



## Lesson learnt from Innovation in Nature Based Tourism Services

# INNO NATOUR

Lesson learnt from  
Innovation in Nature Based Tourism Services

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## Introduction

The European Union gives a main role to the research, development and innovation domain (RDI) for consolidation of the competitiveness and for the economical growth. Changes occurred in technology and society demands introduce changes in traditional higher education, quality being seen as a knowledge generation in academia nowadays. These developments will be within a socio-economic and demographic context which itself is being called into question. The social sciences, by their nature, enable us to include the way in which the societies are organised and governed and how they evolve and change. They also provide us the opportunity of identifying the factors which contribute to the social, economic, political and cultural change. Social research can supply solutions, for example, to the questions concerning the changing living conditions, current economic trends and migratory flows, changes in work, and in the roles of men and women, population trends, the need to have new forms of governance, etc. It therefore plays a fundamental role in the formulation and implementation of policies at all levels, including the European level.

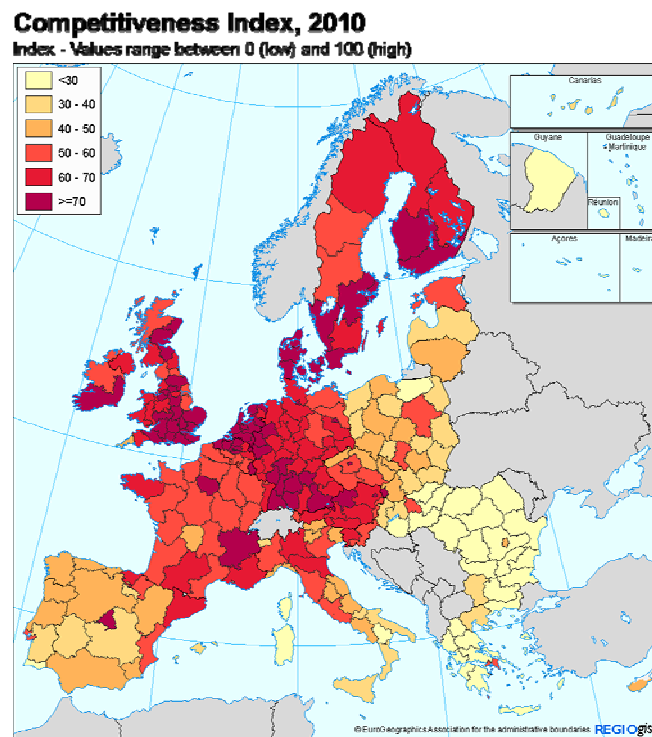
2009 has been dedicated to Creativity and Innovation according to European Union (<http://create2009.europa.eu/>). The European Year of Creativity and Innovation has the objective to raise awareness of the importance of creativity and innovation for personal, social and economic development, to disseminate good practices, stimulate education and research, and promote policy debate and development.

Over recent years, OECD work on regional competitiveness addresses both the measurement of regional performance through statistics and policies to address key factors that can improve the competitiveness of regions. OECD studies have focused on the significance of regional specialisation and clusters including a benchmarking of national cluster policies and of regional innovation strategies. Regional competitiveness is a key theme in the OECD's territorial reviews and analysis of urban and rural development policies (OECD 2011).

In 2010, the European Commission developed a new regional competitiveness index in the context of the European Commission's 5<sup>th</sup> Report on Economic, Social and Territorial Cohesion (European Commission 2010). It is based on a total of 11 sets of indicators covering institutions; infrastructure, health, quality of primary and secondary education, higher education and lifelong training, labour market efficiency, technological readiness, market size, business sophistication, innovation, and macroeconomic stability. Measured against the background of the level of development of regions, the index suggests that

- in less developed EU regions, factors such as education, basic infrastructure, good governance, and the quality of public health care have a strong influence on economic development;
- in the medium stage of development, an efficient labour market, tertiary education and good access to markets are important;
- in the most advanced economies, business sophistication, technological readiness and other factors contributing to innovation are important.

As indicated on the map below, overall competitiveness is highest in the Nordic regions, in South-East England, in the Netherlands and in Southern Germany. In some member states such as Belgium, Spain, Portugal, Italy and Greece, differences in competitiveness between regions are large, and in most countries, whether more developed or less developed, the capital city region has the highest competitiveness score. These results emphasise the fact that competitiveness has a strong regional dimension.



In EU there are still maintaining significant differences between the state members. In spite of intensive research work and new knowledge on innovation, and on knowledge transmission in Nature Based Tourism Services, there is lack of educational courses and curricula in regular higher education in this topic. Especially, there is a lack of professional master level education, focusing on creation and implementation of innovations and entrepreneurship related tourism area.

