

**MANAGERIAL IMPLICATIONS IN PROMOTION  
POLITICS OF TOURISM UNITS  
(EXAMPLE IN S.C. TURIST ȘUIOR S.R.L. BAIA SPRIE)**

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**Abstract**

*The managerial involvement establishes the organizational policy and incorporates employees in planning and organizing activities in order to achieve its objectives through analysis and forecasts, to motivate and ensure a favorable climate. Taking decisions with respect to the diversity of tourism products is up to the manager in the tourist facilities who seek and evaluate the service quality to attract a more diverse consumer segment. The consumers of tourism products are seeking various opportunities in the tourism market, characterized by the marketing environment, particularities and structure, market research stages, the main factors of influencing the demand being the supply and the tourist image. The management policy on the promotion of Șuior Tourist Complex is made through travel portals, its own website, participation in fairs and exhibitions, brochures from which tourists can find full information on facilities, rates, location and possibility to make reservations. Complex management is planning on two years period by involving staff at different levels, an appropriate information system being implemented in which messages are transmitter on both directions and a system of quality management and food safety. The continuous improvement processes to ensure customer-tourist satisfaction determined the leadership to improve the managerial activity, to better communicate the mission and promotional strategy, to practice more intensely the participative management and modern management techniques, to use a more consistent loyalty policy and to diversify the number of tourists and have a good knowledge of the competition.*

**Key words:** managerial involvement, management, tourism market, promotion, communication.

**JEL Classification:** M1

**Introduction**

At the organizational level, the managerial activities and their implications are found in the manager's ability to lead a group of people to achieve the objectives in order to "plan, organize, motivate, train and control the group to achieve an objective, regardless of its nature" [11, p. 24]. "The manager decides the company (organization) policy, ensures that all staff has mastered it by responsibilities and tasks and in this way he will be able to determine and evaluate in advance the chances of the following goals and objectives proposed" [10, p. 31]. For this reason it is good to know "how managers integrate their various activities and their roles in planning, organizing, leading and control necessary to achieve the objectives" [3, pp. 10-11]. Hence the importance of manager's behavior in "ensuring a favorable climate with direct implications in all the activities that take place" [9, p. 73] and an adequate managerial communication that is a process "with appropriate strategies and skills will facilitate and encourage all managers for better understanding, sharing differences, giving feedback, resolving conflicts, coaching and motivating teams for productive outcomes. Effective managerial communication recognizes differences in others, connects people and creates trust" [7, pp. 82-83] especially for the tourism sector.

Based on the needs of the tourism market, specialized firms take decisions about what tourism products to offer and at what price, by applying a set of features of tourism marketing "tourism market research (analysis and forecast); selecting target markets; search, evaluation and selection of tourist products for tendering; price fixing; choosing of distribution channels; developing the promotional communication strategy; distribution of tourism products; operationalization of tourism program production; post-sales services" [1, p. 8].

Actual and potential requirements of consumers of tourism products are manifested through the tourism market, which is the main component of the environment in which economic specialized businesses must connect, being found through the following characteristics:

- *the marketing environment of the tourism enterprise* - consists of internal and external factors of the tourist company, which influences its ability to achieve profitable transactions with its customers;
- *particularities and structure of the tourism market* - a system that subsumes and interrelates a series of elements and practical aspects. "In the economic sense of the term, the tourism market is the interference place where the tourism product materializes in the form of tourism offer and the tourism consumer necessities - in the form of tourism demand. Within this space, there is a permanent confrontation of supply and demand, products and services being achieved through acts of sale" [8, p. 57];

- *stages of market research* – formulating of the research and work hypotheses, setting the work schedule or establishing the initial data and final stages of the project very accurately; data collection from primary and secondary sources; processing the information [4, p.181];
- *the main factors that are affecting the tourism market* - economic factors, psychological factors, demographic factors, natural factors, political factors, contextual factors;
- *tourism demand* - is composed of all the persons who have the desire to move periodically and temporarily outside of their residence for reasons other than the provision of paid employment at the destination. Thus, "tourism demand is "the quantity" of a tourism product that various economic agents, individuals, groups - are willing to buy at a given time, for different levels of price/rate, other variables are assumed stable" [5, p. 36];
- *tourism offer* - "groups all the elements that contribute to achieving the tourism product, namely: natural and human potential, "production equipment" of the tourist services, diversity of material goods (industrial and food) supplied to tourism consumption, the labor force specialized in specific tourism activities, tourism infrastructure and marketing conditions (price, facilities, etc.)" [2, p. 27];
- *tourism image* - a set of information obtained and weighed by perception that occupy a very important place in the third sequential stage of the decision making process of buying a holiday package, or in the alternatives evaluation phase.

