



POLICIES AND STRATEGIES FOR TOURISM DEVELOPMENT – SOME LESSONS FOR ROMANIA

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Abstract *At the moment of accession to the European Union on 1 January 2007, Romanian tourism industry, as well as other sectors of the economy, was faced with unprecedented opportunities, both through access to the European funds, as well by opening to European single market. Thus, policy makers have developed strategies and general policies (Sustainable Development Strategy) or specific on tourism (National Tourism Master Plan) to position Romania as much favorable on the international tourist flows. This paper proposes a qualitative research by document analysis method of documents and strategies for tourism policy implemented or under implementation in European countries with which Romania competing to attract international tourists.*

Keywords

tourism, development, strategy, policies, Romania

1. Introduction

In a reference paper from the Romanian literature, Minciu (2004) classifies the state's role in tourism development as: directly by stimulation, control and surveillance, promotion, and indirectly by providing tourism products. Therefore, we consider essential the political commitment for sustainable development of tourism in a country, but appreciate that, in addition to state institutions, is necessary to involve NGOs and other marginalized stakeholders, such as the academic environment and research. Moreover, human resources can be considered a raw material in tourism, "fixed assets" and not current assets in tourism, so their development should be a priority for effective work and success in the market. The national strategies must define directions for training and design personnel needs to provide a quality labor, specialized staff being a part of the quality of services, as an essential element for a favourable evolution of tourism circulation. Şchiopu (2014) pointed out a modern look regarding the role of human resource in the hospitality industry: emotional labor as a key customer satisfaction: „it is recommendable to include the emotional matters in the training programs for employees and managers and to design the work environment to support the process of deep acting and the expression of genuine emotions”

The public sector and the private sector have certain general responsibilities, summarized in the following table.

Table 1. Responsibilities in tourism

The public sector	The private sector
Establish tactics, planning and research	Accommodation
Achieving basic infrastructure	development and specific infrastructure
Development specific tourist attractions	Operationalization the activity of travel agencies
Establishing and managing rules on providing facilities and services	Ensuring profitability of business enterprises with tourism main activity
Setting management measures and exploitation planning and also environmental protection	Development of tourist attractions
Setting standards for training and development of staff in tourism	Promote tourism through the specific marketing activities
Maintaining health and public safety	All other activities on the tourism market

Source: by the author, based on Minciu (2014) paper

If tourism policy is the responsibility of governments, implementing actions is also belongs to private sector. For example, investments in this sector requires public-private cooperation, the PPP known arrangements (PPP: Public-Private Partnership) which involves an agreement between the factors of action to allocate its resources in order to achieve a common goal. Who are these factors can develop partnerships of this kind? : County councils, local councils, businesses, banks, associations, research consulting centres and even individuals. A motivation for necessity of such partnerships is the fact that tourism revenues are

inconsistent in time, the seasonality of the activity and external conjuncture may reduce tourist circulation and revenues. A recent research (Pădurean et al, 2015) has shown that one of the ways of fostering tourism activities are the funds, granted from the European Structural Funds, which have been aimed at developing various areas of economic activity. According to Pădurean et al (2005), the Structural Funds have always been directed towards filling in the gaps, which exist at both national and regional level. Is thus evident that researches on tourism policies and strategies are varied, so thematic approaches are multiple and complexes, but also actual. Garcia (2014) has made a comparative analysis between tourism policies in the Iberian Peninsula countries, classifying Spain and Portugal specific strategies as „the Latin model of tourism development”. Rodríguez et al. (2014) analysis different tourism policies having as main pillar the innovation and claimed the importance of „polycentricity” principle in developing and implementing a successful strategy. Torres-Delgado and López Palomeque (2012) analyses 55 institutional documents (Spanish, European and international) and demonstrate their role for a sustainable development of tourism.

2. Some European strategy for tourism development

We propose further a brief overview of the tourism development strategies in some European countries competing with Romania, in terms of their fundamental elements (goal, objectives, actions, measures, results),

Bulgaria. Bulgaria has developed and implemented a National Ecotourism Strategy in 2003. This perspective, the approach of "bottom-up" of sustainable development of tourism, by supporting sustainable forms of tourism (the two concepts do not overlap, but not exclusive), was based on a four pillars:

- *“Eco-tourism Planning and National Policy*
- *Legislation and Regulation of Eco-tourism*
- *Product Development, Marketing, and Promotion*
- *Monitoring the Costs and Benefits of Eco-tourism”. (National Eco-tourism strategy for Bulgaria, 2003)*

Bulgarian ecotourism strategy objectives are also general and specific to the ecotourism:

- Economic growth and social development;
- Attracting international tourists, increasing average length of stay and mitigate seasonality;
- Cooperation at regional and local level;
- Creating positive attitudes of local communities and tourists in relation to the elements such as nature conservation, biodiversity, culture;

- Balanced development of general and specific infrastructure.

Turkey. Perceived, rightly, as a very attractive destination on the international tourism market, Turkey launched in 2007 the National Tourism Strategy 2023. In their analysis, the authors of strategy found a number of unfavourable factors in the development of tourism in this country:

- Unexpected evolution and, especially, uncontrolled of mass tourism and tourist traffic concentration on the both, Aegean and Mediterranean Sea;
- Uncontrolled urbanization;
- Unbalanced infrastructure;
- Environmental issues.

