

THE COMPETITIVENESS OF THE TOURIST DESTINATION ON THE FUTURE TOURISM MARKET

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Motto: “Romania has the seventh part of the world cultural sites heritage, including the painted monasteries of Bucovina, the historic fortress of Sighisoara and the Dacian fortresses from Orastie Mountains. Transilvania, a famous world due to its association with Dracula; the large category of architecture styles and the rich literary and musical history are reflected by an ethnic mix between Romanians, Hungarians, Russians, Rrom, Ukrainians, Germans and Turks. A diverse and unique population like the landscape of the country together with a rich history offer the visitor a trip to the past and the present of Europe”. (Report drawn up by World Travel and Tourism Council).

Abstract: The motto “action, not beautiful words” should guide the national policies of tourism from any country, starting from the compliance with the typical responsibilities taken to the following levels: national, provincial, regional, local.

Also, in the government of a tourist destination we must take into account the cycle of life of the respective destination. Any model postulates the fact that the tourist destinations tend to experiment five distinct development stages: exploration, involvement, development, consolidation and stagnation.

According to the reaction of the managers of the destination in stagnation, various scenarios are possible, including the decline, stabilisation, rejuvenating and reinvention.

Within the consolidation and the stagnation stages, the managers must intervene and act in order to avoid the unwanted decline of the respective tourist destination. That is why, it is very important to organise a **Destination Management (DMO – Destination Management Organisation)**, whose stages of governance ensure the destination sustainability, too. The more difficult such an action is, when the destination Drobeta – The Danube Bend – Ponoare, although endowed with an exceptional natural potential, which has offered a

priority place in the excellent European destinations list (the 4th place) – a pilot project for promoting this region started by the European Commission – because of the lack of a coherent development strategy and of a management and of a sustainable development of the destination.

Key-Words: tourism, sustainable, destination, revival, re-launching, strategy.

1 Introduction

The perception of Romania as a tourist destination is unclear; it has not got a good reputation as a bona fide destination for occasional tourists. This is caused partly by: deficiencies in the destination marketing, the absence of governmental support in tourism, the unprofessional practices in the business tourism sector, the low standards of the services for the visitors, the deficient infrastructure, improper facilities and pass-time activities.

The re-launching of tourism from Romania, of the tourist destinations and the attraction of a larger number of foreign tourists could bring supplementary benefits, but with many necessary changes, in the tourism managers' opinion.

The attention must be drawn to the fact that the transformation-the change-the revival or the promotion in tourism needs another strategy than the continuous improvement, because the success from the past can be the greatest obstacle sometimes. But, are the foreign investors really needed, is a new strategy really needed or are the people ready for change, but especially ready to accept the new and the sustainable things in Romanian tourism? Or are we waiting again for the interventions of the state? These are more than natural questions which, in my opinion, any citizen of this country who feels useless when he/she sees that the things do not go well at all in the tourism field, asks himself/herself, although we have a lot of tourist potential! This article tries to emphasize the many element of favourability which the future sustainable Romanian tourism can use...

2 Problem Formulation

The tourists spend more and more on the cultural destinations, and the world tourism industry is more and more powerful, says the most recent report of the Euromonitor International – “The World Market for Travel and Tourism”. According to the study, it was predicted that, in the period 2000-2005, the cultural destinations would know a significant increase in the sales values, of 51%, the tourists proving in this way the wish of spending more of their free time on educational visits.

“Tourism has become one of the largest and fastest industries, the number of tourists at a world level having increased with 16% in 2008 in comparison

with 2007 and reaching 118.6 millions. Thus, the cities and the regions have begun to promote more aggressively the natural and historic advantages in order to attract the visitors. The evolution of the tourist objectives like the buildings and the historic sites, the art galleries and the museums represent, also, a result of the demographic changes, like the aging of the population. But the young generation is the one who helps the evolution of the more cultural attraction types trend”, said Caroline Bremmer, representative of Global Travel and Tourism Manager at Euromonitor International. Romania cannot take advantage of this thing because some objectives need investments, and in the other areas, where there are objectives that can be visited, the road status represents an obstacle in the way of tourism.