### **The methodology used**

The methodology used was a survey of the tourism potential from Maramures County, and the complex of Șuitor Travel that is receiving optimistic forecasts for the future at a regional, national and local, and global level (taking into account the reputation of Maramures area). Tourism development in Northern Transylvania and Maramures County is an economic opportunity by conducting quantitative and qualitative changes in specific infrastructure and managerial components. For this reason it is important to be argued that tourism marketing be considered as a distinct field of marketing, which "justifies adapting concepts, methods, techniques and marketing policies if we that investigate other features that differentiate tourism services in general from other economic activities" [1, p. 15]. The existence of numerous travel agencies with a highly diversified tourism offer and a large number of applicants for the tourism products, with different motivations, dynamic preferences makes it difficult to adapt the "tourism and tourism demand in volume, structure and time" [6, p. 12].

### **Natural and anthropic tourism potential of Maramureș**

The Maramureș area has a rich tourism offer: from hiking and extreme sports to cultural and religious tourism, mountain and valley landscapes, nature conservation areas, meadows, ever green forest covered mountains, clear waters, etc., presenting a variety of tourism from which we distinguish: balneary tourism, mountain tourism, cultural, rural, sport and ecumenical and youth tourism. The natural and anthropic potential of Maramureș County is found through:

- *Maramureșului Mountains*
- *Maramureșului Hollow*
- *The hydrographic network*
- *The vegetation*
- *Natural reservations*
- *The Merry Cemetery in Săpânța*
- *The Wooden Churches of Maramureș*
- *Museums*
- *The Borșa Resort in Rodna Mountains*
- *Ocna Șugatag Resort*

In a further perspective, the development of tourism in Maramureș can be achieved by:

- developing of the county tourism profile based on the available data;
- SWOT analysis: identifying of strengths and weaknesses, opportunities and threats;
- conducting of focus groups to identify priority sectors, statistical processing of information, identification of the sector's specific issues;
- consultation of the existing strategies in the sectorial programming documents at an European level, national and regional levels;
- defining objectives, priorities, measures, activities;
- sectorial working group consultation, additions.

## Management policy applied in S.C. Turist Șuitor S.R.L. for tourism promotion

Șuitor Resort is located in north-western Romania, in Maramureș County, at the basis of Gutâi Mountains, at an altitude of 668 m. Surrounded by mountains, yet only 18 km away from Baia Mare, the resort is easily accessible, offering guests the perfect location to relax and escape from everyday life, but also for business.

The company's management is in charge of the coordination and administration, and most decisions are taken by the company's manager, general manager and executive director. The Executive Director has the largest share of all the decisions made, which are mostly taken in conditions of certainty. Important decisions are taken after consulting with teams of specialists. Among specific management methods and techniques are used: the meeting, delegation, diagnosis and brainstorming, and when appropriate, general management methods used are: project management, budget management and product management.

Regarding the informational subsystem, it is very well done, moving data and information in both ways, but the information flow is most significant from higher to lower management and execution. Regarding the expression of information, oral prevailed, and by the degree of processing, most are primary or intermediate information. The means of information processing are fully automated. Among the drawbacks of the informational system we can record distortion and sometimes filtering. But they occur sporadically and usually do not have a significant influence on decisions taken. Also as a weakness in the information subsystem we can record the lack of final information and synthetic and complex information.

The information subsystem is well-formed, consisting of 22 computers (of which 10 portable, available to customers), next-generation peripherals (printers, scanners, web cameras). Also, the conference room is equipped with sound equipment/amplification, microphones, simultaneous translation equipment in three languages, projector, screen protectors, audio – video equipment. All are available at affordable and reasonable tariffs to customers.

The motivation of staff materializes in the form of prizes, bonuses and bonuses during holidays or in the case of accomplishing all tasks, but also in the form of verbal encouragement and appreciation, which is a type extrinsic motivation. With regard to training and development of staff, this is done continuously, especially to specialists, who frequently participate in training courses or in fairs and exhibitions in their fields. All this leads to the existence of a staff with a high degree of skill and professionalism and thereby to the creation of conditions of maximum quality in all activities. A great emphasis is placed on internal communication because a well-trained and informed staff can sometimes compensate for certain deficiencies in the quality of products or services. The type of communication that is most often used is the bilaterally one between manager and performer, despite inconveniences (consumption of time). The duties, powers and responsibilities of each employee are clearly defined, thus avoiding potential sources of conflict within the society.

Planning is done on a time horizon of up to two years and encourages the participation of all parties in order to increase the quality and to develop the creativity in terms of results. At the level of Șuitor Resort it was decided to develop and implement a quality management and food safety system based on the standard SR EN ISO 9001: 2001 and a food safety management system based on the standard SR EN ISO 22000: 2005 which has to ensure a systematic and transparent administration manner, fact which identified the processes needed for the quality management system and food safety and determined the sequence and interaction of these processes.

Promotion is done through travel portals: [www.touristinfo.ro](http://www.touristinfo.ro), [www.tourismguide.ro](http://www.tourismguide.ro), <http://www.kazare.ro>, and its own website <http://www.suitor.ro>, radio and television, leaflets and brochures (where tourists can find a summary of the complex and necessary contact details of making reservations). The promotion aims at knowledge of the services rendered, stimulating demand and increasing the number of users of the tourism product, increase of sales force efficiency and other forms of promotion, and make consumers believe that they made a good choice.