Nature-based tourism can broadly be defined as tourism, with main activities related to nature. It is a growing industry sector providing new sources of livelihood to diversify the traditional rural economics, namely agriculture and forestry. The income generating form nature tourism typically remains in the rural regions, it usually requires strong local knowledge base and the sector is labor intensive, which characteristics make it especially interesting in respect of rural development.

Identifying the nature of innovation in tourism entails looking for features that are either shared with or distinct from those of innovations in other service industries, but it also entails comparisons with the more general models found in manufacturing. In addition, issues arising in agriculture may shed some light as well.

However, even though the nature-based tourism sector is growing rapidly in many respects in Europe, the level of innovations (both product and process innovations) in nature tourism and recreation services has not been reported as very high (see e.g. Nybakk et al. 2005, Rametsteiner et al. 2005). This brings out the question, if the possibilities and opportunities have been recognised and utilised in all their potential. The competition in the nature tourism is increasing concerning especially foreign niche customer groups. The innovativeness is an important element in the competitiveness of companies and has been seen as one of the indicators of the future development of the sector (e.g. Rametsteiner et al. 2005).

In creating new ideas and opportunities, the role of key actors and co-operation partners is essential. Those actors, who have the knowledge and access on nature resources, play very important role. In European context nature-based tourism utilizes typically forests in some form and in many cases the forest areas are not owned by the entrepreneurs. This brings out not only the

questions of property rights but also the one of combining the interests of user groups of the forest areas (Matilainen and Lähdesmäki 2009). Equally important role have those actors, who have the “access to customers” in the marketing channels. For a nature-based company to be able to combine these different types of information and actors to cross-sectoral networks and co-operation is essential, and it provides a big challenge to the sector especially in small and micro company level (see e.g. Rametsteiner et al. 2005, Luostarinen 2005, Lunnan et al. 2005). The important questions in order to support innovation activity in nature-based tourism sector are, how simultaneously guarantee the access to the needed natural resource (in this study forest areas) and to the customers, organize the business activities effectively and to combine the interests of different stakeholder groups, both local and wider, for the use of forest areas in order to successfully generate and develop the nature-based tourism sector as part of rural economics.

In tourism, small operators in particular are more sensitive to competition from their partners than to the benefits of working together. Most of the collaboration tends to involve destination marketing driven by territorial authorities.

In order to overcome these problems, the small and micro size companies have to find successful networking and co-operation strategies. Typically rurally located nature-based tourism companies form complex co-operation relationships to ensure their activities, and are continuously developing this co-operation, without which their companies would extinct. In addition especially in rural regions the social sustainability of business activities plays an important role in success of the company.

Professional Master level education and PhD studies are at starting stage in Europe; many institutions have just started or are going to start the programmes. There is need for interdisciplinary education which emphasises co-operation and networking at second cycle level. Also the involvement of enterprises and working life in general is necessary in the education. At present, the link between education and professional training, innovation and correct stimulation of economic development on one hand, and the amount and level of economic growth, on the other hand, becomes increasingly obvious.

## Description of the project

The application of lifelong learning concept brings benefits to the society, the companies, the institutions and the persons, as a result of their competitiveness growth; for making the public to be aware of the benefits of the lifelong learning and for enforcing the cooperation between the education structures and the businessmen community, the year of 1996 was declared The European Year of al Lifelong Learning (The Decision no. 95 / 2493 / CE). As a result of Communication “Let’s make the lifelong learning being real in the European space”, the lifelong learning has become the leading principle for the development of education and professional formation politics” ([ec.europa.eu/education/policies/lil/life/what\\_islil\\_en.html](http://ec.europa.eu/education/policies/lil/life/what_islil_en.html)).

The access to lifelong learning for all EU citizens is regarded as the fundamental principle of the national education and professional formations systems. All of the EU member states recognize the fact that the modifications occurred in conditions, frame and nature of the work necessarily impose the application of the lifelong learning concept, respectively learning and information from the individuals, companies, institutions, society and the all economy sides.

After Lisbon, Stockholm and Feira European Council, in the present they overtake to the Memorandum on Lifelong Learning, having certain strategic objectives ([ec.europa.eu/education/policies/lil/life/what\\_islil\\_en.html](http://ec.europa.eu/education/policies/lil/life/what_islil_en.html)): the construction of public-private partnerships (between companies, universities, schools, NGO-s, research centers etc.); the resources augmentation for education (both from the state and from the private sources for reaching 7-8 % from GDP); the access facilitation to education for all, inclusively by consolidation of some local centers/universities that offering learning.

