

Course materials were developed to focus on:

- 1. Describing and sharing the business potential with the partners
- 2. Evidence about the potential and the business aspects
- 3. Attend the training course and gaining the most from the experience.

Training approaches and materials were discussed in meetings with Accessible Portugal, INATEL (Portugal), Fundación ONCE (Spain), ENAT and Disability NOW (Greece) among others.

## Skills, competences and training outcomes

The areas of focus for training and awareness-raising are indicated in the table below, (as filled in by the Cluster manager).

Hi			Lo	Specific Focus of Training		
				- competences and skills		
		X		Understand policies on accessibility and services for guests with disabilities		
		X		Develop awareness of needs of guests with disabilities		
			-	Understand functional diversity and causes of disability		
			-	Understand barriers to accessibility		
			-	Understand basic principles in welcoming, serving and assisting guests with disabilities		
			-	Understand effective customer service		
			-	Know how to deal with service animals & assistive technology		
				Know about safety and evacuation procedures		
	X			Understand access in strategic business development		
X				Know where to find relevant information and resources		
		X		Share knowledge, ideas and successful solutions with other personnel		

#### Table 1: Bulgaria for All Cluster Project: Areas and degrees of focus of training

As can be seen from the table, above, the focus of accessibility training was mainly on developing business awareness and enabling CAT members to take advantage of business-related tools and methods.

It should be noted that mutual learning though presentations and discussions led by fellow trainees was a key feature of the workshops and training sessions.

Relatively little emphasis was given to developing specific knowledge about disabilities or functional impairments. Practical training in customer care and service was not a feature of this training programme.

## **Target groups of the course**

The Bulgaria for all accessibility training was targeted to their Cluster members:

#### Table 2: Bulgaria for All Cluster Project: Target Audiences and relevance (High – Low)

Hi			Lo	Target Audience
		х		Frontline staff in general
х				Managers / owners
			-	Specific frontline (e.g. receptionists, waiters)
			-	Other tourism related roles (All).

## **Content, Structure and Training Materials**

As noted in the table above, most of the members are managers or business owners or partners. Essentially this was a training and learning programme in accessible tourism for business executives.

During the Cluster project period the team planned an international disabled golf tournament, with foreign embassy staff and disabled golfers from around the world golfers. As it turned out the event was postponed due to lack of financial support. However the "exercise" of planning and developing the tournament was a very significant activity for the Cluster members and project team and was in many ways an example of practical learning in accessible event management.

Materials from this event are shown below:

Figure 2: Disabled Golf Tournament Announcement

#### FIRST INTERNATIONAL GOLF TOURNAMENT FOR ALL IN BULGARIA

Open to people with disabilities

19 to 20 September 2013.

KDT in partnership with Pirin Golf and Country Club

Official Website- www.golfforallbg.com

Why do you think the development of Bulgaria as a golf destination has great potential in the field of accessible tourism?

"Golf is a game as flexible as you need," said Bob Buck, CEO of Eastern Golf Association for amputees in the United States. "Almost everyone no matter the level of their abilities can be learned," says Buck, who suffered a leg amputation. "Golf is less subject to damage than will. Whether you play for fun, doing exercise, or to satisfy his competitive spirit - golf is open to almost everyone. "

Therefore the development of the idea of a golf tournament for all (including people with disabilities) in the country satisfies both two directions - acquiring new niche for golfers with disabilities from the old continent, and all parts of the world on the one hand and on the other - developing the most appropriate sport for people with special needs in the country.





The training took place in face-to-face settings in different parts of Bulgaria.

Figure 3: Photos from training sessions with Cluster members



# 4.0 TARGET AUDIENCE, COMMUNICATIONS AND BARRIERS

As mentioned above, the Cluster members were the sole recipients of training developed by the team leaders.

Numerous obstacles stood in the way of the Cluster initiative, including lack of institutional support (in the tourism sector, specifically) and lack of public understanding and knowledge. Except for the project funding, CAT did not get receive institutional support from the public sector.

The external economic factors such as the economic crisis had a mainly negative effect too, but there was a partial positive effect as there was a clear and urgent need among small and medium-sized tourism businesses to look for new opportunities. Given the geographic position of Bulgaria, the country is favoured for tourism in general and it is a traditional mainstay of the economy.

Figure 4: The Bulgaria for All Cluster Partners (logos)



## **Training needs**

As most members of the CAT are either business owners or managers their training needs lie especially in basic training for the market, the value, the potential trends and sources of funding for accessible tourism development.

At the outset the aim of the training was directed towards addressing:

- Lack of information about Accessible Tourism
- Poor social status of people with disabilities in Bulgaria. Businesses do not see or tend to neglect this group as a target for vacations and does not see the potential.
- Lack of experienced and well-trained lecturers
- Lack of government policy in the field of AT.