The promotion of the objectives requested by this segment of public would bring an increase of tourism in Romania, especially when the potential exists. “Romania has the seventh part of the world cultural sites heritage, including the painted monasteries of Bucovina, the historic fortress of Sighisoara and the Dacian fortresses from Orastie Mountains. Transylvania, a famous world due to its association with Dracula; the large category of architecture styles and the rich literary and musical history are reflected by an ethnic mix between Romanians, Hungarians, Russians, Rrom, Ukrainians, Germans and Turks. A diverse and unique population like the landscape of the country together with a rich history offer the visitor a trip to the past and the present of Europe”, shows a report drawn up by World Travel and Tourism Council.

The operators say that the tendency mentioned in the report is valid for Romania as well. I offer only an example: the power of Sibiu brand, the European Cultural Capital. Sibiu has become an attraction for tourists, especially from Europe, but also for those from the American continent. It is estimated that almost 200000 of foreign tourists will choose Sibiu in 2009 as well for at least one night of accommodation. The promotion of Sibiu will be very important for the promotion of Romania in general as well. The majority of the tourist themed circuits will reach Sibiu, and the visitors will not limit themselves to this city and its surroundings. They will prefer all southern Transylvania, but also other regions from Romania. The themed circuits, realised by the travel agencies with the foreign tourists between April and October,

contain many cultural and historic objectives. The most visited cultural objectives by foreign tourists are the Bran Castle, the Peles Castle, Sibiu, Sighisoara, the monasteries of Bucovina, the wooden churches of Maramures, Brasov (especially the Black Church), the fortified German churches, as well as some objectives from Bucharest, especially the Village Museum, followed by the Parliament and the National Museum of Art.

A great financial effort would turn Romania into a much more attractive destination, and each destination into a sustainable attraction, with a longer life cycle. (see figure 1)

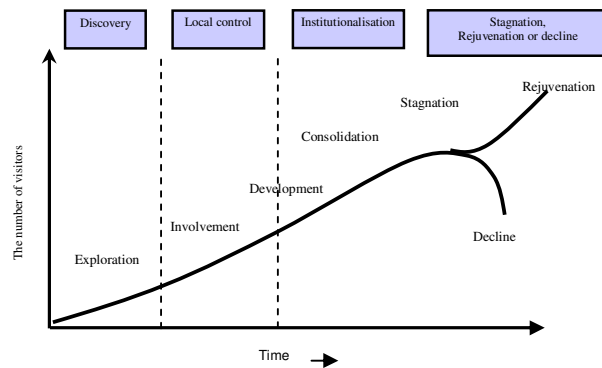


Figure 1: The Life Cycle of the Tourist Destination (I/III)

According to figure 1, the life cycle of the tourist destination is a model which states the fact that the tourist destinations tend to experiment five distinct stages of development: exploration, involvement, development, consolidation and stagnation, described as follows:

Exploration: Within this stage, a smaller number of visitors are attracted by the cultural or natural objectives; the number of visitors is limited and there are very few; the visitors can come from the neighbouring cities.

Involvement: Within this stage, there is a small involvement from the part of the local residents who ensure some facilities for the visitors; they acknowledge seasons by the tourists and the market zones which start to appear; the visitors can travel outside the country or outside the region.

Development: Within this stage, a large number of tourists arrives and the external organisation, like the hotel chains and the tour operators which have an important role; the tourists can come from all over the country and from abroad.

Consolidation: Tourism becomes an important part of the local economy and its political importance grows, the policy can come to the fill in a central role.

The number of tourists grows and certain facilities must be developed.

Stagnation: The number of visitors reaches the peak; the destination is no longer in fashion and an increase of the turnover in the field can exist.

According to the reaction of the destination managers to stagnation, more scenarios are possible, including the decline, the stability, the rejuvenation and the reinvention.

Within the consolidation and the stagnation stages, the managers must intervene and act in order to avoid decline.

Thus, objectives which should be restored, because of stagnation and even of the loss of attraction, would be the historic centres, like the one in Bucharest. Unfortunately, more cities have damaged historic centres or which are not restored. It is a pity, because the majority of the tourists prefer the old centres of the cities, where a lot of commercial activities or entertaining activities could take place, and on the other hand, although many objectives are restaurants, the road infrastructure still represents a great problem. The best examples are Maramures and Bucovina.

