

THE STRATEGY OF CHERNIVTSI TOURISM DEVELOPMENT

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Abstract

The paper explains the importance of tourism strategies for the development of a region. We present a case study that includes a strategic vision of the tourism in Chernivtsi region, an action plan for this tourism destination and the strategy monitoring system.

Key words: *Chernivtsi, strategy, marketing, tourism, destination marketing*

JEL Classification: *L83, O13.*

I. TOURISM STRATEGIES

Tourism has been defined by the World Tourism Organization as “the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business or other purposes.” Travel and tourism is one of the world’s largest industries. With improved marketing, most tourism businesses can claim a bigger share of this lucrative but fragmented industry.

A product can be “ideas, goods, or services”. Since tourism is primarily a service based industry, the principal products provided by tourism businesses are recreational experiences and hospitality. These are intangible products and more difficult to market than tangible products such as automobiles.

The intangible nature of services makes quality control difficult but crucial. It also makes it more difficult for potential customers to evaluate and compare service offerings. In addition, instead of moving the product to the customer, the customer must travel to the product (area/community). Travel is a significant portion of the time and money spent in association with tourism experiences and is a major factor in people’s decisions on whether or not to visit your business or community.

A key factor determining the international competitiveness of tourism destinations is their ability to develop appropriate **marketing strategies**.

Tourism marketing has long been considered as a branch of traditional marketing. However, in recent years, tourism marketing has gone through fundamental changes: the pursuit of **global strategies** based on strategic alliances, the breakdown of commercial borders and advances in new technology have all facilitated the commercialization of tourism products.

II. DESTINATION MARKETING STRATEGIES

Tourism destination marketing is now widely recognized as an essential component in the management of destinations, an integral part of developing and retaining a particular location’s popularity. Many businesses find that the best marketing approach is a group effort. A region’s lodging, foodservice, and travel-related operations often join forces to promote tourism in that area. Many strategies can be used to capture the leisure market, including the following:

a) Sell tourism to local civic leaders and politicians by demonstrating its economic significance to the community.

b) Describe the area’s local and regional features to prospective visitors. Use a variety of media channels, including internet, television, radio, newspaper, and magazine advertisement.

c) Promote the destination by sending new articles to both local and national newspapers and television stations. A feature story in a local paper might even be picked up nationally and provide extensive exposure, free of charge.

d) Sponsor special events and festivals to attract different groups and encourage repeat visits to that destination.

- e) Make tour operators, convention bureaus, and transportation companies aware of the destination.
- f) Consider developing a multiattraction passbook in cooperation with other local operators.
- g) Become involved in the local chamber of commerce and work with it to promote tourist-related businesses.

Marketing a destination is the responsibility of organizations at two levels. The first level is concerned with the destination as a whole and is the responsibility of mainly public organizations such as Destination Marketing Organizations (DMOs). The most commonly recognized DMOs are the National Tourism Organization (NTO) and the Regional Tourism Organization (RTO). The second level concerns the marketing activity of mainly private sector operators promoting individual tourism products at the destination, the obvious tourism firms being accommodation providers, transport carriers, tour operators, and attractions.¹³