The course is designed for undergraduate and postgraduate students in the field of business, tourism, and environmental sciences and related disciplines. The second IP course was held at “Stefan cel Mare” University of Suceava, Romania, from 16 - 27 May 2011.

The main aim of this IP was to improve the multilateral cooperation between higher education institution, to increase the volume of student and teaching staff mobility and on the other hand to transfer the knowledge on innovation, innovation management and entrepreneurship straight from research into the education by means of organizing a practical educational course, and by working with real world cases. The transfer targeted tourism enterprises sector and constituted a positive input to the improvement of regional innovation processes in European areas. The Erasmus IP followed to increase the degree of transparency and compatibility between higher education and advanced vocational education qualifications gained in Europe: in Finland, Italy, Austria, Slovakia, Bulgaria and Romania.

The secondary aim of the IP was to develop and test new curriculum and teaching materials in the topic of Innovations and entrepreneurship in nature based tourism services in Europe, addressing therefore the need of improving educational supply on the topic.

The IP course brought together students from six European countries: Finland, Italy, Austria, Slovakia, Bulgaria and Romania. The countries were selected according to their innovation level, so within this IP was pursued the knowledge transfer and the experience exchange between countries with different levels regarding innovation. In this context, the IP allowed members of the teaching staff to exchange views on teaching content and new curricula approaches. The partner institutions involved in this IP course were: Savonia University of Applied Sciences from Finland, University of Natural Resources and Applied Life Sciences from Austria, University of Forestry from Bulgaria, Technical University in Zvolen from Slovakia and University of Padova from Italy.

Also, there were involved 4 enterprises from Romania, in the field of tourism services, which collaborated in providing information and support, being selected as innovative enterprises for the real world studies, and which were analyzed by students during the IP. Firms innovate in a variety



of ways. They may engage in intensive in-house research activities aiming at the creation of new products or processes, or they may rely more heavily on external knowledge and imitative research projects. Firms can acquire external knowledge through formal collaborations with other firms or university research labs, informal knowledge transfer, or embodied technology transfer through the acquisition of machinery and equipment. Each of these activities may still require some R&D investments. However, in this case the aim is not to create new knowledge but to enable firms to absorb external knowledge and technologies. These aspects have been explored in this Erasmus IP Project.

Each enterprise had to nominate one member, which stayed in contact with students during the IP, participated at three meetings with students and offered information regarding the enterprise. The enterprises were: Bucovina Tourism Association, Leagănul Bucovinei, Kaiser Allee, Inima Bucovinei pension.

The main activities of the IP were divided in three stages:

Stage I: Students had to prepare an innovative case study from their own country

Stage II: 11 days of intensive course in Suceava, Romania: intensive course on special domains, work groups activities, field trips, excursions.

Stage III: Each student finalized his case study report. The final project was presented to the company that represented his case study.

The participation and successful completion of the course gave a student 10 ECTS credits. 3 ECTS were from the contact course, 4 from the case study prior to the course and orientation and reporting gave 3 credits each.

The **web page** of the IP course: [www.innonatour.usv.ro](http://www.innonatour.usv.ro)

## Students of the 2010-2011 Erasmus IP

No.	Name	Country
1.	Leena JALONEN	Finland
2.	Katri Helena TANNINEN	
3.	Elena TEUTSCH	Austria
4.	Rudi PRAMPARO	Italy
5.	Andrea LEONI	
6.	Giacomo CRUCIL	
7.	Francesca SAVIO	
8.	Giulia ROVEA	Bulgaria
9.	Stefaniya VALCHEVA	
10.	Gabriela Zdravkova KUTEVA	Slovakia
11.	Alena MARTINKOVA	
12.	Michal MIKLOS	
13.	Veronika MIZERIKOVA	
14.	Barbora PECIKOVA	Romania
15.	Andreea CHIRILĂ	
16.	Adriana DOCHITĂ	
17.	Florin SÎRGHI	
18.	Viorel SULEAP	
19.	Andrei TRISCIUC	
20.	Alexandru TODOSI	

## Lecturers, Tutors and Experts of the 2010-2011 Erasmus IP

No.	Name	Country
1.	Davide PETTENELLA	Italy
2.	Magdalena PICHLEROVA	
3.	Renata CIHLAROVA	Slovakia
4.	Kaarina KANTELE	
5.	Kati Johanna ULVILA	Finland
6.	Carmen NĂSTASE	
7.	Carmen CHASOVSCI	Romania
8.	Angela ALBU	
9.	Mihai POPESCU	
10.	Laura BOURIAUD	
11.	Liviu NICHIFOREL	
12.	Liviu SCUTARIU	
13.	Otilia ALBU	
14.	Iulian CONDRATOV	
15.	Alina HODOROABĂ	



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Davide Pettenella is associate professor at the University of Padova (Italy) where is teaching forest economics. He has worked extensively in forest products and services marketing, with a special focus on Corporate Social Responsibility and the ethical aspects connected with public institutions role in regulating the forestry sector (illegal logging and FLEGT, ENA-FLEG, flexible mechanisms, PES, REDD+, ethical finance,...). He has published more than 300 papers in the field of forest economics and marketing as a result of research activities and field works carried out within programs financed by the European Commission, FAO, European Forestry Institute, World Bank, and by Italian institutions.