The importance of the cultural destinations reveals from the way in which the places which have not represented so far a special cultural attraction have begun to create various events, like the opera, art, cinema or literature festivals, dedicated to the culture lovers. For instance, the music festivals are very popular in Spain, events like Benaccassim attracting annually many fans of the festival. The tour-operators take advantage of this opportunity offering special packages which include such events, from classical music concerts to jazz festivals.

The tourist policy, so imperative for the revival of Romanian tourism on medium and long terms, will have to aim at the following priority objectives:

- reduction of taxation;
- maintaining the international tourism as an export activity treatment;
- reinvested profit exempt from taxes for a certain period;
- continuing the improvement of the legislative and institutional frames for their harmonisation with the norms of the World Organisation of Tourism and the European Union;
- involving the state in the financial support of the tourism investments, especially of those of public interest (infrastructure), as well as the international and internal tourist promotion;
- developing the special professional training and the professional reorientation for the work force laid off from the other economic sectors; founding the network of tourist education institutions integrated in

the European network of the tourist and hotels management education;

- correlating the programs and the development of tourism projects with the regional development programs (transportation, tele-communications, the territory landscaping etc.);
- awarding a greater attention to opinion surveys – a useful tool for the hotel managers in order to maintain and increase the provided services quality;
- imposing the quality brands, in order to increase the competitiveness on the tourist market and the acknowledgement of the services quality in tourism.

3 Problem Solution

Briefly, the following are necessary for Romania:

- hurrying the creation of “the tourist brand of Romania”, a program for which there are 20-30 millions euros ready, and its elaboration having started in April 2008.
- The World Organisation of Tourism has criticised the current slogan of Romanian tourism, because it does not communicate the essence of Romania for the potential visitors. These have shown surprised by the fact that their expectations about this country have been exceeded. The challenge which tourism faces is to sow the whole world, before it comes to our country, how many beautiful things and experiences our country has to offer. Romania will benefit from European funds of 50 millions euros for promotion and tourist information programs, through the Regional Operational Program, until 2013.
- The purpose of the Master Plan is identifying the vulnerable points of Romanian tourism, then the elaboration of restructuring programs through the establishment of financial resources and the formation of a tourist market which can efficiently compete on the world market.
- In the next 10 years, Romanian tourism will generate services of over 11 billiards euros, as estimated by the World Council of Tourism. According to the study performed by the Peacock Hotels Company, new hotel projects with a total of 6200 rooms will be built. Bucharest is an attractive target and presents a great potential of development in comparison with other European cities regarding the medium level of occupation, as well as the size of the obtained net tariff, as estimated by the World Council of Tourism. The preliminary data reveal that in the year 2007 500 new rooms were inaugurated, for 2008 2000 rooms were expected to be built, and by 2011 other 5000.
- OMT estimates that the number of foreign tourists who will come to the country will exceed 15 millions in 2026, in comparison with the 7.5 millions recorded

in 2007. The majority of the tourists will come from the European Union, over 8.6 millions. In 2007, the incomes from tourism were of 2.75 billiards euro. The incomes could reach 6.9% from the GIP in 2026 in comparison with the 3.5% in 2007, as estimated by the World Organisation of Tourism.

- The year 2008 exceeded the expectations of the international tourism with the arrivals, reaching record numbers of approx. 900 millions. This development was helped by a powerful world economy, which passed through the longest period of economic growth, for more than two decades.

For 2009, faith is high although weak on some markets, especially in the USA (high prices of the oil), fact that could lead to the damage of international tourism, although the World Organisation of Tourism does not believe in the end of the growth.

The local tourism market could record in 2009 an increase of only 5%, in the context of the international financial crisis which is more and more felt on the local market in the field, when, in 2008, there were estimated increases of approx. 15-20% on the segment of outgoing and 10% on the internal tourism, according to the representatives of the National Association of Travel Agencies of Romania.

For 2009, it is estimated that the Romanian tourist industry, although it will also be affected by the financial crisis, will not record a great reduction as the other countries of Europe. The increases of 20-25% have belonged to a market in development, that is why this plus of 5% would be a natural increase of this market. In comparison with other countries which had increases of 1-2% anyway, and now estimate a recession of this sector, if we have 5% it is an achievement!