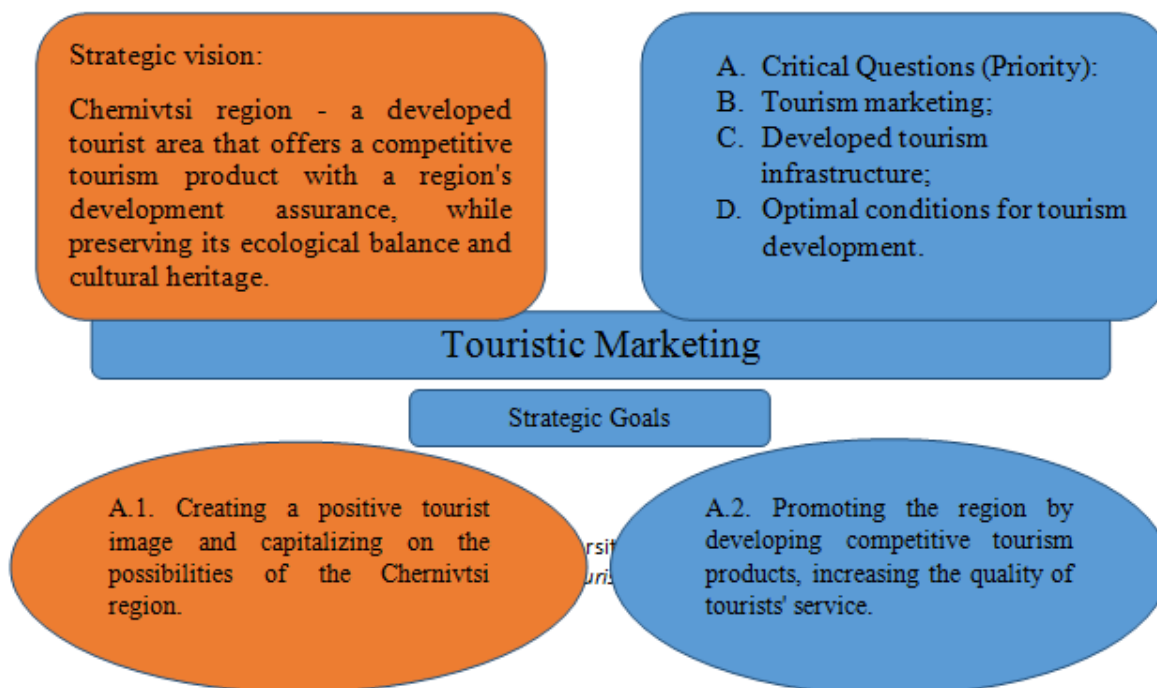
Destination marketing is designed to motivate particular groups of visitors and influence their behaviors including:

- the type of product and activities they choose
- the times of the year they visit
- the type of accommodation they stay in
- their expenditure patterns.

DMOs are commonly government organizations or public sector agencies, which contribute to destination marketing through the following activities:¹⁴

- Research to establish and communicate to its industry partners’ promotional priorities for targeted market and segments and to define destination images and branding.
- Liaising with and influencing private sector partners to achieve priorities.
- Coordinating elements of tourism products not provided by the private sector such as tourist information and destination web sites.
- Providing investment and marketing support for new and growth products relevant to policy goals.
- Creating marketing facilities and cooperative campaigns accessible especially for thousands of small businesses that would otherwise be unable to participate in marketing on a national and international scale.
- Providing advice and leadership based on information sources.

III. STRATEGIC VISION OF THE TOURISM IN CHERNIVTSI REGION



¹³ Tracey Firth, *Marketing for Sustainable Tourism*, University of Western Sydney, www.besteducationnetwork.org

¹⁴ V.T.C. Middleton, J. Clarke, *Marketing in Travel and Tourism*, Butterworth-Heinemann, Oxford, 2001