Link to his web site: [www.tesaf.unipd.it/pettenella](http://www.tesaf.unipd.it/pettenella)



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#### **Position**

- *Vice-dean for foreign relations*, Faculty of Ecology and Environmental Sciences
- *faculty ERASMUS coordinator*
- *Lecturer, doctor*, Technical University in Zvolen, Faculty of Ecology and Environmental Sciences, Department of Landscape Planning and Design
- *Executive Editor of Ecological Section*, Acta Facultatis Ecologiae, Faculty of Ecology and Environmental Sciences, scientific peer-reviewed Journal, ISSN code 1336-300X

#### **Current activity**

At present focused on tourism and landscape development and interactions; interest specialized in the advancements in the scientific and interpretative tourism and its relationship with natural, cultural and industrial heritage; participation on the inscription of the Primeval Beech Forests of the Carpathians on the World Heritage List in 2007 by developing schemes for soft tourism utilization of the properties inscribed; took part in a project funded by the Foreign Commonwealth Office (FCO) for the dynamic visualization of landscapes' natural history;

Since 2000 a project manager with the Center for Scientific Tourism in Slovakia (abbr. CVTS, more on [www.ecosystems.sk](http://www.ecosystems.sk)) where had a chance to participate in its cooperation with the Yorkshire Dales National Park based on the Dales Millennium Trust activities.

**Areas of interest**

Tourism potential and landscape use for tourism, forms of tourism, world cultural and natural heritage as well as one of Slovakia, management of sites on the list of UNESCO world heritage, advanced methods used to determine recreational potential of the area, hydropedology

**Other information**

A graduate from the Faculty of Ecology and Environmental Sciences at Technical University in Zvolen, Slovakia, PhD. in the field of hydropedology, completed 1-year study stay at the University of North Wales in Bangor, at the School of Agriculture and Forestry Sciences where she was mainly concerned with ecological studies. Since graduation she has been an assistant professor at the Department of Landscape Planning and Design at the Faculty of Ecology and Environmental Sciences of the Technical University in Zvolen. Her favourite leisure time activities are travelling, hiking, reading and taking pictures. She brings up her 6 years old daughter Eva Magdalena with her husband, Viliam.

**Renata CIHLAROVA**

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**Current activity:**

PhD student in 2nd year, I am focused on implementation of European landscape convention /Florence, 2000/ issue in order to maintain the values of landscape as our common heritage. More specific I am concentrated on historical landscape structures in areas with scattered settlements

**Areas of interest:** landscape protection, management and planning, historical-cultural aspects of landscape, rural development, gardening, architecture, geographical information systems, graphic design, photography.

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Kaarina Kantele has been involved in tourism business over 20 years. Her career includes several managerial positions in leading Finnish travel agencies and hotels with special emphasis on incentive travel to and from Finland. The last few years Kaarina has worked as Principal Lecturer at Rovaniemi University of Applied Sciences and as Visiting Lecturer at Savonia University of Applied Sciences. Her special task at the Universities concerns Incentive and Event Travel as well as Hospitality Management. Kaarina has also been invited as speaker in Scandinavia and Estonia for several incentive-seminars organized and sponsored by SITE Chapter Finland. Her dissertation for PhD (University of Lapland, Rovaniemi Finland) on the subject "Incentive travel to Finnish Lapland – an Analysis of the creation and development of a business" was published year 2006.



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#### Current activity

- *Associate professor doctor*, University of Suceava, Faculty of Economics and Public Administration, Department of Commerce and Tourism
- *Scientific Secretary*, Faculty of Economics and Public Administration
- *Editor in chief*, The Annals of the Stefan cel Mare University, Fascicle of the Faculty of Economics and Public Administration, Journal classified by CNCSIS in the B+ Category, CNCSIS code 825

Trainer certificate of CEFE International-Competency based Economies through Formation of Enterprise (2004); Certification of Quality manager/Service, CERTQUA Management Bonn (2006); Certification of Auditor/Service, CERTQUA Management Bonn (2007); ARACIS Evaluator (Romanian Agency for Quality Assurance in Higher Education), Specialization *Management* (from 2007); CNCSIS Evaluator (The National University Research Council), Specialization Economics, *Management* (from 2007); Expert - ACPART (National Agency for Qualifications in Higher Education and Partnership with Economic and Social Environment) (from 2007).

