

PUBLIC ADMINISTRATION AND TOURISM FROM SUCEAVA COUNTY

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Abstract

Directly or indirectly, the public administration at the national and regional level also has a significant role in the process of guiding tourist demand. Public institutions participate in tourism promotion actions and through the process of developing various regulations related to tourism activity. The OMDs can function and act at the national, regional and local level depending on the current needs and development potential, as well as depending on the level of decentralization of the public administration. Three destination management organizations were created in Suceava county, two of which are local and one regional.

Key words: *public administration, tourism, Suceava*

JEL Classification: *H83, Z32*

I. PUBLIC ADMINISTRATION AND TOURISM

The development of tourism attracted the attention of government circles in various states with tourism potential, which began to obtain advantages from this activity since the end of the last century, but especially during the interwar period and up to the present day.

The interests of governments for the promotion of the hospitality industry and the measures to create official bodies, through which the state can exercise its role of organizing and coordinating tourism, have also materialized in various international collaboration agreements and conventions and in laws intended to contribute to the development of this activity in Romania.

Public institutions in tourism, at national, European or world level, have the role of regulating and ensuring the development of tourism as well as ensuring quality tourism. These institutions have the role of ensuring that the hospitality industry is maintained at the most professional and highest quality level possible.

On the international level, the World Tourism Organization is active, which represents a significant body at the global level, with duties of collecting and collating statistical information on international tourism. This organization represents public sector tourism bodies from most countries in the world and publishes charts on the degree of tourism growth at global, regional or national level. The World Tourism Organization plays an important role in promoting the substantive, sustainable and universally accessible development of tourism, paying particular attention to developing countries.

The primary and general regulations regarding the organization and development of tourist activities in Romania are provided in Government Ordinance no. 58/1998. The ordinance has been in force for 25 years and has subsequently been amended 13 times.

Other normative acts applicable in the field of tourism include, among others, the following:

-Law no.170/2016 regarding the specific tax for certain activities, with the amendments and additions subsequent;

-Law no. 72/2014 for the ratification of the Protocol on sustainable tourism, adopted in Bratislava on May 27, 2011 and signed by Romania in Bratislava on May 27, 2011, at the Framework Convention on the protection and sustainable development of the Carpathians, adopted in Kyiv on May 22, 2003;

-Law no.190/2009 for the approval of the Government Emergency Ordinance no. 142/2008 regarding approval of the National Territorial Development Plan Section VIII resource areas touristic;

-Law no. 389/2006 for the ratification of the Framework Convention on Protection and Sustainable Development of the Carpathians;

-Law no. 526/2003 for the approval of the National Tourism Development Program "Ski in Romania", with subsequent amendments and additions;

- GD (Government Decision) no. 558/2017 regarding the approval of the Program for the development of investments in tourism -The master plan of investments in tourism - and the eligibility criteria of investment projects in tourism, with subsequent amendments and additions;

