

## **The Dynamics of Tourism Management in Suceava County – Romania**

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**Abstract:** In contemporary European Union tourism has become one of the most valued economic activities and the tourism management it is a discipline which attracts millions of young people. The European legislation is based on the orientation towards excellency in this field because the best practices for the protection of the consumer are constantly developed. In European Development Regions, as well as in Suceava County, the tourism involves the assuming of a wide range of responsibilities in order to provide a focus of efficiency for the customers. Tourism is an important source of income for this region and is strengthening the development of the settlements through an efficiency management. The main objective of this article is to analyze the indicators of tourism circulation in Suceava County situated in the Romanian Nord East Development Region. The approach is mixed (qualitative-quantitative) and the intention is to present from a diachronic point of view the performance in attracting the tourists in this field.

**Keywords:** Tourism management; tourism indicators; Suceava county; performance; customers

**JEL Classification:** Z32

### **Introduction**

In tourism management a long term planification for attracting the most compatible client is the criterion to appreciate the excellence, and the performance is related to it. To achieve the above mentioned desiderate the leader must increase the conscience of fidelity for the employees as measure to protect the business for the economic failure (Coleman, 2007).

In this economic field, the importance of managers is quintessential and is never recommended to place their status on second position. Besides the responsibility to

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take the decisions, managers are the most important connoisseurs of the client's reactions and the diplomacy of negotiation is a skill when any discontent can be seen from their target group.

The most important tasks are to think objectively and analytically and to create a favorable working environment which is representing the unity of the institution in the eyes of the customers. The management pursues a long-term excellency, because the most insignificant feedback from the customers can be synonymous with bankruptcy. The reputation of a nation, region or county is possible to be maintained regardless of the competition and this reputation can be long term maintained if the tourism companies are continuously monitoring their objectives. The tourism it is an important sector which can play a significant part in achieving economic growth by reducing the unemployment and the tourism industry is a priority basis for the nations (Turtureanu, 2005).

The intention of this article is to present and analyze the indicators of tourism circulation in Suceava County situated in the Romanian Nord East Development Region. In this development region the investments in tourism are not entirely satisfactory, but in the Suceava County the tourism management is performance oriented and is attracting an important number of national or international visitors. The attraction of the European Grants for the tourism sector has achieved in last years an acceptable level, so the long-term success is achievable.

Even the national statistics are showing that the number of foreign tourists is constantly increasing, the Suceava County compared to other European regions, is having a least profit from tourism, compared to its potential. For attracting the proper customers, the management strategies are crucial and, in this region, and as a strength point the local society encourage the improvement of tourism management as criteria for the recognition of local cultural, geographical and historical heritage.

### **Tourism Management – Efficiency for People through People**

Tourism management is representing for the European Union an area of excellence and an example of sustainable development. Countries as Spain, Italy, or France are supporting their economy on tourism revenues, while other countries, including Romania fail to capitalize the potential of the nation's heritage.

According to United Nations World Tourism Associations (UNWTO) the definition of tourism is presented below: "Tourism comprises the activities of persons traveling

to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.” (UNWTO, 2019).

The travel of the people, in organized groups, family or alone, is involving first the displacement outside their native hinterland, and for their recreative activities the beneficiaries are not remunerated within the place visited. This means that tourism is different from the corporative internship and is have no limits of recreation or purposes.

Efficiency in tourism management consists in adopting the best measures to achieve productivity, by using efficiently the resources of the agency / hotel or tourist resort in order to reach the objectives (Cojocariu, 2010). In our opinion this efficiency can be increased by maintaining the orientation towards the environment and to believe in the subordinates, because the trust and appreciation it is an important incentive to obtain excellent initiatives from the staff. Practically in this form of management the results cannot be obtained by themselves, they are involving the teamwork, and the success cannot be never individual, only collective. Any kind of activity specific to tourism must be planned with great accuracy, because in the future, a good manager can be sure that a satisfied customer will return to his services.

The team effort will make the costs more efficient so that the objectives could be achieved, but without neglecting the quality of the services offered to the clients. Any tourism organization becomes effective only in those circumstances in which it undertakes only ethical activities in their realization, without affecting the initial objectives or the quality of hospitality (Tigu, 2005).

In Romania, the tourism management is in general organized, but in some national Development Regions the profile of tourism activities is not carried out in terms of efficiency and profitability. For the tourism field, the above-mentioned regions offer concrete possibilities for promoting the traditional areas with great access to the European funds at the regional level (Baltaretu, 2012). Each developing region deals with the promotion of specific values, accessing European funds for their promotion. In 1990, the European Commission decided that cultural tourism is the key element for the development of the industry in Europe (Neacșu, 2009). This new strategy has facilitated the development of the Atlas tourism association, which since then deals with the transnational study of the European cultural tourism approach (Richards, 2006).