## **5.0 EVIDENCE OF IMPACT**

The Cluster leaders managed to broaden the network over the two years the project was funded.

The CAT team received an invitation to present the Accessible Tourism concept in the Municipality of Bourgas (The EU Access City shortlisted award candidate). This coastal city is recognised for developing accessibility over past 5 years and as the most "liveable city" in Bulgaria.

Public and private sector events taking place during 2013 include

- City of Bourgas workshop / seminar
- Pirinkov Golf tourism
- Ministry of Economy to cooperate on developing further actions, as yet undefined.

The CAT project manager made a presentation of Bulgaria for All at the IVth International Congress on Tourism for All, Ávila, Spain in June 2013.

Project evaluation or monitoring has not been completed at the present time.

# **6.0** CONCLUSIONS

The participants in the Bulgaria for All Cluster project have had some success in terms of practical and economic benefits, as well as in their learning and greater knowledge of the accessible tourism field.

Businesses made new contacts and have built commercial partnerships with fellow CAT members and through the CAT activities.

The travel agency, ANTEA, for example, made holiday bookings for 20 disabled customers in 2012, after establishing a new offer for this target group.

Yet the overall result is only assessed as 'moderately successful' by the CAT team due largely to the lack of outside institutional support from the tourism authorities in Bulgaria. The members of the CAT had anticipated greater interest and support from the public sector and hoped for a longer term follow-up plan of action.

As a training and learning programme the efforts of the team leaders were rewarded though better business relations and greater personal expertise and knowledge for delivering training to professionals at managerial level.

## 7.0 RECOMMENDATIONS

- Small tourism businesses in Bulgaria face considerable economic and structural challenges in accessing training. Outside the city centres isolation from training centres is also a problem. Accessible tourism training can be brought to the individual businesses through cluster activities such as workshops and networking sessions.
- Learning and networking can go hand-in-hand, helping business owners and managers make practical steps towards improving their businesses and marketing their accessible tourism products and services.
- Tourism actors at state, regional and city levels need to take steps to fund and support business networking, development and training.
- At national level a strategy is required for integrating accessibility for all in the current programmes and policies.
- There is a lack of expertise in accessible tourism in Bulgaria and more experts should be trained to support businesses and business networks.
- A European accessible tourism curriculum and training resource centre would be of help to trainers and business clusters where there is little or no previous knowledge or expertise in accessible tourism training and development.
- Having several parallel clusters working in different regions, with possibilities for joint events and sharing experts/trainers could be a way forward.
- European and national programme support for business clusters should take into account the possible follow-up and exploitation of results from successful projects so that valuable experience is not lost but is passed on to new initiatives.

# Annex I: Criteria and justification for best practice

Criteria	Justification	On track/off track
Innovative	Given the national background of almost completely lacking accessible tourism expertise or institutional support, the Bulgaria for All cluster project was an innovative effort which aimed to raise awareness in SMEs, starting from a very low level. Its approach was to gather knowledge from abroad and to work with a selected group of SMEs to create new tools for use in Bulgaria.	
Relevant	The partners had a good experience and they see the new opportunities from accessibility initiatives coming from their own experience. The project has helped to develop training materials and has generated interest among the cluster partners. While there is often talk of huge numbers of customers who need accessible tourism, small businesses are better convinced to act when they hear about examples closer to their own situation. It was important to work WITH business in the Cluster.	
Transferable	The Cluster team is certain that this model can be repeated elsewhere – and they also state that they could do it again and better next time. The mutual learning model is a valuable method for business managers to acquire knowledge and develop their businesses.	
Efficiency & Effectiveness	The Cluster did not generate a larger critical mass but was effective within its own boundaries for the members who took part. Systematic follow-up and application of effective results would be of great value. Having several parallel clusters working in different regions, with possibilities for joint events and sharing experts/trainers could be a way forward,	

Table 3: Criteria and justification for best practice

Impact	Government support (both policies and money) are needed to create training courses and to help with infrastructure and marketing. Impact of the CAT project was restricted due to lack of follow-up, e.g. marketing by tourist authorities and exploitation of the knowledge gained by the participants.	
Sustainable	Accessible tourism is still not addressed in the programmes and policies of the Bulgarian National Tourist Board. The subject does not have any standing in the vocational training or education programmes of Bulgarian tourism sector. This was the very first attempt to establish a foothold for accessible tourism actions in the tourism sector and raise awareness among businesses. Without firm institutional support, the Cluster managers are afraid that they will not develop the critical mass they seek to achieve.	

## ANNEX II: MEMBERS OF BULGARIA FOR ALL CLUSTER

Cluster members by sector (companies and organizations whose products, services and activities fit specific product range and / or contribute to the objectives of the cluster):

- travel agencies;
- hotels, guest houses, stations;
- transport companies;
- companies offering entertainment, animation and entertainment services;
- importers and manufacturers of machinery and equipment for people with special needs;
- companies offering ancillary tourism services;
- construction and architectural firms;
- health and rehabilitation services;
- NGOs, educational institutions, municipalities, consulting agencies.