- GD no. 99/2017 regarding the establishment of the Interministerial Committee for Tourism;
 - GD no. 20/2012 regarding the approval of the multi-annual program for tourism marketing and promotion and of the multiannual Program for the development of touristic destinations, forms and products, with subsequent changes and additions;
 - GD no. 1016/2011 regarding the granting of the status of spa and balneoclimatic resort for some localities and areas that have natural healing factors, with the changes and additions subsequent;
 - GD no. 1267/2010 regarding the issuance of classification certificates, licenses and patents tourism, with subsequent amendments and additions;
 - GD no. 215/2009 for the approval of the Methodological Norms regarding the granting of vouchers vacation, with subsequent changes and additions;
 - GD no. 852/2008 for the approval of the rules and criteria for certification of tourist resorts, with subsequent changes and additions;
 - GD no. 452/2003 regarding the development of nautical leisure activities, with amendments and subsequent additions;
 - GD no. 77/2003 regarding the establishment of measures for the prevention of mountain accidents and organizing the rescue activity in the mountains;
 - GD no. 335/2002 regarding some implementation measures in Romania of the program "Blue Flag";
 - GD no. 511/2001 regarding some measures for the organization of leisure activities in resorts tourism, with subsequent amendments and additions;
 - GD no. 305/2001 regarding the attestation and use of tourist guides, with amendments and additions subsequent;
 - GD no. 263/2001 (republished) regarding the layout, approval, maintenance and operation slopes and ski trails for leisure, with subsequent modifications and additions;
 - GD no. 31/1996 for the approval of the Methodology for approval of urban planning documentation regarding tourist areas and resorts and technical documentation regarding constructions in the field tourism;
 - Government Ordinance no. 2/2018 regarding travel service packages and services associated travel, as well as for the modification of some normative acts;
 - Government Ordinance no. 63/1997 regarding the establishment of facilities for development rural tourism, with subsequent amendments and additions;
 - Order 1293/2022 for the approval of the Approval Procedure of management organizations of the destination;
 - Order no. 1603/2021 regarding the constitution, organization and functioning of the Commission for designation of ecotourism destinations in Romania;
 - Order no. 156/2019 for the approval of the Procedures for guaranteeing the amounts paid by travelers in relation to the travel packages/travel services associated with the case the insolvency of the organizing travel agency and the procedures for compensating travelers, with subsequent changes and additions;
 - Order no. 264/464/2017 for the approval of the Methodological Norms for the application of Law no.170/2016 regarding the specific tax of certain activities;
 - Order no. 65/2013 for the approval of the Methodological Norms regarding the issuance of certificates classification of tourist reception structures with accommodation and public catering functions, a tourism licenses and patents, with subsequent amendments and additions;
 - Order no. 1.204/2010 for the approval of the Methodological Norms regarding the authorization of beaches for tourist purposes, with subsequent amendments and additions;
 - Order no. 990/2009 for the modification of some normative acts in the field of tourism in order to implement the Government's Emergency Ordinance no. 49/2009 regarding the freedom of establishment of service providers and the freedom to provide services in Romania;
 - Order no. 1096/2008 for the approval of the Methodological Norms regarding the accreditation of centers national tourist information and promotion;
 - Order no. 637/2004 for the approval of the Methodological Norms regarding the conditions and criteria for the selection, training, attestation and use of tourist guides, with the amendments and subsequent additions;
 - Order no. 292/2003 for the approval of the Methodological Norms regarding the conduct of the activity of nautical leisure, with subsequent amendments and additions;
 - Order no. 491/2001 for the approval of the Norms regarding homologation, arrangement, maintenance and the operation of slopes and ski trails for leisure, with the changes and additions subsequent.
- All participants in the development of tourism must safeguard the natural environment, considering the achievement of safe, continuous and sustainable economic growth, aimed at equitably satisfying the needs and aspirations of present and future generations.
- Priority should be given to all forms of tourism that lead to the saving of precious and scarce resources, especially water and energy, and priority should be given and encouraged by national, regional and local public authorities to avoid as much as possible of waste production.
- Staggering in time and space the flows of tourists and visitors, especially those resulting from paid holidays or school holidays, and a more balanced distribution of holidays should be seen as a reduction of tourism pressure on the environment and enrichment of the beneficial impact on the industry tourism and the local economy.

Tourism infrastructure must be designed and tourist activities programmed in such a way as to protect the natural heritage composed of ecosystems and biodiversity and to preserve threatened wild animal species; participants in the development of tourism and, in particular, professionals, must agree on the imposition of limitations or restrictions on their activities when they are exercised in particularly sensitive areas.

Regional tourism promotion associations, tourist information centers and tourism promotion offices of Romania, together with decision-makers from the public administration - especially from the relevant ministry, should develop strategies for designing, structuring and promoting representative tourist brands of Romania.

In order to create and promote the brand of a tourist destination, both cooperation and coordination between profile organizations active at national and international level, as well as promotion efforts of tourist operators at regional and local level, are necessary. (Danta, 1999)

Tourism associations operate in three sectors: promotion and marketing; reception, information and tourist signage, development and structuring of the offer.

II. PUBLIC-PRIVATE PARTNERSHIP AND DESTINATION MANAGEMENT ORGANIZATIONS (DMO)

Through the collaboration between local authorities and operators in the hospitality industry, together with associations, educational institutions, organizations interested in promoting tourism in a fair way and in support of the community, it will be possible to create quality tourist products and successfully promote destinations tourism from Romania. This public-private partnership leads to the development of tourism potential.

Destination Management Organization (DMO) represent a new form of management of tourist destinations, which allows the development of tourism, with direct implications in increasing tourist circulation, the volume of tourism receipts both locally and nationally.

✓ **The local DMO** will be established based on the association of the administrative-territorial unit/s of the destination with payers of special taxes for tourism promotion and/or other entities that pay dues. Among the minimum criteria imposed, we mention: the destination must be certified as a tourist resort of local/national interest or there must be at least 100 accommodation places in classified tourist reception structures and a minimum budget of 30,000 euros equivalent in lei.