The organizational function in management implies special requirements, adaptability is required according to the preferences of the clients, so that optimal solutions must be identified in order to achieve excellency. The strategic orientation is a key to avoid the lack of goals in tourism management (Borza, 2014), but optimal solutions are not constantly followed in Romania. Efficiency in tourism management depends not only on the way in which a company is oriented in its region, but also is based on the way in which human relations are established and developed both inside and outside of the institution. A satisfied staff not necessarily material, but also affective, will maintain loyalty to the company and will not leave it even in time of crisis.

Tourism management is focused on loyalty, a good leader will always know how to be authoritative without affecting the self-esteem of subordinates. Unfortunately, in some Romanian companies, these aspects continue to be not applied. Therefore, the basic knowledge of tourism management strategy can relax the organizational climate and correct the behavioral errors. The tourism concepts and the strategy from which the Romanian companies can be inspired are international promoted by the: United Nations World Tourism Associations (UNWTO).

The organization is a standard of good practice for any country and its values correspond to European principles regarding international tourism. Romanian travel agencies and the operators of specific services can find in this organization the model of ethics necessary for prosperity. Professional training, environmental protection for the harmonious development of tourism activities are excellent presented in the principles of UNWTO.

The organization's provisions can complement the national laws in the field, improve them and bring profitability to the hotel industry. The objectives of this organization are subject to the principles of the UN Charter, and of the most important are:

- Increasing the role of international tourism for the development of peace in the world;
- Gaining access to culture;
- Maintaining the tourist connection between countries and organizations (UNWTO, 2019).

As final remark for this part, a good manager in tourism is not a dominator, he is responsible for his own activity, therefore he must ensure a balance within the company giving a professional example to the subordinates. The efficiency in the

management of the tourism companies is obtained in those situations in which the mediation works, that cohesion between the management and the staff is created in order to offer impeccable services to the clients.

### **Tourism Development in Suceava County**

Suceava County, the second largest in Romania, is located the northeastern part of the country, between (2022 m altitude, Calimani Mountain) and (233 m, Siret River Valley), in a natural setting dominated by central and north bioclimatic elements. This area is characterized by rich and abundant natural resources, more than 50% of the land is made of woods, the subsoil is rich in minerals, natural waters, and 40% of the surface is perfectly arable (Ilinca, 2008). The county is related in the collective mentality to the medieval Moldovan state's foundation and to the preservation of the Romanian cultural identity.

The tourism development is well represented in this County and local interest in promoting the cultural heritage is higher compared to other regions, in consequence the population is interested in owning hotels, motels, tourist villas, guesthouses, stalls etc.

Among the most important tourist attractions is the fortress of Suceva city, built by the ruler Petru I Mușat, a renovated stronghold located right next to the village museum and which receives a very high number of national and international visitors. The medieval festival, which has recently begun to be organized, is a local attraction and starts to have a good track record.

In region it is very famous the cultural tourism, especially due to the monasteries included in UNESCO's heritage and the Bucovina, part of this region, is known as the land of the 1000 churches. The most important monasteries (Putna, Voronet, Probota, Humor Arbore etc), all of them Orthodox Christians churches, are largely characterized through a unique exterior painting, which impresses the visitors with a non-verbal and aesthetic message.

For the nature lovers, the Carpathian Mountains offers possibilities for the lovers of the outdoor movement to practice mountaineering, skiing, cycling, as well as horseback riding on mountain trails. On these mountains can be visited archaeological sites from prehistory, from the Dacians era as well as numerous medieval vestiges. Vatra Dornei resort, which is also known as "Bucovina pearl", is

a thermal tourist destination, international recognized by the ski slopes, which are organized during the cold season.