The crisis could offer a chance for the development of tourism in Romania, the authorities in tourism counting on bringing a larger number of foreign tourists and on the attraction of Romanians in the internal tourism. Naturally, within the context of the crisis, the tourists choose closer destinations to their countries and cheaper probably, that is the reason why Romania could be an adequate destination for them. The solution, in order to satisfy this segment of public, is to extend the season and to offer competitive prices. Other good measure within this crisis would be the following:

- ❖ the adoption of the law for the holiday tickets which could be offered by the companies to their employees;
- ❖ a better promotion, even aggressive of the country;
- ❖ the launch of a program of early-booking – this program meaning the offer of discounts of up to 20-30% to those who purchase holidays in advance. Around 20 hotels on the Seaside, from Predeal and

Bucharest have adhered to the ANAT program, of early-bookings, which means discounts of up to 30% for the tourism tickets bought in advance for the summer season 2009, and also more hostels members of ANTREC (the National Association of Rural Ecologic and Cultural Tourism) have shown the intention of entering the program.

Parallel with these measures that the officials from tourism propose to the new government and to the new Minister of Tourism, there are:

- the adoption of a law of tourism;
- putting into practice of the Master Plan for tourism;
- the accomplishment of a partnership public-private for the promotion of tourism (the entity acting under the name of National Organisation of Tourism, ONT);
- depoliticising the local tourism industry;
- imposing a Destination Management (DMO – Destination Management Organisation).

The destination management is the coordinated management of all the elements which create a destination.

The destination management approaches strategically these entities, sometime very separate, for a better result.

The coordinated management can help to avoid the doubling of the efforts regarding the promotion, the services offered to the visitors, the training, the support for business and the identification and the management of the problems which have not been solved, complying with the following stages:

Stage I - The organisation of the destination management

Stage II – The organisation of the destination management

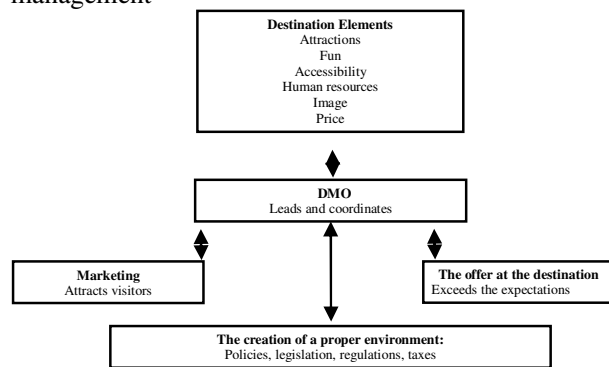


Figure 2: The organisation of the destination management – Stage I

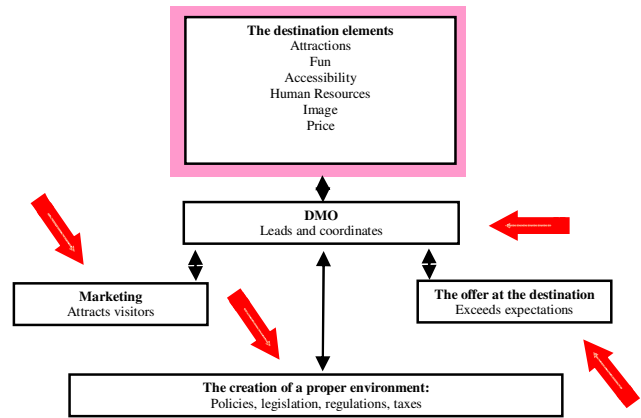


Figure 3: The organisation of the destination management – Stage II

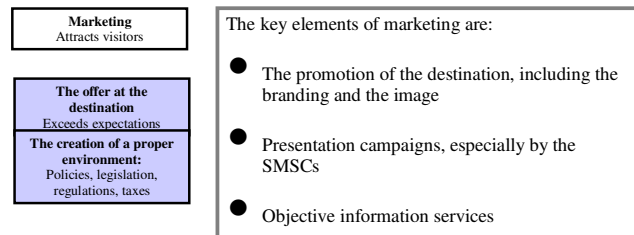


Figure 4: The Destination Management

The tasks of a sustainable tourist destination must take into account 6 inter-conditioned elements, represented in table 1:

The six key elements of a sustainability of the tourist destination

Table.1

Planning	Information	Deciding the tourist offer
<ul style="list-style-type: none"> ▪ deciding on the mission organization 	<ul style="list-style-type: none"> ▪ information for guests ▪ information for the local population ▪ support for journalists 	<ul style="list-style-type: none"> ▪ care for the guests ▪ entertainment for the guests ▪ coordination of the tourist infrastructure ▪ operating the entertainment facilities ▪ the control and the improvement of the product quality
Marketing and communication	Sales	Lobby
<ul style="list-style-type: none"> ▪ promotion ▪ promotion of the sales ▪ PR ▪ brand management 	<ul style="list-style-type: none"> ▪ information and the booking system ▪ packages 	<ul style="list-style-type: none"> ▪ tourism awareness of the population ▪ tourism understanding at the level of political authorities ▪ collaboration in "collective" organizations

table 2:

Typical roles and responsibilities – national, regional and local
National Tourism Policy; Legislation, Financing system

Table 2.

	national	provincial / regional	local
Destination, promotion, inclusion of the brand promotion, image	✓	✓	
Campaigns for business start, especially SMSC	✓	✓	✓
Fair information services	✓	✓	✓
Operations / booking facilitation			✓
The destination and the coordination and the management			✓
Information and booking for the guests			✓
Training and education		✓	✓
Business advice		✓	✓
New products "start-ups"		✓	✓
Development and the event management			✓
Development and attraction management			✓
Strategies, research and development	✓		✓

As for the capacity of tourist destinations and the imperativeness of an optimal organizational management of the destination, we notice that there are factors that act directly or indirectly, that influence its capacity, factors listed in Figure 5.

To these we can add the roles and the typical responsibilities, according to the level for which the respective tourist destination is designed: local, regional, national or with an opening towards the international, to which elements of legislation, financial policy, political context etc. work together positively or negatively and which are represented in

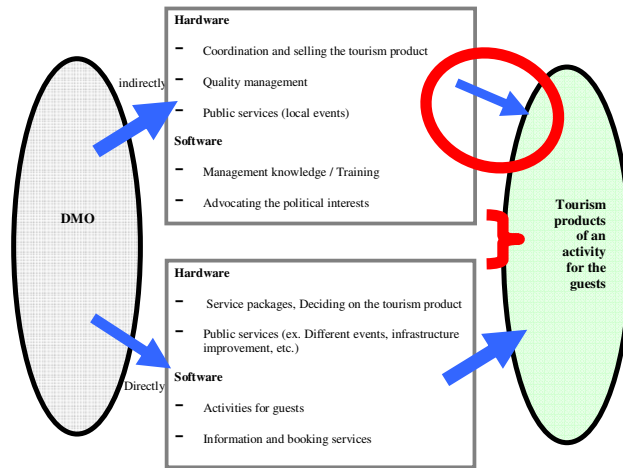


Figure 5 Influencing factors of the management capacity of a DMO

All these differ in each sector level (public or private) to which the action of shaping the tourist destination is implemented. Both sectors have much to offer. The public sector provides a holistic strategy and strategic role on a long term for quality assurance, while the private sector acts quickly to develop profitable business.

The strengths and weaknesses highlight the importance of partnerships and of the development of synergies where the whole is the bigger than the sum of the individual parts.

4 Conclusion

The increasing volume and the complexity of the tourist services offer have led the development of a genuine travel industry and tourism, which justifies treating the phenomenon of tourism as a distinct branch of the national economy, called the current government priority, as a component of the tertiary sector. By its nature, the phenomenon of tourism is particularly complex, with deep social, political, cultural and especially economic implications. The combination of its heterogeneous components gives rise to a unique and original feature, which does not identify itself with any of the traditional branches of national economies, thus explaining its autonomously treatment.

The development of the tourist industry will be in a permanent relation with the levels and rates of development of other branches of national economy.

New concepts on the development of tourism should take into account not only the varied and complex relationships between tourism and other

economic and social territorial phenomena, but must refer to the phenomenon of tourism itself, as it will outline in the near future.

For Romania, this concept aims at taking into account the evolution of the social phenomena in the country, the effects of the financial crisis, which in the conditions of the market economy will generate the formation of new categories of potential tourists, new incentives for leisure time and the appearance and development of new tourism applications, new tourist destinations, which become responsible, in the context of global economic crisis, for new tasks.