✓ **The county DMO** will be established based on the association of the county administrative-territorial unit of the destination with payers of the membership fee according to the statute, including the local DMOs within the county. Among the minimum criteria imposed, we mention: there must be at least 1,000 accommodation places in tourist reception structures classified within the destination and a minimum budget of 100,000 euros equivalent in lei.

✓ **The regional DMO** will be established by the association formed by one or more county DMOs with county territorial administrative units that are not part of a county DMO and/or other entities that are not part of another local DMO or county in the region and who pay dues according to the statute. The regions are: Banat-Crisana, Bucovina, Dobrogea, Maramureș, Muntenia, Moldova, Oltenia and Transylvania. Among the minimum criteria imposed, we mention: there must be at least 10,000 accommodation places in tourist reception structures classified within the destination and a minimum budget of 250,000 euros equivalent in lei.

✓ **The national DMO** will be established from members of the central public administration authority responsible in the field of tourism, of the regional DMOs, but also of other public entities and other relevant private organizations in the field of tourism, established and registered in accordance with the legal provisions, with representativeness at the national level and which are not part of another DMO, regardless of level, being a body with a role in the realization and implementation of the tourism development and marketing strategy of the destination Romania.

DMO reform is also included in the National Recovery and Resilience Plan, Component 11: Tourism and Culture.

DMO is the organization composed of different authorities, private stakeholders and professionals who contribute to the realization of partnerships in the field of tourism with the aim of creating a common vision for the development of a destination.

The structure of a DMO can be made up of a single public body or a partnership between public authorities and industry with the main purpose of initiating, coordinating and leading different activities such as:

- development and implementation of development policies in tourism;
- marketing, promotion, advertising and PR;
- development of tourism products and experiences;
- business support;
- coordination of the tourist information activity;
- professional development, training courses or training;
- organization of events;

- other activities such as strategy, management, statistics, market studies.

Destination management organizations additionally receive the status of public utility and wish to be privileged partners of the relevant ministry for the development of the tourism sector. For this, organizations are called to exercise leadership and play a concerted role with stakeholders in the tourism sector, including local administrations, to promote the convergence of local and regional tourism actions and their alignment with national and international guidelines.

Among the concerns of the destination management organization should be:

- Carrying out the audit of the area and the marketing strategy, presenting case studies and best practices;
- Experimenting and conducting pilot projects to be replicated locally;
- Sharing knowledge and experience;
- Supporting the local economy - coordinating networks of local economic operators, consulting them and proposing programs to support them. These programs promote an inclusive vision of entrepreneurship, accessible to all and focused on solutions with a strong social and environmental impact;
- The gradual change of the vision of the public authorities - the public private partnership will detect the needs of the tourist and the local and will identify the best solutions; formulating legislative recommendations related to sustainability in tourism (within national policies, sustainability criteria for new investments, promoting destinations according to sustainability performance);
- Development of the territory through the development of European programs - project requests induce considerable mobilization time and resources, as well as a concentration of funding on projects with rapid growth;
- Creating new innovative and environmentally responsible tourist experiences - analyzes the interaction of tourism with climate change and biodiversity; educating tourists and tourism operators.

The target of 8 regional DMOs was identified and assumed by the Government of Romania within the National Recovery Plan. The Management Organization of the Tourist Destination, in general, at the level of Romania, according to the approved legislation, is organized on 4 levels, on 4 different levels: the local level, the county level, the regional level and the last one is the national level.

These DMOs are associations that, as a specificity, following the approvals of the Ministry of Economy, Entrepreneurship and Tourism and the Ministry of Justice, obtain the status of public interest associations. These associations are actually public-private partnerships, where local public administrations join hands with the private sector to develop the destination. This is also, from a strategic point of view, this

construction: a public-private partnership is desired in such a way that, decision-making, everything related to the development of the destination is discussed at a round table by the private and public parties and to reach a consensus.

Speaking of the 4 levels, the local one, in general, is established around a tourist resort, better said it is initiated by a tourist resort of local or national interest. So a tourist resort can initiate the steps to establish a local DMO together with tourism actors in the destination.

As for the certification of these DMOs, they are established according to OG 26/2000 with subsequent republications and additions, like any other association or foundation – this is the basic legal framework and is supplemented by a few more normative acts. The association first submits a certification documentation to the Ministry of Economy, Entrepreneurship and Tourism from where it obtains a first visa. Then, together with other documents - status, etc. - they are submitted to the Ministry of Justice, where they actually obtain the fiscal identity status to become a legal entity. These are the steps to follow. For example, at local DMOs there are some minimum conditions (all types of DMOs have minimum conditions): a minimum annual budget of 30,000 euros, a tourism manager position to be paid by the association, so a position with a contract permanent and have the obligation to submit the destination development strategy, a programmatic document for a certain period, no later than one year after establishment. The periods somehow overlap with the financial periods and so we go up to 2027 in the first phase.