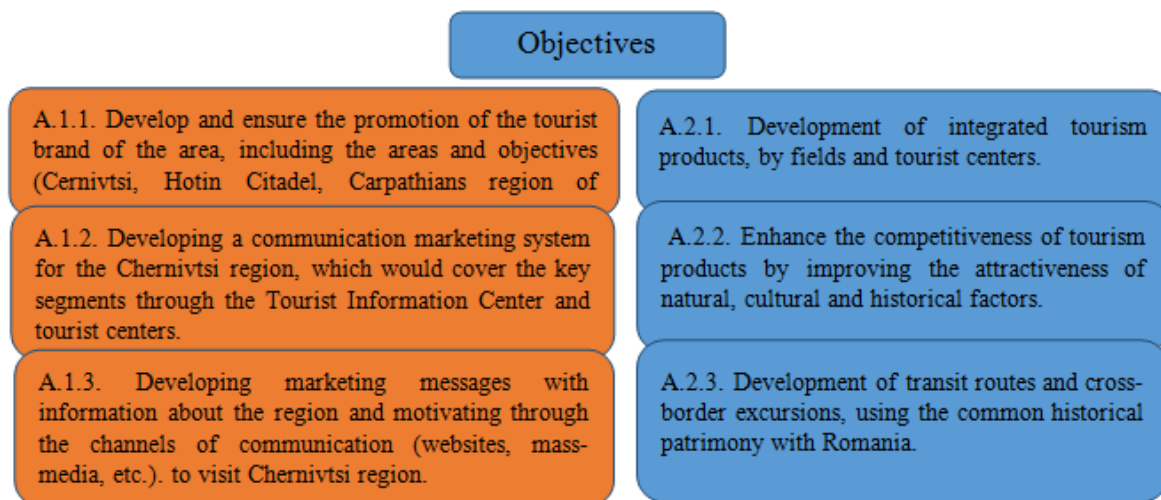


Figure 1. Strategic vision of the tourism development in Chernivtsi region

A.1: Creating a positive image and raising the awareness of tourism opportunities in the Chernivtsi region.

A.1.1. Elaboration and promotion of the tourism brand of the region and tourism areas ("Chernivtsi", "Hotin Fortress", "Dniester Zone", "Carpathians from Chernivtsi region").

- Identification of the touristic image (business card) of the Chernivtsi region as a whole and of each tourism region separately.

- Development of tourism brands: "Chernivtsi", "Hotin Fortress", "Dniester Zone", "Carpathians from Chernivtsi region" and "Northern Bukovina".

- Developing and implementing the concept of promoting the Chernivtsi region as a multidimensional tourism area (recreation, sports, health, recreation).

A.1.2. Developing of the marketing communications system in the Chernivtsi region, covering the main target segments through the tourism information center and the tourism centers.

- Creation of tourism information center in the Hotin and Carpathian tourism centers in Chernivtsi region, extension of the activities of Chernivtsi Tourism Information Center.

- Funding and optimizing the activity of the Tourism Information Center as the main link between the local tourists and the target audience.

- Executing the analysis and research of the tourist flows in the origin countries (regions) and the reasons for the visit, the duration of the stay, and the level of services received.

- Organization of the feedback channels by questioning tourists, communicating with guides, tour owners, and other people who come in contact with tourists.

A.1.3. Developing marketing messages with tourist information about the region, motivating the region to visit and spreading through communication channels.

A.1.3.1. Creating a tourist web portal for the Chernivtsi region - with information about Chernivtsi, Carpathians of North Bucovina, Dniester Canyon. Those responsible for informational content and administration should be the TIC of the respective regions. Ensure leadership in search engine listings and promote by placing banner annuity on popular tourism sites.

A.1.3.2. Developing and disseminating marketing messages with informational content aimed at tour operators and the target audience:

- Cards, brochures, flyers, leaflets and other printed matter;

- Video, advertisements, catalogs;

- Advertising panels, stands;

- Spot on TV channels, TV shows, promotions, etc. ;

- Promotional materials in national journals and newspapers, foreign publications;

- Participation in international, national and regional fairs, exhibitions, forums, etc.

A.2. Promoting the region through the development of competitive tourism products, increasing the complexity of tourists activities.

A.2.1. Development of integrated tourism products, by fields and tourist centers.

A.2.1.1. Organize new thematic excursions in and out of Cernivtsi, setting hiking, cycling and equestrian routes. Expanding the complexity of the products by using the possibilities of recreation areas outside the city and the development of the Zhezino, Soniacina-Dolina, Kamenets and Kuzminski valleys.

A.2.1.2. In the Carpathian region of Chernivtsi - on the path of developing complex and diversified tourism products, using recreational and health sports with hiking, skiing, water sports and also natural-ecological recreation, cognitive-ethnographic recreation and balneo-climatic recreation.