**Areas of interest:** Economics, Microeconomics, Entrepreneurship, Tourism area



#### Carmen CHASOVSKI

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Carmen has graduated in tourism and has a PhD. Title in Human Resources Management. The main competences are in the domain of tourism, management, tourism development through participatory approach, strategic development and entrepreneurship. Carmen published several books in these fields and attended to several professional programs and scholarships in Japan, Germany, Italy and Austria. She worked since 2001 as consultant for tourism for GTZ (German Organization for Technical Assistance), as trainer for different organizations in Romania (ANAT- National Association of Tourism Agencies, ANT – National Tourism Agency, BRMC – Romanian Stock Exchange Unit) and attended as invited key speaker at different international events as for example SEE Consultancy Network Conference in Croatia, Danube Competence Center in Serbia and many others. Today Carmen is associate professor at University of Suceava.

Trainer certificate of CEFE International-Competency based Economies through Formation of Enterprise (2004); Certification of Quality manager/Service, CERTQUA Management Bonn (2006); Certification of Auditor/Service, CERTQUA Management Bonn (2007); member in national certification body for Ecotourism in Romania (since 2006), Certified Trainer in Belbin Methodology (since 2008); Editor of 3 scientific revues.


**Laura BOURIAUD**

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**Current activity**

- *Associate professor, PhD*, University of Suceava, Faculty of Forestry
- *Scientific Secretary*, Faculty of Forestry

Project manager for partner USV in FP7 MOTIVE (Models for adaptative forest management in Europe); coordinator for USV contribution to the European Forest Institute Regional Office Vienna (EFICEEC); reviewer for Small scale forestry journal (Springer), Forest Policy and Economics (Elsevier); reviewer and member of the scientific committee of Annals of Forest Research (CNCSIS B+) and Spanish Journal of Rural Development (Universitatea Santiago de Compostela, Spain); teaching in Forest law and Forest policy (Bachelor level) and Particularities of management in forest sector and Management of human resources (Master level).

**Areas of interest**

Policy formulation, innovation and research policy, forest contractors and entrepreneurship in forest sector, property rights on forests, illegal logging, science/police interface, private forestry, public regulation, governance, forest law.


**Mihai POPESCU**

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Ph.D. in Economics, specialization Management, title obtained at the University of Craiova in 2005. He has a Master's degree in Management at the University of Suceava, Faculty of Economic Sciences and Public Administration, 2005. One of his bachelor's degree in Administrative Sciences was obtained in 2002 at the University „Stefan cel Mare” of Suceava, Faculty of Economic Sciences and Public Administration and the other, in Economics, was obtained in 1998 at the same University of Suceava.

Specializations made abroad: He is continuously preoccupied by his self professional development and thus he attended three trainings, two in Finland (Oulu, 2009 and Iisalmi, 2011 ) and one in Zvolen, Slovakia (2010).

Scientific activity: He is collaborator, co-author of 5 books and 9 university courses. Mihai Popescu published more than 35 studies in specialized journals or presented them at various scientific conferences and published in their volumes. One of these studies is ISI, 15 showed up in CNCSIS B+ publications and 6 are indexed in international databases.

He is also member in the research team of 7 grants and research contracts, member of The General Agency of Romanian Economists, branch of Suceava and member of The Romanian Society of Statistics, branch of Suceava.

**Alina HODOROABĂ**

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**Current activity:**

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**Areas of interest:** Economics, Entrepreneurship, Tourism

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**Current activity**

- *Teaching Assistant PhD. Student*, „Stefan cel Mare” University of Suceava, Faculty of Economics and Public Administration, Department of Economy and Tourism
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**Areas of interest**

Economics, Microeconomics, Macroeconomics, Tourism, Regional Development.



# **RESULTS OF THE ERASMUS IP INNO NATOUR 2010-2011**

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## **DESCRIPTION OF THE CASE STUDY ENTERPRISES**

## Bucovina Tourism Association

Bucovina Tourism Association is a Nongovernmental Organization, founded in 2001 from a German project for economical development. Its members are enterprises involved in the tourism business, such as hotels, restaurants, tourist agencies, pensions, handicrafts etc. Nowadays, B.T.A. is composed by 37 members: hotels, pensions, agro tourisms, restaurants, tourism agents, local administration representatives, cultural, scientific and religious personalities, and it has five partnerships with travel agencies and two with local associations.