Following this pillar project at the national level for the establishment of DMOs in Romania, decision-makers and specialists from the tourism environment in Suceava county worked on the policy and implementation plans of these organizations in the area. Thus, we remind you that three destination management organizations are currently being created in the area of Suceava county, two of which are local and one regional.

III. PUBLIC ADMINISTRATION AND THE DEVELOPMENT OF SUCEAVA TOURISM

In Suceava county, we witnessed a national first: the City Hall of Suceava municipality initiated the steps to establish a local DMO, called DMO Cetatea de Scaun. The town hall collaborates in this project with the Stefan cel Mare University in Suceava, with several entrepreneurs in tourism, with several shopping centers and with the Archdiocese of Suceava and Rădăuți in order to bring together several important stakeholders in the field of tourism. This DMO Cetatea de Scaun will be replicated in the sense that other DMOs will also appear in the county such as DMO Șara Dornelor.

Speaking of the preparation of the documentation for the establishment of an DMO, all these participating entities must give internal decisions, for example for associations or council decisions when we talk about local public administrations. DMO Țara Dornelor will have an initial number of 23 founders and will probably be the largest DMO in Suceava county as the number of founding members includes 9 tourist resorts in the Dornelor Basin.

Destination Management Organization "Suceava - City of the Seat Fortress"

The main objective of DMO Suceava - the city of Cetății de Scaun is to increase competitiveness in the national and international system of the Suceava tourist destination. Stimulating and supporting local development by creating initiatives to increase the number of tourists in the Municipality of Suceava, both national and foreign tourists by providing the necessary support for the elaboration of the local strategy for local, regional and national tourism development, taking into account the principles of tourism.

The tourism development policy of Suceava will have several precise development directions by implementing an adequate promotion policy for the area, coordinating the public and private sector to achieve a modern management of sustainable tourism at the destination level, supporting and training human resources and monitoring quality standards at the destination level, the creation and implementation of new tourist products, the realization of the marketing policy, the support in the management of the development of the tourist infrastructure.

An important point of the mission of this DMO is the creation of an annual event plan for the development of this sector in partnership with tourist information centers and other DMOs in the destination territory and at county and regional level. With the help of a monitoring and management system that ensures the favorable climate for the tourist development of the area, the association will have the role of implementing, helping and advising the local business environment for the

implementation of investment projects and regional tourism development at standards recognized by the institutions at national and international level.

The Țara Dornelor Destination Management Organization, developed at a local level, received the establishment approval from MAT on January 20, 2023, the association being made up of nine local administrations and fourteen private operators.

Regional DMO

Destination Management Organization "Bucovina", based in the municipality of Suceava



The main objective of the DMO "Bucovina" is to develop and promote tourism in the Bucovina region in order to create a framework for the integrated development of different forms of tourism and tourist services in the region, in accordance with the legal provisions in force.

The minimum criteria for the establishment of the regional destination management organization to represent the destination are: there must be at least 10,000 accommodation places in tourist reception structures classified within the destination; the organizational structure of the destination management organization to include at least one tourist destination manager position; the existence of a tourism development and marketing strategy project and an action plan, which will be subject to the approval of the management forums of the destination management organization of the destination, or the elaboration and adoption of such strategic documents within a maximum of 1 year from the approval of the destination management organization by the central public authority responsible in the field of tourism; a minimum budget of 250,000 euros

According to official statistics, Suceava county ranks 4th or 5th as a tourist destination. 4 or 5 because in some chapters we are in 4th place, and in others in 5th place. If we strictly refer to the number of tourists who come to Suceava county, we are in 5th place in the country. As a specific tourism infrastructure, namely tourist reception structures, we are on the 4th place. We are in the top 5 tourism destinations in Romania.

Today's Bucovina roughly corresponds to Suceava county and includes only the southern part of the historical Bucovina, while the northern part remained part of Ukraine. Suceava County is located in the northeastern part of Romania and occupies an area representing 3.6% of the country's territory, being the second largest in the country.

Suceava is the county with the most tourist destinations in the country. **20 tourist resorts** are certified here, of which 4 are of national interest: Campulung Moldovenesc, Gura Humorului, Sucevița, Vatra Dornei and 16 of local interest: Cacica, Dorna Arini, Dorna Candrenilor, Frumosu, Fundu Moldovei, Mălini, Poiana Stampei, Pojorâta, Sadova, Solca, Vatra Moldoviței, Moldovița, Panaci, Putna, Șaru Dornei and Vama.