Thus, Turkey's tourism strategy targeting the 2023 year aims to achieve the following objectives:

- Eliminate the interregional development disparities;
- Reconsideration tourist destinations on sustainable development principles;
- Supporting tourism development in close connection with environmental policies;
- Extending the tourist season, especially through diversification;
- Coordinate actions of local and central authorities;
- Coordinate and support public-private partnerships.

The Turkish strategy is based, as planned, on 16 coordinates (or dimensions / themes and sub-themes), in a comprehensive and integrated approach, the matrix of which are shown below.

Table 2. The coordinate's matrix of strategic tourism development in Turkey

Planning	Research and Development	Strategy of Service Quality	Tourism Development Zones
Investment	Transportation and Infrastructure Strategy	Strategy of City Branding	Tourism Development Corridors
Organization	Marketing and Promotion Strategy	Strategy of Tourism Diversification	Tourism Cities
Domestic travel	Education Strategy	Regions to Host Rehabilitation Efforts for Tourism Areas	Ecotourism Zones

Source: by author, based on „Tourism strategy of Turkey – 2023”

Croatia. Croatia's tourism development strategy provides ten key directions to follow for horizon of time 2020: (1) deregulation, (2) tourism embracing the entire

national territory national, (3) success through partnership, (4) hotel trade – key initiator of the investment cycle, (5) culture of quality, (6) innovation of the market image, (7) the 'Green' as an operational concept, (8) authenticity and creativity, (9) beyond the sun and sea, (10) Croatian products for Croatian tourism

The main objective of the strategy is to achieve Croatia's to the 20th position in the tourism competitiveness ranking. If we look at rankings of travel and tourism global competitiveness index, we find that the absolute value of the index remained quasi-constant and Croatia dropped one place in the 2013 edition.

Table 3. Evolution of travel and tourism competitiveness index, Croatia

Year	2008	2009	2011	2013
Index	4.59	4.54	4.61	4.59
#rank	34	34	34	35

Source: by author, based on World Economic Forum analysis, <http://www.weforum.org/issues/travel-and-tourism-competitiveness/ttci-platform>

Croatian tourism strategy has set also measurable objectives and associated expected outcomes:

- 7 billion euro investment in tourism until 2020;
- Improve specific infrastructure. For example: increasing the share of hotels in all accommodation units from 13% to 17%; a gradual increase in the number of beds, by about 102000 between 2011 to 2020;
- Generate 20-22 thousand jobs directly in the tourism industry, plus other indirect 10 thousand jobs;
- Increasing tourism consumption: increase of receipts to 14.3 billion euro; +43% increases in the number of overnight stays for 2011-2020 periods, to an annual level of 86 million-tourist days

Analysing the results of the latest country report published by the World Travel & Tourism Council regarding the economic impact of tourism in Croatia, in the period 2011-2014 we notice the following:

- The volume of investments in tourism between 2011 and 2013 dropped, afterwards marking a slight increase in 2014;
- The number of jobs has fluctuated year by year, though the number of employees directly in tourism was in 2014 with 4000 higher than was recorded in 2011.
- Receipts from international tourism grew in the period under review, but not continuously, knowing a slight decrease in 2013 compared to 2012.

Table 4. Economic Impact of Tourism, 2011-2014, Croatia

Indicator	2011	2012	2013	2014

Investments (bn HRK*)	6995.2	6472.3	6198.1	6,216.6
Direct jobs in tourism (thousand)	135.5	139.2	136.3	139.3
Total jobs in tourism (thousand)	310.7	315.0	307.7	310.3
Receipts (bn HRK*)	58091	63128	62738	65785

Source: by author, based on the Country Report - Croatia 2015 World Travel & Tourism Council <http://www.wttc.org/-/media/files/reports/economic%20impact%20research/countries%202015/croatia2015.pdf>

Note: * Croatian Kuna

To achieve these objectives are pursued operational strategies aimed at: marketing, tourism offer development, investments, human resources development and processes management.



Fig. 1. Operational Strategies in Tourism - Croatian model

Source: by author, based on „Croatian Tourism Development Strategy until 2020”

Regarding the development of tourism products, diversification of Croatia's tourism is based on:

- ✓ Repositioning of seaside tourism - external supply chain development and mitigation of seasonality by extending the tourist season;
- ✓ Nautical tourism - modern form of tourism is covered by Croatian strategy, being encouraged through appropriate legislation, specific infrastructure development and orientation to the environmental dimension of sustainable development;
- ✓ Health tourism - follows a development strategy and improve service quality through specialization specific accommodation;
- ✓ Cultural tourism - is supported by promoting cultural events;

✓ MICE tourism - is encouraged by the development of specific infrastructure (eg. conference facilities, air transport);

✓ Forms of niche tourism: resorts for practicing golf, development of cycle tourism, gastronomic tourism, rural and the mountain adventure tourism.