The main goal of the Association is to promote Bucovina as a tourist destination and to distribute advertising materials at national and international fairs. Their aim is to increase the number of tourists in Bucovina and make the area more attractive at national and international markets.

## Leagănul Bucovinei

The hotel is located in Romania, region Bucovinei, city Suceava. The firm is established in 2003. Legal form of the enterprise is limited liability company, family managed business. The location is only 2.5 km from the city centre but in the same time situated in the green and residential area of the city. They have 8 rooms and 1 suite, with en-suite bathroom, shower, hot running water 24h. There is complimentary Wi-Fi Internet access for all the guests. They have also a small library for the guests. Parking is available within the inner premises and is secure. They have lovely garden with apple trees and barbeque.

The hotel is offering accommodation and restaurant services around the year. The restaurant of the hotel offers delicious and generous menu, with traditional meals. You can also arrange the Birthday parties and weddings in the beautiful garden and in the restaurant. The Leagănul Bucovinei is offering work for 5 persons (2 directors, 1 manager, 1 chef, 1 roomade + 1 external accouter)

## Kaiser Allee

Kaiser Allee Cabana is situated in the forest of Voievodesei nearby many touristic cultural trails such as Monastery of Sucevita, Putna, and Bogdana Church in Radauti. It is accessible by car from Suceava (50km), by train (the nearest railway station is Radauti) and by plane (Suceava Salcea airport 44km distance).

The Kaiser Allee Cabana was build in 2009 with European Union funds called SAPARD which are pre-adhesion funds. The owner obtained 100 000 euros from the EU and he invest the same amount by himself. He has to be partner with the institution which provided 50% of the amount of money for a 5 years period. He will become entirely the owner after another 3 years. The land was property of owner's family, he didn't buy it.

## Inima Bucovinei pension

**Inima Bucovinei pension** is located in Bukovina, a region of the northern part of Moldavia, one of the three historical provinces of present-day Romania, the other two being Wallachia and Transylvania. Between 1775 and 1918, Bukovina was part of the Austro-Hungarian Empire and was called, in German, “Buchenland” (Land of the Birch Trees) or “die Bukowina”. Nowadays, the Romanian Bukovina comprises only the southern part of the historical province, as its northern part belongs, since World War Two, to Ukraine. The area of Bukovina is 3302.5 sq mi (8553.5 sq km). It is home to the largest volcanic massif in Romania, Calimani (height: 6896 ft. / 2102 m), which is neighbor to a spectacular array of mountain ranges called “Obcini” or “Obcinile Bucovinei” (max. height: 3608 ft. / 1100 m).

The pension was founded in 2006. The pension is situated in a beautiful landscape, at the edge of a fir forest and next to a brook, on a 5.4 acre (2.2 ha) entirely open to its visitors. The building stands for the perfect combination of contemporary and traditional styles. The atmosphere within and around it makes each moment spent at the **Inima Bucovinei** unique. The rich fauna and flora surrounding the hotel will present you with images that are hard to forget and will make you want to return time and again.

**Inima Bucovinei pension** is localized in Frasin, Suceava county, Romania. At 50 km from airport of Suceava.

# FINAL REPORTS OF THE WORKING GROUPS

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## Bucovina Tourism Association

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### WG1 - Innovation in Business Tourism Services

Leena Jalonen - Finland

Andrea Leoni - Italy

Veronika Mizerikova - Slovakia

Barbora Pecikova - Slovakia

Alexandru Todosi - Romania

Otilia Albu - Romania

#### 1. The case study

Founded in 2001 by the Ministry of Tourism, Chamber of Industry and Commerce of Suceava, Bucovina Tourism Association is an agency that offers the beauties of nature and traditional culture of this wonderful region.

This company offers information and makes promotions of Bucovina's area and it's born during the IBD program: it was a German program that promoted employment and labour force in Romania.

Due to this German program the first concrete action was editing German tourist brochures and, in second time, English ones.

Nowadays, B.T.A. is composed by 37 members: hotels, pensions, agro tourisms, restaurants, tourism agents, local administration representatives, cultural, scientific and religious personalities, and it has five partnerships with travel agencies and two with local associations.

The legal form of association is a NGO, No-Governmental Organization.