Other outstanding tourist destinations for their potential are:

- Ciocanești – museum town with two extremely well-known and appreciated national festivals;
- Cârlibaba – a picturesque, sprawling commune with interesting facilities, including an approved slope;
- Iacobenii – another picturesque commune on the Bistrița valley that has a lot to offer apart from the mining past (only the area of Mestecăniș could be an excellent landscape argument);
- Frasin – a locality raised to the rank of a city, with a camp under modernization;
- The Humorului Monastery which, from the point of view of the number of accommodation places, can even qualify as a resort of national interest.

Various organized **events** are held in Suceava county, which have great tourist potential. These include: *-The Sânzienă fair* organized by the Bucovina Cultural Center takes place in the municipality of Suceava between June 22-24, as part of the Suceava Days events. The event is carried out with the participation of numerous popular craftsmen from Suceava county and the country. Throughout the fair, visitors witness hands-on demonstrations by artisans, pottery, woodcarving, sewing, egg dyeing, leatherwork and other exciting events. The event in the center of Suceava also aims to stimulate folk craftsmen in the production and utilization of authentic craft objects, specific to the ethnographic areas they come from, as well as to promote folk crafts.

-The National Trout Festival, organized in Ciocanești, which has already become a tradition, attracts year after year tourists eager for the authentic. The main activities of the festival are the sport fishing competition, culinary art demonstrations, floating demonstrations on Bistrița Aurie, to which are added the performances of Christian choirs, the popular harbor parade, folklore and entertainment shows, country meals and traditional dinners.

-The Medieval Art Festival, which takes place in August at the Suceava Seat Citadel, is the largest event of

its kind in Romania. Tourists take part in jousting tournaments, pyrotechnic and laser shows, medieval dances and songs, battle scenes, theatrical performances for children, archery, horse acrobatics, interactive activities with the public, contests.

- Christmas in Bucovina, organized annually in December. Bucovina was and remains the reference area, where the winter holidays, with the whole set of rituals, ceremonies, practices, traditions and customs, are part of the spirituality of the places. One of the most important winter events is organized in the municipality of Suceava, on the third day of Christmas, and consists of a parade of masks and a show of traditions and customs from the municipality of Suceava.

-Easter in Bucovina, which includes the Fair of Folk Craftsmen, the Road of Painted Eggs, the National Festival of Painted Eggs and the bringing of the Holy Light from Jerusalem. The event takes place over the course of two weeks, starting with Palm Sunday, continuing with the Passion Week and the Resurrection of the Savior and ending with the Illuminated Week, during which one can discover the beauties of the place, the traditions and customs related to the Holy Easter Holidays and participate in a series of Easter-themed activities, shows, concerts, festivals, painted egg demonstrations, fairs, exhibitions and competitions. Tourists who participate in the "Resurrection from the Deep", at the Greek-Catholic chapel, dug into the salt in the basements of Salina Cacica, have a unique Easter experience.

-The National Festival of Painted Eggs is a unique event in the country, which highlights a beautiful tradition of the area - the painting of eggs - and also makes the museum community known to the world - Ciocanești. The program of events includes, in addition to the painted egg contest, folklore shows of Bucovina folk music, joyful moments, brass band music, exhibitions of craft and handicraft products, parades of the folk port.

-Pilgrim in Bucovina, organized annually on August 15 on the occasion of the feast of the Assumption of the Virgin in Putna (for Orthodox), Hagigadar (for Armenians) and Cacica (for Catholics), an event attended by pilgrims from Romania and other countries such as Poland, Germany, France, Hungary, Austria and Italy. Thousands of believers gather in the courtyard of the monasteries and the Minor Basilica to listen to the Holy Liturgy and the teaching words of the priests.

-The Snow Festivals, organized in February near Partia Park in the municipality of Vatra Dornei, annually attracting thousands of tourists from the country and abroad.

-Hora Bucovina is an event that highlights the traditions and customs of Bucovina, including: folk performances, exhibition of barns from different areas of Bucovina (with demonstrations of the specific work in a barn), culinary exhibitions with various types of cheeses,

thematic competitions or shepherd dog shows. The essence of the event, however, is the sheep climbing the mountain, a moment followed by country parties, from which the folk songs and dances, wine and brandy cannot be missing.

