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TOWARDS AN INTEGRATED MANAGEMENT STRATEGY FOR HERITAGE, AIMING FOREIGN AUDIENCES

Alexandra ZBUCHEA^{*}, Monica BIRA^{**}, Silviu ANGHEL^{***}, Adina BORONEANȚ^{****}

Abstract. *Contemporary heritage management has shifted the attention towards the larger public, which is increasingly more relevant in taking decisions related to what heritage to valorize, how to put it under focus, and how to use it as value-creator. Nowadays we talk about the restitution of heritage to communities - by recovering its "memory", a community can better understand the present and benefit of its resources for further complex development. In this new framework, our study investigated the options of museums and heritage sites to more effectively manage their organizations, to make them for appealing to the wider public in general, to foreign tourists in particular. The present article comprises two parts: the first one explores the existent literature regarding cultural heritage sites as tourist attractions and the established typologies of cultural tourists. Also, it takes a look at the management of cultural heritage having in mind tourists (domestic and foreign), and at the implications that conservation, authenticity, and partnership might have on cultural sites, the neighboring communities and their immediate environment. The second part presents the main results of an online survey that explores tourists' visiting habits while abroad, their motivations and the relationship between the tourists' representations of museums and heritage sites, and their actions (e.g. visiting). Drawing both on the existing literature and the results of the survey, we propose a series of recommendations for boosting the number of museum and heritage sites visits amongst foreign audiences.*

Keywords. *Cultural tourism, cultural heritage management, museums, museum marketing, tourists as museum goers.*

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“TOURISM” AND “COUNTRY” IN PLACE BRAND THEORY AND PRACTICE

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Abstract. *The first industry reaching its worldwide dimension is tourism: in 1998, the tourists' number amounted to 625 million and this number is estimated to reach up to 1.6 billion by 2020, as result of “the hedonistic dimension” of consumption in which the leisure time activities are more and more important. Tourism offers the direct contact, the inner personal experience of the individual with countries, cities, and regions, generally referred as “places”. On the other hand, due to the rush for competitiveness, a new solution for business development has emerged – the relocation. Countries, cities, and region in search for investors any other kind of resources have determined the emergence of a new theory and practice – the place brand. There is no final definition of “place brand”, but it is unanimously accepted that place brand is the application of commercial brand strategy to places (countries, cities, and regions). These places and the tourism have in common certain elements (landscape, tradition, history, culture, people). Dealing with the same (apparently) values, tourism brand, and country brand are often confused, interchanged or synonyms. This paper aims at putting these two concepts side by side and draws the (very fine) line that separates them assigning, at the same time, their proper role in the new (and great) theory and practice of place brand. This paper is focused on two directions. The theoretical direction refers to the conceptual delimitation between tourism brand and country brand. The applicative section is focused on presenting the current status of tourism brand and country brand in Romania and the other CEE countries, as well as in presenting Romania’s position in relation to its competitors, respectively the other CEE countries from those two brands’ point of view. On the other hand, this paper could be considered relevant to the practitioners because it offers a start point for the further and proper practice of tourism and country branding. The research will benefit from the literature review in tourism and country branding, as well as, from secondary data analysis of reports, statistics and other publications on this topic. The conclusion of the paper is that tourism brand should be considered a component of a larger and more complex strategy – the country branding. Also, the paper insists on the fact that the tourism brand is the most accessible communication mean about a country; that is why it should refer to other aspects, too, not only to what traditionally and implicitly is included in this concept, but to have in view other values and attributes of the country that may (or even must) make the country more appealing to investors, residents or any other resources. The hospitality and rural environment, with the wild (untouched by human) landscape, are not enough for any of those two brands.*

Keywords. *Consumption; country brand; place brand; tourism; Romania; CEE countries.*

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ACCESSIBLE TOURISM CHALLENGES AND DEVELOPMENT ISSUE IN TOURIST FACILITIES AND ATTRACTION SITES OF AMHARA REGION WORLD HERITAGE SITES, ETHIOPIA

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Abstract. *Tourism is believed to be a tool for accommodating individuals with different needs. But, it is still far from entertaining the interest of peoples with limited ability. For such shortcomings, accessible tourism can be taken as the best remedy. The aim of this study is to evaluate accessible tourism challenges and development issues at hotels and attraction sites. Based on the assessment most of the tourist standard hotels have tried to fulfil basic accessibility facilities like ramps, telephone, accessible drop-off area, etc. On the other hand, most of them have failed to fulfil elevators, pushchair, shower chair, bed risers etc. From the attractions assessment, compared to the Royal enclosure of Gondar, the Rock hewn churches of Lalibela are trying to improve the site and are constructing facilities in and around. Generally, there are efforts to make tourism accessible in Amhara Region; but, still, there is a lot to do.*

Keywords. *Accessibility, disability, limited ability, tourist facility, attraction.*

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MANAGEMENT CONTRACTS IN THE LODGING SECTOR: THEORETICAL ISSUES AND RECENT DEVELOPMENTS

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Abstract. *This paper aims to analyze a managerial and organizational formula, which has become widespread in the hospitality business during the past decades: the management contract (the expression "management agreement" is commonly used too). Hotel groups have proved management agreements (along with franchising) as an effective managerial tool for their growth strategies. As a consequence, currently a significant proportion of hotels is run through formulas different from traditional owning property. Hotel brands, owners and management companies have shaped permutations and combinations of operating models that, suitably employed can increase profitability (HVS, 2015). This paper provides an overview of the academic literature on the topic, starting from the first noteworthy contributions of Eyster in the 80s and 90s (Eyster, 1980, 1993), discussing the use of management contracts in the lodging sector. The review of academic contributions regarding general economy directions, theoretical frameworks and sectorial applications is integrated with the analysis of the annual reports of some leading hospitality groups and by the examination of sectorial business surveys drafted in the past decades (HVS, 2007, 2013, 2014, 2015; Jones Lang Lasalle Hotels, 2001).*

Keywords. *Management contract, management agreement, hotel operating formulas.*

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