The main goal is to **promote** and **develop** tourism in Bucovina and the association's objectives include:

- **Developing:**
  - a database of sightseeing in Bucovina
  - a strategy for promoting tourism in Bucovina
- **Attracting:**
  - to increase tourism programs in Bucovina
  - projects to enhance the quality of the tourism in Bucovina
- **Organizing:**
  - workshops, seminars, conferences, studies and analysis on areas of tourist interest, etc...
- **Creating:**
  - partnerships with national association and global association
- **Promoting:**
  - the cooperation with central and local administration
  - the exchange of data, information, publications, experts, associations and cooperation with similar bodies in the country and abroad.

The fee of memberships is between 100-500 euros , depending on the characteristic of each member and recorded turnover in the last year activity.

#### 2. Description of case process

The point of our group is in innovation in Business Tourism Services. Because of this, the enterprise Bucovina Tourism Association was given to us to find out some solutions how to

innovate this company. Our group consist of five members from different countries - Slovakia, Italy, Finland and Romania. At the beginning we took part in some team-building games for better cooperation and for knowing each other. For better conditions in our working group first we had to settled up some basic rules like speaking only in English, listening to options of others. Our work started with our tutor Otilia Bordeainu and she explained us some basic information about our case study. Later we had first meeting with the stakeholder of enterprise Lăcrămioara Beldic. The executive manager put brief presentation about the company, their activities, main goal, members and projects they are involved in. then we could ask her questions we would need for our innovating ideas and also for our final report. First step was to make analysis from given information, where we had to point out our strong and weak sides of the business and also its opportunities and threats. After these we prepared the description of enterprise. We used information from the meeting with our stakeholder and also from its webpage. Other think was to find and define problems of the company and to write down a first draft of innovation. The second meeting with stakeholder was to show her the results of our recent work by Power Point presentation, to discuss the problems and innovations and to find other solutions.

#### **Method and tools used:**

SWOT analysis: it is a process in which there are evaluated strengths, weaknesses, opportunities and threats of enterprise.

Brainstorming: it is a method to find new solutions, opinions, innovations for specific problem by collecting the list of spontaneous ideas of all group members.

Voting: it is used for making a choice between given options.

### **3. SWOT Analysis**

#### **Strengths**

- + Low competition with other tourism associations in the region
- + Bucovina is a region rich in cultural heritage (monastery, old houses, etc...)
- + Traditional cuisine
- + Partnership with tourism agencies and tourism associations of other regions

#### **Weakness**

- Few members
- Website (no translated foreign languages, lack in details for events, etc...)
- Lack in souvenirs and postcards

#### **Opportunities**

- + The region is rich of living traditions and historic buildings
- + New members, coming from both tourism companies already exist in the area and new tourism building under construction
- + National and international tourism fairs and festivals
- + European projects (BenchTour, Fit to Tourism, Leonardo ECVET TC NET, etc...)

#### **Threats**

- Bad condition of Bucovina's roads
- Bad condition of Suceava's airport
- Natural hazards (the region is often concern by water flood)

### **4. Economical World Crisis**

As other companies, Bucovina Tourism Association was also influenced by the world economical crisis, mainly because of general travel decrease. This decreasing trend of tourists coming to Bucovina influenced the booking of rooms in hotels, so their turnover was lower than used to be before so they could not paid the fees for advertising and promoting their business.

## 5. Innovation plan

### 5.1 Map of members of association

#### Description of present situation

Nowadays the association doesn't have a map with the situation of the hotels and the pensions. Tourists can't find the hotels and pensions. There should be more information for the foreign people to find the nice places from the Bucovina.

#### Innovation process

Our idea is to make a map that contains two basic information: one is the map of Bucovina region and one is the location of members into the map. Following our idea, in first face of map, you can find the members (located by numbers) and their positions on map. On the other face you can find or see the pictures and descriptions of these.

Also we can let in the left corner of the first face a space for the LOGO of every member. Practically this map is made by association and could be sold at every hotel and pension from the region. The map is also situated on website of association.

The condition to satisfied our idea is:

- ✓ To find a printing company, which prints our materials
- ✓ Put the map in hotels, travel agencies, tourist offices, tourism fairs, tourism information centres
- ✓ Contact companies and realize a cooperation with them
- ✓ Print two maps in two format : A4 should be given for tourists like information, Big Poster should be put on the wall of pensions and hotels

### 5.2 Souvenirs, gadgets & postcards

#### Description of present situation

In Bucovina, it is difficult to find any souvenir in general. They are not used to sell presents that are common to sell all around the world. Also in Bucovina there are only few places where you can buy some little gift to remember your days spent in Romania. Even in Suceava you have problem to find some postcards showing this region. And this is very negative because there is a big demand after it mainly from tourists coming to this area from foreign countries. It is also good for hotels because they can make cooperation with various enterprises and make their profit increase. It is useful for market in general too.