Romania's participation in the international competition of tourism on the continent and in the world in terms of a particularly valuable tourist heritage, at the level of the requirements of European and world markets, remains a matter of firm government action.

The systemic vision of the sustainable development strategy of the Romanian tourism, in the context of the structural adjustment of the entire national economy, requires the attention that tourism has become an economic priority in the organic interdependence with the other branches and socio-economic sectors.

The crucial element in scientific and decision-making is the definition of a strong concept, realist in the valuation of the heritage and the objectives of the sustainable development of tourism. The alignment of the Romanian tourism to these requirements is necessary both due to its mobility characteristics and to the importance of this sector in the economic recovery of Romania. As basic principles for such strategies the following can be emphasised: the privatization of tourist establishments, economic autonomy and integration into the global tourist flows. Besides, the state plays a significant role through the tourism development policy at the national level.

The objectives of a sustainable and competitive tourism are:

* Circumstantial: the practical implementation of freedom of movement and communication between countries and the cultural value of natural, artistic and architectural heritage of the countries;

* Purely economic (qualitative and quantitative): as tourism policies favour certain types of consumption to increase the production and to direct the sectors and the regions which are of particular interest and have a positive effect of increasing the economic growth of external trade and employment.

The tourism policy instruments are the result of global economic policy, to which joins the planning sector and the tourism sector-specific instruments.

The global economic policy has many levers to foster the development of tourism activities and these

can be grouped into three categories: financial levers, tax, economic and social levers.

In determining a strategy for tourism development planning, an important aspect is the methods and processes for planning. The political, economic and social environment, the situation with its implications at national and global mark the structure of national tourism plans. The quantitative aspect of planning as regards both to the target and the effect sought, is the finalization of those optimal provisions for the plan to maximize the economic development of tourism, given the political and socio-economic conditions.

The instruments of economic policy of the sector aim at those measures that are applied in tourism and use budgetary, monetary and fiscal instruments. The funding from the state of the tourist activities (especially those relating to promotion) is intended to encourage the development of certain areas or components of tourist offer (e.g. granting of credits with low interest rates to encourage the investments in tourism).

The classification of the main objectives included in the development strategy of the Romanian tourism, as well as the ways of achieving them, present a series of interesting aspects for the conceptualisation of the valuation system of Romanian tourist heritage.

1. The growth of the Romanian tourist offer competitiveness through the revaluation of the tourist potential, the modernisation and development of the technical and material basis of tourism in concordance with the international standards.

In order to achieve such an objective, Romania can resort to the following ways:

- encouraging, supporting and stimulating the investment of foreign capital in the various upgrading representative units from the sectors of the Romanian tourism; capital of the country, the major cities of the country, the Romanian seaside, the Danube Bend (recently entered into the constellation of European destinations of excellence) and in mountain resorts and spas;

- developing feasibility studies and technical documentation for the completion of new units of accommodation, food, treatment, entertainment in the main tourist areas of the country, the development and the launch of programs and actions specific to a certain clientele;

- promotion of specific forms of tourism (cruises on the Danube, hunting, horsemanship);

- diversification of the leisure activities offer in some tourist destinations;

- develop an optimal system for automatic booking of the accommodation places;

- development and the implementation of an adequate information system adapted to the requirements of new business of tourism, aligned to the international practice, supported by a proper technical computing equipment;

- arrangement and the restoration of monuments of architecture for their revaluation through tourism;

- create Romanian hotel chain networks and the introduction of international hotel chains to some of our hotels etc.

2. Ensuring the proper work force for the new programs, exigencies and tourist technologies.

This will be done by scientific criteria for recruitment, selection, training and retraining of all workers in tourism, a system of incentives and interest from the part of the staff in tourism, the development of training and management improvement in tourism, providing a collaboration contract with organizations or specialist foreign companies.

Achieving these strategic objectives will determine the essential changes in Romanian tourism, with positive and very important effects economically, socially and environmentally. The revival of tourism and its consecration as a priority branch of economy involves inventorying and coordinating all the assumptions in a realistic development strategy and integrated into the reform programs of the Romanian society.

Tourism development in Romania must be an objective and a means of economic and social development, in the context of the national development policy and the integration into European structures.