Also, a SWOT analysis was also performed in order to better know the reality and succeed a promotion of an appropriate image, as defined the key points:

*strengths:*

- a major tourist attraction area, located at the foothills of Gutâi Mountains
- a slope with a total length of 3600 m, that includes night lighting
- multiple opportunities for sports (both summer and winter)
- the existence of a faithful clientele, especially in winter time
- the possibility of organizing conferences, team-buildings, symposiums
- latest features in terms of computer system (powerful computers)
- reasonable rates in terms of price/quality ratio
- professionalism for staff at all levels

*weaknesses:*

- poor condition of roads with access to the complex
- isolation from the city in case of emergency
- insufficient accommodation spaces

*opportunities:*

- very good prospects to exploit the mountain area throughout the year by hiking, horse riding, climbing, extreme sports, skiing
- increasing the number of tourists who are motivated by various forms of cultural tourism
- increasing the accommodation space by building a hotel with a capacity of 200 beds and diversifying the range of products and services offered to tourists

*threats:*

- the competition may have more attractive offerings
- public transport is poorly organized
- unfavorable socio-economic factors that could lead to the processing of hotel products in luxury products.

The managerial activity aims at a continuous improvement processes to ensure customer satisfaction, among which we mention the following proposals:

- a better way to communicate the mission and strategy by the general manager and management team, with messages that are not long but consistent, concise and clear;
- improving of the promotional strategy that should be based on the motivation survey, on consumer attitudes, on the tourism product image, on the planning of distribution in mass media in order to provide information about the characteristics of tourism products offered by the company;
- a more intensive practice of the participatory management, which would increase the overall level of information for owners and employees, would increase the substantiation of decisions and should use to a higher level the professional and managerial potential of the personnel of the company;
- a greater use of specific management techniques (delegation, meting, diagnosis), and the introduction of new techniques that are currently not used (dashboard, Delphi method, matrix of discoveries);
- an increased attention to strategic planning by grouping influence factors in an action in the future, that will create a unique image of the company among competitors thorough study of the market and competition, formulating several strategic options and selecting an appropriate strategy;
- the use of a more consistent current customer loyalty policy and more aggressive advertising campaigns to attract potential customers from the domestic market and the Western one;
- diversifying the range of clients that could include village and traditions of Maramureș lovers. In this respect the most desirable option would be entering into partnerships with agro pensions in the area that are very well represented especially in villages like Botiza, Ieud, Săpânța, Vișeu de Sus, Borșa or with spas (eg. Ocna Șugatag);
- studying in detail the environment of the firm, especially that of the competition, which currently is not a real threat, but in the future is expected an increase in competition within this area.

## Conclusions:

Due to its location in the heart of Maramureș, Șuior Resort is the best tourist location for a perfect holiday, offering the opportunity to explore the mysterious paths of the surrounding forested mountains, hills and rivers nearby, which are ideal places for walking, cycling, fishing, gliding, parachuting. The complex also features land sports where you can play soccer, handball, volleyball, basketball, tennis both on asphalt and slag, polygon for paint ball located near the complex and necessary equipment for this sport. For the offers to be more attractive, the complex organizes viewing of the historical surroundings, a part that is one of the most famous Romanian tourist areas, a real open-air museum. Of the most representative areas we include: Bârsana Monastery, Izvoare resort, Rooster Comb, Monastery of Rohia.

The baseline orientation of the tourism strategy is the potentiation of the strengths of the county to seize growth opportunities and minimize weaknesses by eliminating factors that block development. The offer should also be diversified, so that the tourist season to extend to all forms of tourism in Maramureș. Of interest would be the health tourism, which will have a longer tourist season and the cultural tourism that has a growing attractiveness index. The premises created the by natural values and cultural traditions of Maramureș County provides the framework to develop a particularly strong industry, correlated with the improvement of social standards of the population. The strategy of tourism development in the county is based on increasing the competitiveness of the tourism sector through modernization and development of tourism infrastructure and services, including investments in creating new tourist attractions. However, a series of objectives that would lead to the development strategy of tourism in the area include: tangible and intangible, natural, cultural and historical heritage of the region, rehabilitation of areas with tourism potential, modernization and development of tourism infrastructure, supporting the business environment by improving tourism services and facilities provided to support tourism promotion and development, promoting tourism brand "Maramureș", niche tourism development.

The management involvement and tourism advertising contribute to attracting tourists by the role of information it holds, making known the potential of the area, both the natural and the anthropic one by detailing the accommodations and recreational facilities and the access ways to the tourist area. In this case, Șuior Resort collaborates with various radio and TV stations in Baia Mare that are constantly advertising the area. Internet advertising is also available, the complex having a well build and detailed own web page. It should also keep a close liaison with local authorities and conducting a sustain a lobbying activity that aims to upgrading the access roads to the complex, which are currently in a pretty bad shape, constituting a major obstacle in customer loyalty. This should materialize through the modernization of access ways, rail and flight, that connect Șuior tourist area to the country and outside, to ensure tourist safety and comfort in high and pleasant driving conditions. Another element that should be pursued is the development of the existing accommodation facilities, both by increasing the accommodation capacity and increasing the comfort and facilities offered.

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