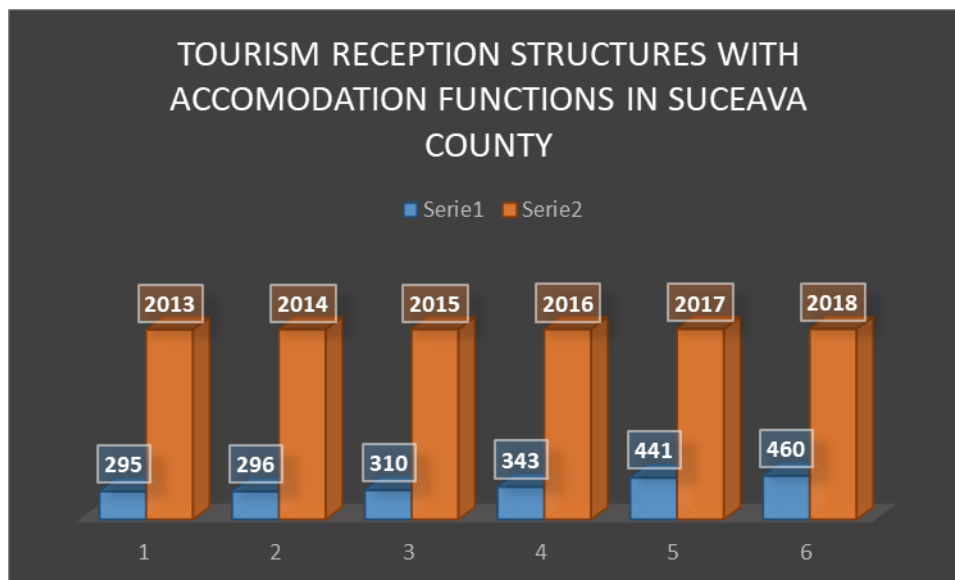
Very popular it is rural and artisanal tourism through which those who wish can take courses of pottery, sculpture, painting of icons, egg laying etc. In the last 2 years there have been emerging a series of local entrepreneurs promoting the traditional villages from Suceava, real guardians of the ancestral folk treasure. For example, in the small village of Dolhestii Mici with a population of 1200 inhabitants, the initiative of a local businesswoman attracts hundreds of tourists from United Kingdom, Italy, Spain, Greece, Israel and Japan. For the tourists was developed a foray into the local cuisine, an authentic folklore show representation, as well as the possibility to visit native traditional craftsmen.

We can find spa tourism resorts, especially the carbonated, sodium or magnesium waters of the Vatra Dornei area contribute to the curative treatments for many problems. Equally importance for the local economy are having hunting and fishing tourism, horse riding, or winter sports tourism which are constantly promoted. All this form of tourism are the expression of decisiveness and efficiency of the people and are key characteristics which rewarded the character of a region where making progress is essential.

### **The Indicators of Tourism Circulation in Suceava County**

The numerical indicators of tourism circulation aim to quantify the variables in this domain and are officially registered at national level. With their help the tourism policies are established at European, national and regional level helping in the selection of the best management strategies in the field.

Suceava County has unique landscapes, a crucial history for Romanians, but also exceptional traditions and monuments. Most of the monuments have not only a historical value but also a religious and cultural importance and constantly the hotels and guesthouses in the area operate at maximum capacity. Therefore, in the last years numerous investments have been made in increasing their number, and the contemporary situation is presented in the figure below.



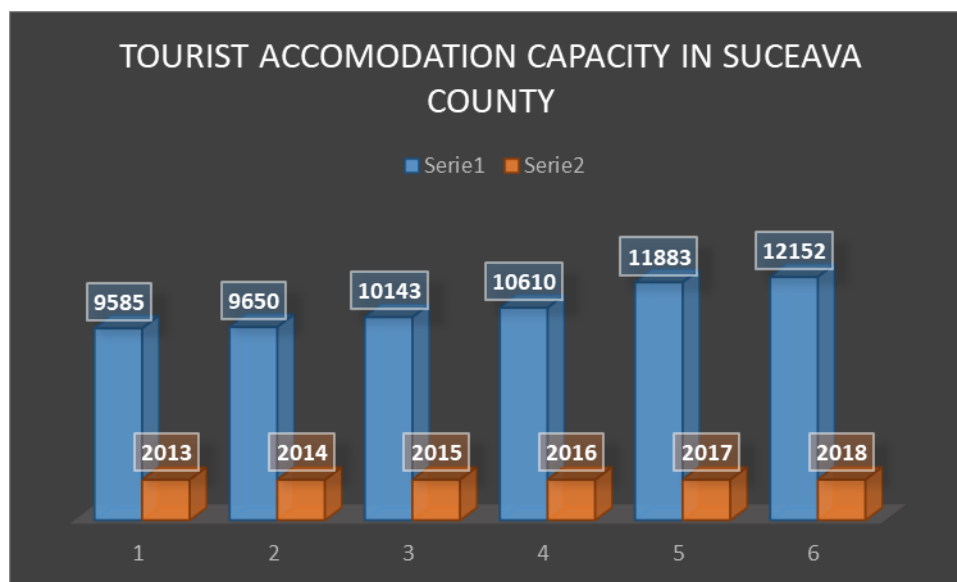
**Figure 1.**

*Source: Author apud Tempo Online <http://statistici.insse.ro:8077/tempo-online/#/pages/tables/insse-table>*

If in 2013 existed 295 tourism accommodation structures, due to internal and external demand their number reached 460 centers. The statistics prove that the visitors perceive the local tour operators as consultative to their needs combined with honesty and trust. This tourist structures are not characterized by a domineering elitism; the spirit is to create a familiar approach for the tourists with no cultural bias or discrimination. The region is cross cultural, and the business tourist organizations are opened to the needs of the customers and offers great importance to open new centers for different national, regional religious or ethnic cultural tourists.