Slovenia. Slovenia, another country of the former Yugoslav federation, has implemented a strategy in tourism between 2007 and 2011, with various objectives, including: increase the volume of tourism and the receipts, improving notoriety of Slovenia as a tourist destination - by 50% increasing awareness among foreign tourists, especially of those from neighbouring countries. To quantify the results, were foreseen a 6% annual growth in the number of tourists, 4% of overnight stays and 8% of receipts.

According to statistics from the World Tourism and Travel Council GDP generated by tourism in Slovenia increased in 4 of the 5 years covered by the strategy period. A decrease of more than 5% was only recorded in 2009, explained by the economic crisis, but also by high growth rate in the previous year, over 7%.

Table 5. The growth rates of GDP generated by tourism in Slovenia, 2007-2011

Year	2007	2008	2009	2010	2011
GDP growth rate (%)	4.38	7.24	-5.14	5.66	2.14

Source: by author based on statistics World Travel & Tourism Council,
<http://www.wttc.org/research/economic-research/economic-impact-analysis/>

Slovenian national tourism strategy is interesting and possibly viewed as an example to follow, especially for the fact that has not less than 8 operational policies or sub-strategies targeting: (1) policy of tourist destination development; (2) human resources development policy; (3) marketing and promotion policy; (4) policy of sustainable and regional development; (5) quality assurance policy, (6) information technology and communication; (7) policy of the business environment and investment development; (8) research and development policy.

3. Strategies for tourism development in Romania

Since the EU accession period, Romania has set development plans which included the tourism sector. We note here Romania's Sustainable Development Strategy 2007-2030 and National Tourism Master Plan, 2007-2026.

a. Sustainable Development Strategy 2007-2030

In the chapter "Regional Development" of Sustainable Development Strategy, one of the priorities was "Sustainable development and tourism promotion", targeting two objectives:

- I. Capitalise the cultural heritage and natural resources for tourism
- II. Improving the quality of tourism specific infrastructure.

For sustainable development of Romanian tourism, in the strategy are specified two main areas:

1. Development and upgrading the infrastructure in order to capitalize the natural resources;
2. Promoting tourism and creating the necessary infrastructure.

Regarding the first line of action, this implies: modernization and expansion of accommodation and leisure facilities; harnessing the potential of mountain tourism; planning natural tourism objectives; health and spa tourism development. The second line of action envisages: development of domestic tourism through diversification and specific marketing activities; defining and promoting the national tourism brand. Among the specific results expected from the implementation of the strategy and application of measures were: increasing the attractiveness of tourism areas; local economy development - trade, construction, transport, catering, small industry and the handicrafts; creating jobs.

b. National Tourism Master Plan, 2007-2026

The second planning tool adopted and implemented by Romania which targeted the tourism industry is National Tourism Master Plan, developed jointly with the World Tourism Organization. The master plan had provided an action plan spread over six years after EU accession (from 2007 to 2013).

The experts highlighted a number of expected benefits that the Master Plan would bring to the Romanian economy and tourism sector: increasing investment in tourism related sectors; stimulating jobs and labor market; conserve natural resources and national heritage; improving quality of life.

The main areas identified in the Master Plan as being very important for Romanian tourism are: Bucharest for City Break, MICE, leisure and culture; historical region of Transylvania, for ecotourism, health and wellness, but also ski and adventure tourism; Black Sea coastal area, for 3S tourism (sun, sea, sand), Black Sea cruises, leisure and recreation, but also health and wellness; northern Moldova / Bucovina, for ecotourism, cultural tourism, treatment, skiing and adventure tourism; Maramures for cultural tourism, ecotourism, adventure tourism; The Danube Delta, for ecotourism, cruises and leisure.

Specifically, Romania Tourism Master Plan follows two objectives: increasing the number of foreign tourist

arrivals and increasing the number of nights spent in accommodation structures. The action plan set to achieve this objectives prioritizes measures as being immediate, on the short-term and on the medium-term and classify them into categories: urbanism and infrastructure, human resources, tourism products, information facilities, statistics and research, marketing, regulatory framework and investment.

4. Conclusions

A country's tourism policy should be subordinated to national strategies and plans for economic development. The main goals pursued, strictly economic, are increasing revenues from tourism, diversification of activities, integration of tourism in national economic circuit, development of an area through tourism, etc. Of course, there are followed also social objectives, such as poverty eradication, improving regional inequalities, better income distribution, potentiating and involvement of local people entrepreneurship, respectively, as it is a specific industry, environmental goals: protection of heritage, spatial planning, biodiversity conservation, etc. How socio-economic impact of tourism is important to the national economy of many countries, state is directly interested in the development of this sector and establish national sectorial strategy, respectively its allocation manner of resources.

We can detach three main conclusions following brief analysis of tourism development strategies mentioned above: 1) There is no a consecrated model, universally valid for a successful strategy (there are strategies focused to destinations or forms of tourism, with quantitative or qualitative objectives); 2) Not all strategies have immediate visible effects, the tourism industry being unpredictable, maybe more than any other sector, 3) Romania had and still has tourism strategies, in various forms, but slightly abstract and lacking in coherence, being deficient in the methodology of evaluating the results but especially on implementation.

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