A.2.1.3. In the Nistru area - by developing complex tourist products, using beach recreation, fishing, water excursions and boat trips, hiking, cycling and speleological tourism.

A.2.1.4. Creating the conditions for creating clusters for specialized groups based on tourist centers with great tourist potential and with a satisfactory tourist and transport infrastructure.

A.2.2. Enhancing the competitiveness of tourism products by improving the attractiveness of tourism development factors: natural, cultural, historical, etc.

A.2.2.1. Enhance the attractiveness of natural areas in the area by arranging beaches, parking, camping sites, organizing and marking mountain and underground trails.

A.2.2.2. To increase the attractiveness of historical and cultural objectives, the following objectives must be met:
- Rehabilitation of architectural monuments in Cernivtsi, organization of horseracing and horse-drawn carriage trips;

- Improving the cognitive capacities of the Hotin Fortress;

- Restoration of the sacred constructions of the region, preservation of the identity of the old believers in the village of Bila Krinița, including the ethnic and cultural characteristics, the crafts and traditions of the Chernivtsi region;

- Facilitate the creation of private thematic museums, exhibitions, etc.

- Ensuring attractive and high quality events with sports, cultural and artistic themes, festivals with workshops and folk craft fairs;

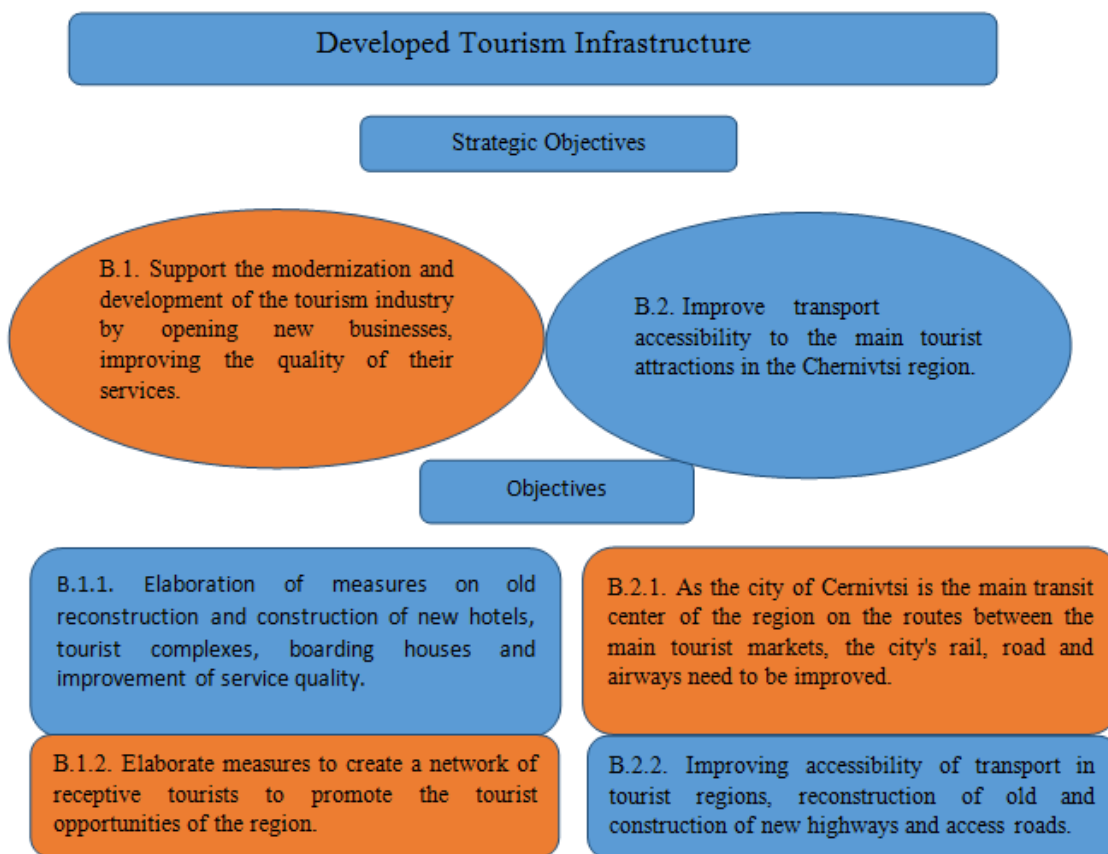
- Organize animated programs based on legends and myths in the Chernivtsi region, and organize local events such as flash mobs, quests, and more.