As we can observe from the next figure, the tourist capacity in Suceava County increased from 9,585 places in 2013 to 12,152 places in 2018 which suggest that a person coming for abroad will have a great variety to select the type of accommodation. The development of the number of accommodation places means that in the region the tourism operators are seen as having personal skills as: trustworthiness, integrity and charisma. This could be very significant because by increasing their accommodation capacity the firms are demonstrating their

performance on the profile market and the ability to understand how they could work out strategies for future directions.

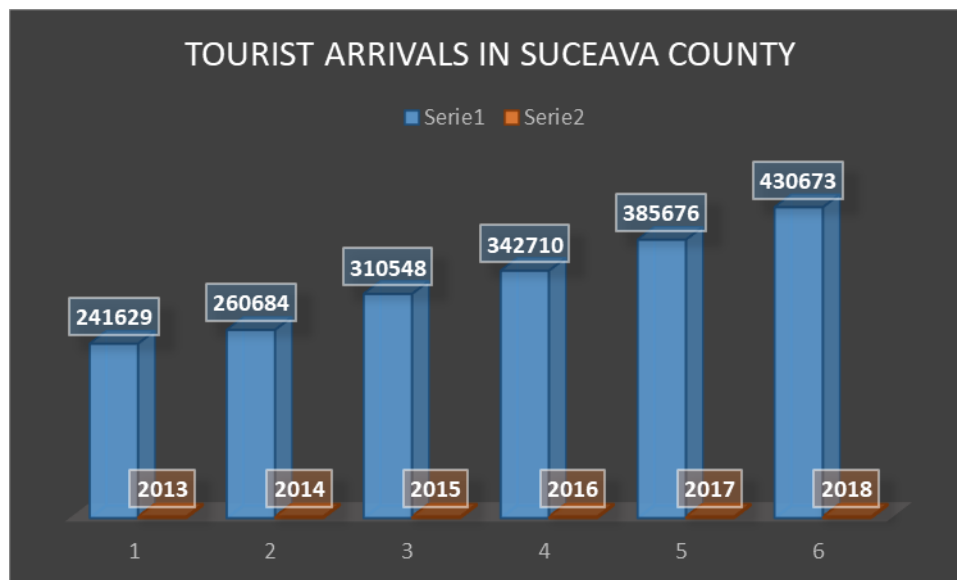


**Figure 2.**

Source: Author apud Tempo Online <http://statistici.insse.ro:8077/tempo-online/#/pages/tables/insse-table>

The tourism arrivals almost doubled in the last 6 years, from 241,629 persons in 2013 to 430,673 persons in 2018 (Figure no.3). The various popular festivals, religious pilgrimages, especially the Saint John summer ceremonies, the mountainous landscape, the medieval strongholds, the painted monasteries are poles of attraction. There is also a movement toward a liberal culture, and the young people needs to demonstrate their chance to success by organizing medieval festivals, gastronomic exhibitions or rock concerts. All these combined are decisive and inspirational in attracting new visitors and their success it is confirmed from the national and international media analyses of Suceava county.