-The "*Ciprian Porumbescu*" *European Arts Festival* is a cultural event dedicated to the great composer, which includes several events, including: "Golden Lyre" International Instrumental Interpretation Competition, "Canta la Stupca o vioara" Show, "Ciprian" Choral Reunion Porumbescu" and the "Ciprian Porumbescu" Gala Show.

-The *Stefanian Festival* aims to highlight the medieval period of Suceava, through various events that take place at the Seat Citadel. There are film screenings, plays for children, openings with historical or religious themes, etc. Similar events are scheduled in other counties in Romania, as well as in the Republic of Moldova and Ukraine, localities where the Stefanian founders are located.

-The *International Folklore Festival "Bucovina Encounters"* is unique in Europe, having as its main purpose the presentation of the richness of the Bucovina folk culture, in its multicultural aspect. It is the largest European event of its kind, organized annually, from May to October, in five European countries: Poland, Hungary, Ukraine, the Republic of Moldova and Romania.

-*Bucovina Rock Castle* is an event that aims to make Suceava a renowned destination for rock concerts in Romania. The audience of the festival has the opportunity to see their favorite bands live, both from the country and abroad, as well as young local talents.

-The Autumn Fair "Made in Bucovina" is organized near Iulius Mall Suceava, the fair brings to the attention of visitors the traditional products from the Bucovina area, from traditional craft products to traditional meat, milk, bee products, fruits and vegetables. During the fair, barn customs and specific gastronomic products, as well as other products from Bucovina gastronomy, are presented.

These events bring to Suceava county a variety of cultural and traditional events that attract tourists from various places, giving them the opportunity to experience and discover the cultural richness and beauty of the area.

Stakeholders involved in the development and promotion of tourism in Suceava County

Among the organizations involved in promoting tourism in Bucovina are:

- Suceava National Tourist Information and Promotion Center www.visitingbucovina.ro
- National Center for Tourist Information and Promotion Rarau www.cnipt-rarau.ro
- Arbore Tourist Information Center <https://ro-ro.facebook.com/ComunaArbore>
- Șaru Dornei Tourist Information and Promotion Center www.romanian-wildlife.ro
- Ciocănești Tourist Information Center www.ciocanesti.com
- Vatra Dornei National Center for Tourist Information and Promotion www.visitvatradornei.ro
- Tourist Information Point within the Ariniș Tourist Complex Web: www.primariagh.ro
- Pojorata Tourist Information Center pojorita@yahoo.com
- Dolhasca National Center for Tourist Information and Promotion www.cniptdolhasca.ro
- Bucovina Tourism Association www.bucovinaturism.ro
- Bucovina Tourist Information and Marketing Center, Stefan cel Mare University of Suceava www.tourisminbucovina.ro

The domestic and international tourism promotion activity of Suceava County carried out at the level of the Suceava County Council is mainly aimed at increasing the number of tourists in the region and is carried out through the National Center for Tourist Information and Promotion Suceava

In order to achieve this objective, the following actions were taken:

1. The participation of Suceava county with its own stands/desks at national and international tourism fairs), respectively:
 - Romania Tourism Fair (TTR), Romexpo - Bucharest, Romania
 - International Tourism Fair "Map le Monde a Paris", Paris, France
 - International Tourism Fair "Salon des Vacances", Brussels, Belgium
 - BIT Milan International Tourism Fair, Milan, Italy
 - International Tourism Fair "World Travel Market", London, Great Britain
 - International Tourism Fair "Tour&Travel", Warsaw, Poland
2. Promotion of Bucovina with its own stand/desk at events, exhibitions and profile events, organized in the country and abroad:
 - Easter Fair - "Made in Bucovina";
 - Balkan Mountain Running Championship;
 - Rally Bucovina;
 - Fair of Sanziene - "Made in Bucovina";

- National Drift Championship "Rare Drift";
- International Folklore Festival "Bukovinian Encounters";
- Mountain running competition "Bucovina Ultra Rocks";
- The Feast of the Mountain;
- Pilgrimage from the Putna Monastery;
- Intercounty Folklore Festival "Hora la Prislop";
- Tourism Gala "Discover the Northeast";
- Reception organized on the occasion of World Tourism Day;
- The autumn fair "Produced in Bucovina - Taste of Bucovina".