A.2.3. Developing transit routes and cross-border excursions, using a common heritage with Suceava County, Romania.

A.2.3.1. Introducing the informative tour through Western Ukraine from Kamenets-Podolsk through the Chernivtsi region to Iaremce.

A.2.3.2. Implementation of the cross-border cognitive trail through the territory of Suceava (Romania) and Chernivtsi (Ukraine).

IV. ACTION PLAN OF THE TOURISM STRATEGY IN CHERNIVTSY REGION



B.1. Encourage the modernization and development of the tourism industry by reconstructing old and new enterprises, improving the quality of their services.

B.1.1. Elaboration of measures on old reconstruction and construction of new hotels, tourist complexes, boarding houses and improvement of service quality.

1.1.1. In order to make the process of reconstruction and development of hotels, tourist complexes and treatment centers the quality of their services must be improved, the following requirements must be met in order to achieve this goal:

- Ensuring a minimum set of tourist services: accommodation + food;
- Ensuring the level of comfort of the European classification system "STARS";
- Expanding the range of services by organizing excursions, animation, sports, recreation, entertainment and creating a certain material base: swimming pools, tennis courts, skating rinks, barbecues, playgrounds, transport for excursions and transfers, rental of tourist equipment, boats, bicycles, ATVs etc.;
- Introduction of new methods of treatment and active rest in sanatoriums;
- Arranging road access to tourist facilities and guest parking spaces.

1.1.2. In the Carpathian region of Chernivtsi, the construction of important objectives, such as:

- Ski resorts with heights of 300-600 m, with networks developed by trails of varying degrees of difficulty and a length of at least 10 km, chairlift and trailer lifts;
- Sport tourism centers - the starting and ending point of radial and circular routes, resting points on linear routes of varying degrees of difficulty (hiking, cycling, aquatic, etc.).

1.1.3. In the Nistru area, the construction of important objectives such as:

- Water park in the Nistru river reservoir area, which has a large surface of water and beaches;
- Rental center for boats, yachts, water scooters and an aquatic infrastructure developed for water sports;
- Military thematic theme park in the Hotin area with exhibits from the museum, animated programs, sale of weapons and armor etc.

1.1.4. The construction of new hotels, motels and recreation facilities should be supported in Chernivtsi:

- 3-star and 4-star hotels, stylized "Vienna Secession", with a capacity of at least 200 seats, located in the central part of the old town;
- Motels near Chernivtsi city;
- Aqua park near the Prut River.