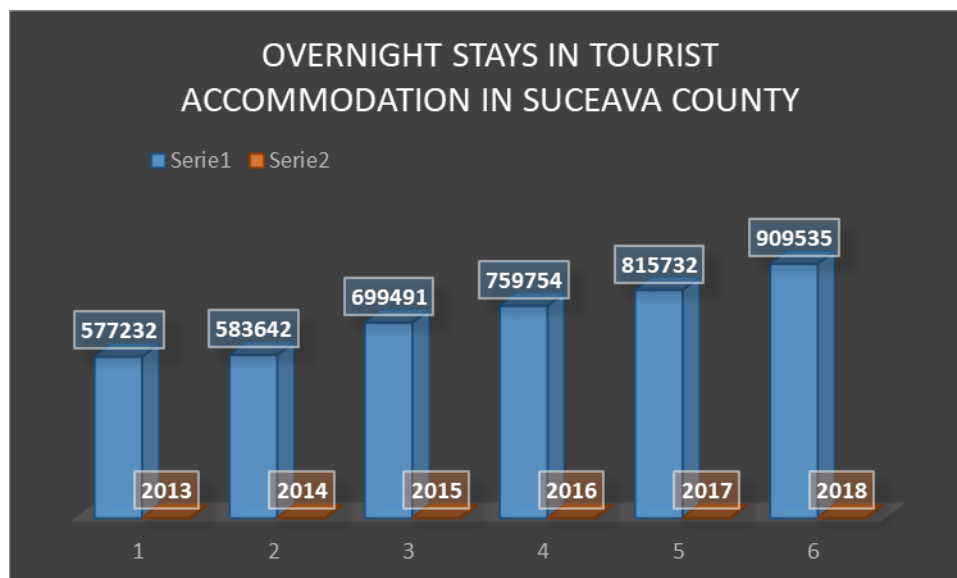




**Figure 3.**

*Source: Author apud Tempo Online <http://statistici.insse.ro:8077/tempo-online/#/pages/tables/insse-table>*

The overnight stays in tourist accommodation in Suceava county also almost doubled from 577,232 persons in 2013 to 909,535 persons in 2018 (Figure no. 4). Even if the Romanian society is still controlled by micromanaging bureaucrats, in Suceava county we can note among the entrepreneurs the ability to reduce uncertainty and to increase the level of economic stability. The success of overnight stays means that performance is valued highly by the tourist operators and the respect for the visitors is driven by egalitarian values and cross-cultural respect.



**Figure 4.**

Source: Author apud Tempo Online <http://statistici.insse.ro:8077/tempo-online/#/pages/tables/insse-table>

From the above presented figures, we noticed that in Suceava County the tourist accommodation companies are oriented in planning and investing in the future and the bonus for their success is represented by the collective gratification. It reflects excellent practices in tourism which encourage the collective action of the society from this County. The cohesiveness in the tourism organizations approach expresses the pride and loyalty for the regional history, culture, tradition and religion.

The excellent results presented in the data collection it is an expression of a society where the performance and excellence it is encouraged and the conceptualization of an active tourism management it is affiliate to a *modus vivendi*.

The local work capacity it is manifested through this diachronic performance in enhancing the tourism capacity and this is a reflection of an effective leadership of a society eager to present to foreigners their values and motives of living. Reflecting on this statistical data, we may infer that in this region exists a social behavior with etic aspects and the organizational practices in tourism management are starting to be compatible with the European model. To achieve the aforementioned performance in increasing the number of overnight stays and tourism arrivals in this county the gap between theory and practice has been overcome, concrete measures

to increase the quality of the services have been taken and the impact of effectiveness is real in the life of the tour operators.

To support the success, In Suceava County there is an organizational leadership as “the ability to influence, motivate and enable others to contribute toward the effectiveness and success of the organizations of which they are members” (House & Javidan, 2004). The leaders from tourism management are starting to plan joint ventures, merges and acquisitions which is giving reliability and validity of their actions.

But this organizational leadership has no influence on magnetize the visitors without the attitude and the performance of the entire group as phenomenon for the attraction of national and international tourists. The cross-cultural groups from Suceava (Romanians, Ukrainians, Poles, Gypsies etc.) are writing the county specific description of their traditions in which they interpret their perspective for the future in order to develop their live according to the modernity, but without abandoning the roots of the ancestors.

## **Conclusions**

Tourism management is a basic pillar for the European economy, and its development is a priority for the Union. Romania has traditional regions that conscientiously apply the policy of competitive tourism but in most of the regions the performance in this sector is far below from the market demands.

An inefficient privatization has led to the deterioration of many iconic resorts which were emblematic for the quality of tourist national services. The qualitative standards set by the EU as well as the possibility of accessing the European funds have given the possibility for the tourism sector to enhance the performance at the level of macro-enterprises and at the level of micro-enterprises. There are picturesque regions that have accessed a minimum of funds and have remained in total anonymity but also regions that have capitalized strengths in this sector.

Suceava is part of the second sample, and the local initiatives can be an example of good practices at national level. The tourism in Suceava county it is in interrelationship with multiethnic societal culture, it is an indicator of regional economic competitiveness and it is influencing step by step the local organizational practices. Even if geographically, the area is blessed, in fact the promotion of quality

is the best asset for a very well-educated community with no authoritarian attitudes and respect for the minorities.

Tourism management here increased the participation in the labor force of traditional families who have opened micro accommodation centers, and the professionalization of this business management is becoming influential in the regional evolution. Tourism management in this area has no individualistic trait and is based on the promotion of the collective historical and cultural values in a sense of humanity, kindness for the guests and sharing.

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