3. Other specific activities:

- Elaboration of proposals/sheets for tourism development projects in Suceava county.
- Initiation of the cooperation framework between the Suceava County Council and the Archdiocese of Suceava and Radautilor, in the field of tourism.
- Elaboration and transmission of proposals/points of view for the following projects of normative acts in the field of tourism.
- Participation in work meetings, programs and forums aimed at sustainable development and tourism promotion.
- Organizing and/or participating in actions aimed at contributing to the promotion and/or development of tourism in the county.
- Collaboration with various institutions in order to promote and/or develop tourism in Suceava county.
- Ensuring the necessary information and tourist promotion materials.
- Making/purchasing exhibition equipment.
- Preparing/updating databases.
- Preparation of statistical reports on tourist traffic in Suceava county.
- Tourist information and advice offered at the National Center for Tourist Information and Promotion Suceava front office, by phone and through electronic means of communication.
- Supporting various events, actions that take place in the field of culture, tourism, sports, etc., with information materials and tourism promotion of Bucovina, in printed and/or electronic format.
- Free dissemination of information and tourist promotion materials to interested persons.
- Support given to interested persons in the preparation of bachelor's theses, dissertations and degree theses that have tourism in Suceava county as their theme.
- Management of the National Center for Tourist Information and Promotion Suceava image at the social media level (facebook, youtube, twitter); updating the website of the tourism office and the Facebook page.

IV. SWOT ANALYSIS OF SUCEAVA TOURISM

According to the analyzes carried out regarding tourism at the level of Suceava county, we can conclude the following elements of the SWOT analysis:

STRENGTHS:

- The existence of cultural centers, monasteries, historical monuments of national and international importance (UNESCO heritage);
- The existence of the European road E85, which crosses the county in the north-south direction and the European road E576, which crosses the county from East to West;
- The existence of the Suceava "Stefan cel Mare" airport;
- The network of county roads and railways is well developed at the level of Suceava county;
- Turnover in the hotel and restaurant sector is 100% ensured only by SMEs and micro-enterprises;
- The county benefits from natural and human resources, easily accessible and harmoniously distributed on the territory of the county, which create the opportunity for the harmonious development of various types of tourism;
- Cultural, active and spa tourism is well developed at the county level;
- Tourist reception structures in terms of number and diversity have developed rapidly in recent years, both through the financial effort of the owners and through access to various financing lines;
- Bucovina as a tourist destination at the national level is ranked in the first 5 places in terms of number of visitors;
- The traditional hospitality of the Bukovinians;
- Traditions and customs well preserved and practiced in everyday life that are found in Bucovina;
- Diversified fauna and flora;
- Drinking water and a wide variety of mineral waters;
- The great diversity of ecological agri-food products at very low prices;
- Rich gastronomy, traditional cuisine.

WEAKNESSES:

- The weak perception of a sustainable development of tourism and implicitly of the importance of protecting the environment and specific historical and architectural cultural heritage;
- The incipient degradation of the environment and the lack of an effective waste collection system in the rural environment; insufficient capacity to treat waste water in treatment plants and waste storage dumps;
- Insufficiently developed tourist information and signaling systems and uncorrelated with the current level of tourism development;
- The reduced index of use of the accommodation capacity in operation and of the average length of stay in the county in relation to the existing tourist potential;
- The non-existence of a European road corridor in the east-west direction;

- The lack of funds allocated to the promotion of tourism at the local level, which are not comprehensive, insufficient and undersized;
- Insufficient promotion of the existing tourism potential at the county level through printed materials and/or on magnetic media;
- The lack of varied tourist programs, which propose to increase the length of stay of tourists in the area; the best-known tourist programs are those intended for cultural tourism through which the main painted monasteries from the UNESCO heritage are visited, their duration varying between 1-3 days;
- The existence of a small number of tourist information centers at the county level;
- Lack of specialized personnel (both management and execution) at the level of tourist reception structures;
- The lack of an adequate practical system for quality control of tourist services.

OPPORTUNITIES:

- The geographical location of the county on the eastern border of the European Union creates favorable premises for the development of tourism;
- The geopolitical context of the last 5 years that made many destinations in the Near East, Asia and Africa decline, considered to be unsafe destinations;
- The existence of structural funds intended for tourism in Romania, funds which, to the extent of accessing them, will implicitly lead to the development of tourism at the level of Suceava county;
- The existence of the exhibition and business center "Bucovina";
- Capitalizing on the tourism potential available to forestry in Suceava county;
- Lack of big polluting industrial objectives;
- Rich calendar of traditional fairs and folklore events throughout the year;
- The resonance of Bucovina's historical past;
- Partnerships made at the level of local public administrations between localities of the county and localities in the European Union and beyond;
- The existence of the university center "Ștefan cel Mare" Suceava, which has a specialized tourism section;
- The support granted by the Suceava County Council, regarding the effort to promote tourism of the Bucovina destination at domestic and international events;
- Development by diversifying the offer of active tourism, which has seen a constant growth in recent years;
- Valuing the ecotourism potential of the parks and nature reserves at the county level
- Supporting projects that enhance tourism objectives and cultural-spiritual and traditional events specific to the area;
- Tourism promotion of Romania through the tourist destinations that make it up; promoting the Bucovina

- tourist destination at specific domestic and international events;
- Introducing the quality management system in rural tourism as well.