1.1.5. Developing measures to improve the quality of services provided by rural pensions:

- Ensuring a minimum set of tourist services: accommodation + food;
 - Styling of traditional buildings and courtyards in rural areas; The introduction and sale of handicrafts, sovereigns, folk crafts;
 - Submission of cooperation efforts between owners of agro-touristic pensions in order to create a common recreational infrastructure: the creation of a playground or sport, a horse-riding place, a swimming pool or fishing pond etc.;
 - Introduction of excursion and animation programs that attract tourists to holidays, national rituals and fieldwork (hay, apiculture, grazing, etc.).
- B.1.2. Developing policies to create a network of receptive tourists to promote the tourism potential of the region.
- 1.2.1. Developing work measures and cooperation with regional tourism operators, which could promote and distribute local tourism products on the national and international market, including through the Tourist Information Center of Cernivtsi, Vijnîța and Hotin.
- 1.2.2. Establishing cooperation with top tour operators from the regions of Ukraine.
- B.2. Improve the accessibility of transport to the main tourist destinations in the Chernivtsi region.
- B.2.1. Improving the railway, road and air links of the city of Cernivtsi as the main junction between the region and important tourist markets.
- 2.1.1. Changing the legislation in force to lift the monopoly of aviation routes in Ukraine and the opening of Chernivtsi International Airport, as a result, the low-cost European airlines will enter the Ukrainian market.
- 2.1.2. Organization of buses (transfer) with the Kamenets-Podolsk station, the circulation of buses to be in line with the train program concerned.
- 2.1.3. Take measures for the reconstruction, construction and maintenance of the main highways between Cernivtsi and other regions as well as with Romania, and also with the central bus station of the city.
- B.2.2. Improve the accessibility of transport in the tourist localities and the objectives of the region by reconstructing the old ones and constructing new highways and access roads.
- 2.2.1. Take measures to improve the state of roads connecting Chernivtsi with the tourist attractions outside the city.
- 2.2.2. Taking measures for the reconstruction and development of the communication channels of the Dniester and Carpathians in the Chernivtsi region:
- Entrances to the Repuints and Dorosivts and villages in Hotin, Voronovitsk and Nistru reservoir;
 - Performing works for the fortification of banks and bridges on the Vijnîța-Putila section;
 - Performing activities to improve the quality of motorways and roads leading to tourist attractions in the following areas: Vijnîța - Putila - passing Șurdin - Beregomet - Vijnîța, Vijenka - passing Nimcici - Rostoki and others;
 - Creation of a mountain road from the village of Baniliv-Pidghirmii through the Mocerka crossing to the Dolișni Șepit.