Tourism development should take into consideration the current economic context and it can not be imagined without a package of mandatory measures which aimed at:

- Defining specific objectives of the tourist activity at the macroeconomic and microeconomic levels;

- the imposition of higher standards of quality by educating the domestic consumers of tourism services and by investments in the technical quality of the services offered;

- the increase of the functional, relational

quality by the cultural shift in the organization and improving the training of the economic operators involved in the tourism offer, especially in the techniques to study the market, targeting efforts in internal and external competition, the localization of the competition and the use of environmental awareness as part of the investments in tourism;

- the judicious distribution of maintenance expenditures for the environment between bidders and consumers of tourist services

- Creating an image brand for the Romanian tourism by highlighting the distinctive differences; in the first place for the neighbouring countries, and by highlighting the competitive advantages which Romania possesses, such as the relief variety relief, good prices, multiculturalism, the uniqueness of certain reservations and cultural or natural monuments under international protection etc.;

- the tourist business association with concerns of environmental protection and supporting the regeneration of natural resources.

Thus, it outlines, within the current financial crisis, strategic directions that will position the Romanian tourism market already troubled tourist market, really confused by the request-offer balance, and we, those who work or are interested in the fate of our tourism, become responsible to take them into account, although the ideal would be to be implemented:

- tourism product development so as to ensure the top revaluation of the existing conditions and factors and raising the quality and competitiveness.

- Structural and organizational reform in order to organize tourist activities and the establishment of mechanisms operating in accordance with the requirements of the market economy, aiming at developing the market forces and strengthening the capacity of bidders to enter and survive in the competitive international partnership, the partnership between the trading and the public sectors, as well as correlating the strategies, the programs and actions which contribute to the development of the tourist sector and of the services quality.

- Developing employment in tourism, a necessary tool for ensuring a sustainable competitive position.

- Improving and developing the business of marketing and promotion aims at creating a positive and correct image of Romania on supply markets, regaining and developing markets, improving mechanisms and instruments of the marketing, including how to finance it, private sector involvement in marketing a coordinated and effective tourist program.

- The Romanian tourism integration in the European and global trends including the facilitation of tourist flows towards and in Romania regarding:

- the development and the promotion of a sustainable tourism,
- the harmonization of regulations in the tourism with the laws of the countries of the European Union,
- the provision and the maintenance of an internal climate of safety and security of tourists,
- the removal of barriers on free movement and facilitating the movement of domestic and international tourism,
- the active participation in international bodies and preparation of documents for European integration on the tourism lines.

- Ensuring the protection, security and safety of tourists regarding:

- the consumers' safety and interests,
- the access to appropriate information, educating consumers, aiming at recognition of Romania as a safe tourist destination, promoting respect for consumers and their rights.

- Perfecting the legal framework necessary to achieve the objectives of tourism development, the creation and the perfection of the mechanism of operation aiming at the assessment of the level of current regulatory and decisional requirements, the harmonization of the regulatory framework with the international law, linking activities and regulatory requirements with other sectors of activity, specific proposals to promote tourism, the implementation of a control system for the specific legislation on tourism.

- Linking tourism policy with national economic policy, through the establishment of legislative proposals and concrete measures to facilitate tourism development.

It should be noted that Romania has an enormous potential which can turn into a destination for the whole year if all the opportunities offered by the sites of natural and cultural heritage will be understood and maximized. Tourism and travel can also be an industry of the whole country, having a development, entrepreneurial and employment potential of 55% of

the population who lives in the rural environment in Romania.

There are very few methods for measuring the success and profitability of the investments in tourism, because of the semi-informal nature of the activities, the promotion and the marketing poorly organized especially at the county level and local level, which makes it difficult for entrepreneurs / operators to reach the market and to develop their businesses properly. However, with appropriate marketing and other coordinated types of support, the unique products of the Romanian tourism will have an important potential due to their diversity and attractiveness.

Maybe, all these in collaboration with the specialist's conscience, doubled by a real training to whom reality should prove once more that the well done thing will always last, will show us that Romania, as a tourist destination is not a ghost, but on the contrary a tourist area with unknown values which wait to be reevaluated by a trained hand and by an imperative Destination Management, rigorously elaborated, but especially rigorously applied.

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