THREATS:

- The migration of specialized labor as a result of the mediocre salary level in the tourism industry;
- The existence of similar tourist destinations on the world tourism market that benefit from superior tourist marketing;
- The speed of growth of quality standards regarding tourist offers of directly competing international tourist destinations;
- Weak collaboration of tariff levels with the quality of services offered within the tourist structures at the level of Suceava county;
- Reorientation of part of the domestic tourist demand towards other external destinations;
- The low competitiveness of tourism companies in the county compared to those in the EU;
- The low degree of associativity of companies in the field of tourism at the county level for the purpose of unitary promotion of specific interests;
- Climatic anomalies (floods, snowless winters) that negatively influence tourism at the local level;
- Consolidation of the perception of a cheap offer to the detriment of the quality of the offered tourist products;
- The negative influence of practicing "black" tourism on the medium and long-term forecasted development in Suceava county;
- The low degree of implementation of quality management systems at the level of tourist reception structures;
- Failure to respect the principles of sustainable development in the evolution of tourism;
- The lack of a legislative framework that would allow local public authorities to intervene in the implementation and monitoring of specific strategies regarding the development of tourism at the local level;
- Insufficient funds for the promotion of tourism;
- Non-correlation of the education program specific to tourism with the current development of tourism.

Objectives to increase the competitiveness of the destination in relation to the national and international industry:

- The qualitative increase of the tourist services offered; reaching a level of the price/quality ratio that allows the Bucovina tourist destination to be internationally competitive with similar destinations as a tourist offer;
- Modernization of the tourist infrastructure in the areas of Suceava county identified as having a high tourist potential;
- Correlation of all initiatives regarding the present and future of tourism at the level of Suceava county through public-private partnerships; the involvement of civil

society, of NGOs alongside the public administration and the business environment in the field; coordination of tourism development efforts initiated by numerous tourism developers, public or private investors at all levels;

- Implementation of national tourism strategies at the local level;
- Attracting domestic and foreign, public and private investors for the development of various types of tourism at the level of Suceava county;
- The development of new tourist packages that highlight the tourist potential at the level of Suceava county;
- Promotion of the Bucovina tourist destination on a domestic and international level.

V. CONCLUSIONS AND PROPOSALS

The Ministry in charge of tourism communicates with all stakeholders at the national level when developing some rules (for example, those related to the creation of the MDGs). There are discussions with representatives in the territory. Moreover, the Ministry of Economy, Entrepreneurship and Tourism is present at the activities organized by the Suceava County Council in the field of tourism, at cultural-tourism events. For example, at the tourism forum organized in Bucovina, in the North-East region. There is very good communication, and this communication is the basis of a partnership between the Ministry and the County Council that aims to promote the tourism brand. This is also a minimum condition, namely: when the representatives of the County Council participate as a destination abroad at the ministry's stand, the regional public institution promotes the national brand and, of course, the regional tourist offers from Suceava county.

The Suceava County Council designed an economic development strategy until 2027 that includes approximately 40 projects aimed at tourism development.

Next, through a partnership between public institutions in the area and the private environment, it is advisable to consider both the development and diversification of tourist services and the monitoring of their quality. The tourist destination must create the tourist and maintain it. This is the main objective, the main purpose. The stakeholders involved in the development of tourism in Suceava County (both public and private) somehow "created" the tourist who comes to the region. A loyalty of tourist customers visiting the area and an increase in the number of tourists coming from Europe, America and Asia will have to be achieved.

It is important that our identity as a destination is preserved. And when I talk about identity, here we are talking about authenticity, about hospitality, about traditions, about landscape in nature. These are the important pillars for the promotion of Bucovina as a tourist destination.

It is advisable to consider supporting traditional crafts, to value local gastronomy and to invest in the modernization of infrastructure and the creation of mountain trails. In addition, online promotion through professional images, interactive maps and relevant content is required. The valorization of monasteries and secular groves can add extra appeal.

It would also be useful to create a website dedicated only to accommodation and locations in Suceava county, to organize recreation areas and facilities for recreational activities and to constantly post content about the beauties of the region.

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