V. THE STRATEGY MONITORING SYSTEM



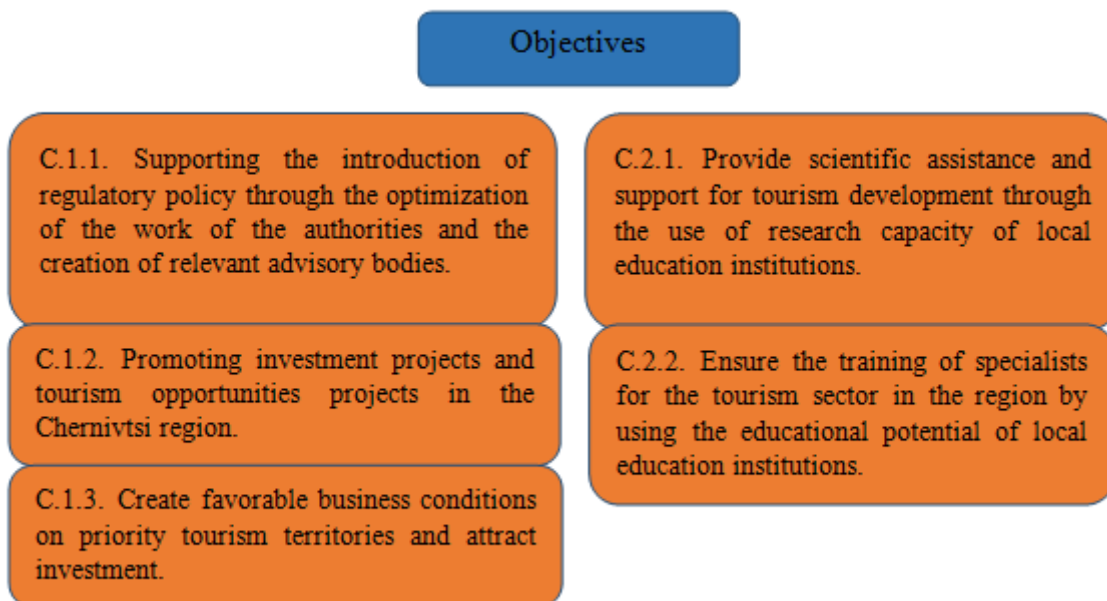


Figure 3. The strategy monitoring system

- C.1. Support through political regulation, attracting investment and creating a positive business environment.
- C.1.1. Support the implementation in the tourism sphere of an effective regulatory policy by optimizing the work of the government and creating the relevant advisory bodies.
- 1.1.1. Optimizing the structure of the government in order to create appropriate divisions in the tourism sphere and establish communication links between them.
- 1.1.2. Increasing the effectiveness of the Chernivtsi Regional Government Coordinating Council, introducing the organization of "roundtables", press conferences and forums with government, business and academia representatives to solve the current issues of tourism development.
- C.1.2. Supporting the promotion of investment projects and tourist opportunities in the Chernivtsi region.
- 1.2.1. Establishment of cooperation with international organizations representing the interests of investors, including "Ukrinvest" to promote abroad the investment opportunities of the Chernivtsi region in the field of tourism.
- 1.2.2. Create a multilingual presentation of the region's investment opportunities and take measures to spread to specialized sites, national and international forums and exhibitions, including with the help of "UkrInvest".
- 1.2.3. Positioning the region as an attractive investment object through web resources and the media.
- C.1.3. Create a favorable business environment in priority tourism areas and attract investment.
- 1.3.1. Creating an electronic database of free land and existing tourism infrastructure, providing free access to this database to potential investors.
- 1.3.2. Looking and attracting investors, developing and implementing a system of incentives for investors. Providing services to create favorable conditions for business activity in priority areas of tourism development.
- C.2. Ensuring scientific support and support for tourism development, training of tourism sector specialists.
- C.2.1. Ensuring scientific support and accompanying tourism development through the use of research capacity of local institutions.
- 2.1.1. Creating within the consultative body the "Tourism Coordinating Council" - "The Scientific Tourism Development Center", whose competence includes the prioritization and coordination of scientific research in the field of tourism, including:
- Establishing and implementing procedures for the classification and evaluation of tourism resources, their protection, conservation, restoration and order of use, taking into account the maximum admissible tasks on the cultural heritage and the natural environment;
 - Developing project proposals with programs focused on tourism development, determining licensing conditions, qualification requirements for industry professionals, and improving their training.
- 2.1.2. Introducing the practice of organizing "round tables" between representatives of tourism business and scientists, with the aim of presenting scientific discoveries and the possibility of putting them into practice.
- C.2.2. Ensure the training of specialists for the tourism sector of the region by using the educational potential of local higher education institutions.
- 2.2.1. Improving training programs on tourism professions, bringing them closer to the needs of the tourist companies in the Chernivtsi region, and providing internships for students.

2.2.2. Permanent assurance of the process of learning, training and professional development in the tourist sector of the region (hotel and restaurant staff, museums, excursionists, animators, managers of tourist complexes, pensioners, etc.).

3.3.3. The strategy monitoring system

The outcome of successful implementation of the tourism development and promotion strategy in the Chernivtsi region will be measured by positive economic and social changes achieved through the implementation of strategic objectives and concrete tasks. The strategy is approved by the Chernivtsi Regional Council and may be adjusted as circumstantial changes such as changes in the legislation in force occur. In order to implement, monitor and evaluate the strategy, a monitoring committee will be set up as part of the consultative body of the State Regional Administration "Tourism Coordinating Council", whose tasks will include:

- Implementing measures to identify progress (achievement of strategic objectives) - monitoring;
- Analysis of the results of the activity, which is carried out in accordance with the evaluation strategy;
- Recommendations of contractors regarding the introduction of appropriate changes and changes in strategy: policies, mission, procedures, evaluation plans and others.

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