## Entities (16):

The "stops" (FSN), the Foundation aims to contribute to a fuller understanding and use of the opportunities and resources in Bulgaria as a member of the European Union, and promote joint efforts in this direction.

"Centre for Independent Living" (STSNZH) STSNZH governmental organization that defends the interests of people with disabilities, working since 1995 to change the state policy in this sphere in Bulgaria, actively advocates the values of independent living and application of the social model of equality of persons with disabilities.

Anthea Agency Agency is a licensed tour operator / license PKK - 01-5772 / established in 2007, a young, highly skilled and ambitious team. Anthea offers a wide range of travel services related to the organization of your trip, facilitating maximum preparation and conduction-hotel accommodation in Bulgaria and abroad, travelling by plane, complete packages, organizing business events and more.

Nidara Ltd. The company is the official importer of several European factory platforms, ramps, lifts and accessories for bathrooms for the needs of people with disabilities. The company has qualified and has several released the project to build an accessible environment for people with disabilities. The range of products covers all specific needs and standards to overcome architectural barriers, as well as complete solutions for supporting systems for sanitary facilities.

Consulting "Strategies" Ltd CCF Ltd operates in the following areas: development and management of projects for grant funding, accounting, legal and financial advice, including in the area of lending. CCF Ltd has strong expertise in the field of corporate

social responsibility (CSR) and has extensive experience with specialized and social enterprises for people with disabilities and people and communities at risk.

"New Star" Ltd. The base has 15 horses for riding Knyajevo. Available riding in nature, ezda of riding, training, ekstremni transitions, night riding, trekking several days. Has a zoo with peacocks, pheasants, pigeons, chickens, grouse, rock partridge, waterfowl, deer and more.

"Synectica Consult" Ltd. is a leading Bulgarian Synectica company human resources management. Since the company's inception in 1991, provides complete solutions for recruitment, motivation and staff development of industrial and commercial companies throughout the country.

"Tandem Travel" Ltd. Leading travel agency mainly focusing on offering cultural tourism routes in Bulgaria, including various themed trips such as archaeological, opera, wine tours and kulinrani. TT Ltd is co-founder of the Association "Authentic Bulgaria" (AAB).

"Lime Productions" Ltd. Advertising and production company specializing in producing, directing and production of video and audio clips, commercials, movies. Develops comprehensive advertising concepts.

"Embers BG" Tourist agency operating on the Bulgarian and international markets.

National "Iskra 1924" - Garmen municipality. Blagoevgrad community center has been active in development projects attractions and revival of crafts in the area. There is considerable interest in training and had already accumulated personal experience in this field. And has experience in working with international organizations.

"House Systems" Ltd. established on the market for Italian furniture company since 1995 Its principal activities are the design, import and installation of furniture from leading Italian manufacturers. Develops comprehensive design solutions.

"Sitiskeyp" Ltd. had architectural design company with main business: design, architecture, building design, interior and exterior solutions. Has built expertise in accessible landscape environment.

ET "Volodya Ignatov End" known on the Bulgarian market company specializing in equipment for people with disabilities. Official representative of leading companiesmanufacturers of aids for adults and children with disabilities. The company offers stair platforms and products to adapt for administrative and residential buildings.

"Enkorekt" Ltd. Official importer for Bulgaria of the lifts and platforms of the world factory "ThyssenKrupp Access", as well as high-quality Dutch ramps for cars and vans.

The range of products provide an accessible environment in newly constructed buildings and, as in any vehicle.

"Hotel Pomorie" AD Hotel with a long tradition in the field of recreational and wellness tourism in Bulgaria and Europe. Present tourist markets for more than 30 years. The services are based exclusively on the use of the unique regional climatic and natural conditions, including mud and brine of the lake.

# Individuals (2)

**Iva Nikolova** Dimitrova **Doichinova** journalist, television presenter. She is the official ambassador of the "1 pack = 1 vaccine" for Bulgaria ", a joint initiative of UNICEF and Pampers. 2007 Iva talk show host "The day is beautiful" and co-author of his column "Mama" in television bTV. From 2006 to 2007, was host of the morning show "The Day Begins" on BNT. From 1992 to 2006 she worked as a journalist at Radio FM +. Works as a PR to "Centre for Independent Living"

**Asya Atanasova Assen** - Doctor of Philosophy in "Ethics" (Gender Studies), University "St. Kliment Ohridski ". The main emphasis in the professional experience of Asia are placed in the field of applied ethics, bioethics and gender studies. Furthermore, there is a keen interest in accessibility issues and integration of people with differences. Asya Asnova fellow at the Foundation's "Do not stop" and willing participant in the development of the idea of accessible tourism in Bulgaria. Working as assistant professor at the University.