#### Innovation process

For this innovation is important to find companies specialized to produce little gifts (e.g. printing company, traditional product producers, ...) that would like to cooperate with our association. After that to offer them bargain conditions for cooperation with the result of signing the contract.

Example: to find a company for which it will be interesting to produce little gadgets with motive of Bucovina and which would also agree with supporting our company with those gadgets in lower prices than are usually used. On the other hand Tourism Association of Bucovina would guarantee to this company that all of its members would buy souvenirs only from them.

Due to lack of souvenir shops even in big city like Suceava, Association would have to make propose to shop keepers to increase their range of goods in this way. These souvenirs can be also used to promote the Association and Bucovina's region in tourism offices, tourism information centers in Bucovina and in other regions. These gadgets are also suitable for promotion at tourism fairs – national and international.

There are many sorts of souvenirs on the market, we decided to choose those:

- for promoting the region of Bucovina

*T-shirt*: on the front side: "I love Bucovina"



on the back side: picture or drawing of traditional clothes, landscape, pottery, monastery

*Umbrella*: Bucovinian colors (blue and red) and title: I love Bucovina

*Doll*: little fabric doll wearing traditional dress

*Magnetic gadget*: different shapes, e.g.: monastery, pottery, shape of region, painted egg, traditional old house, wooden engraved spoon

*Key ring*: different shapes and materials, e.g.: monastery, pottery, shape of region, painted egg, traditional old house, wooden engraved spoon

*Badge*: pictures or drawings with motives mentioned before

*Poster*: promoting country of Bucovina with landscape, open air traditional museum, painted eggs supported by pay off

*Postcards*: showing representative symbols of Bucovina

- for promoting the association (free gadgets)

Usage of various combinations of following three components printed on pen, badge, key ring, stickers:

- ☒ logo of association
- ☒ colors of association
- ☒ webpage

### 5.3 Website of association

#### Description of present situation

The main weakness of the association is the website, especially the importance to be a popular tool.

The first problem is that you cannot find foreign languages: whole website is written only in Romanian, despite the fact that there are icons of main European languages that are inactive. This produces serious problems for foreign people wanting to come in Bucovina region and discover it because they can't find any useful information for them, like logistic, accommodations or something about living traditions.

Also its design is not so good: the colours are boring and "cold"; shortage of pictures that show the beauties of Bucovina; the pages have a lot of written text and they don't aim at the perception of the information; links, buttons, icons aren't so eye catching. These are just some examples of what we want to say about design.

Another problem is the promotion of events. The website has a page dedicated to events, but it's not detailed: there are few events listed and they are without exact dates. Further these events aren't described and they don't have any picture to show them.

A tool that we consider as quite important (and we didn't find in website) is daily weather forecast of Bucovina's region.

The website, further, doesn't have a map with all locations of members of association: as the printed map, it could be a good idea to have an interactive map where you can find the members (located by numbers) and their positions on the map. The names of members can be linked with another webpage where more information can be found about the member that is clicked and where you can book a room (if the member is a hotel or pension).

Another problem that we found is about updating of website. It should be updated weekly.

#### Innovation process

To follow our suggestions, the association needs:

- Sufficient financial support from State for tourism activities
- Professional web designer

– Enough capacity of server or website to manage the information of association's website

First of all, we need to contact a professional web designer to improve the appearance of website of association. Some idea to do this, it's could be:

– On homepage, put a slideshow of some beautiful pictures of Bucovina's region and also a little table with the dates and places of events that there are in current week or month

– Colour the website with warm colour like red, green, orange

– Improve the size and tri-dimensional shape of icons and titles

– Create a interactive map of Bucovina with the locations of members, as we told before

– Create a webpage where you can find the ways to come in the Bucovina and above all some practical link like address of railway's website

– Create a detailed webpage where you can find the exact dates of all events in Bucovina during the whole year and also the places where they are, the description and a photo gallery of them

– Put in homepage an animated daily weather forecast

– Promote website, e.g. write the website address in every gadget, poster, brochure, map, etc...

– Translate whole website in the three main european languages (English, French, German) and other most common customer languages (according to statistic) like Italian and Polish.

Another thing, not connected with website but with e-communication, it is to promote the association with a facebook account.

## **6. Applicability in group members' home country**

During the work, we used our knowledge and experience of own country to propose the innovations that you can find in this report.

However, the applicability in abroad countries depends by own national situation:

ITALY: actually the tourism associations, in my country, are well-developed and most of this idea you can find already there due to they are well-supported from government.

FINLAND: In Finland we have big chains, where are many hotels. Some small hotels can use this kind of association. In Finland we quite well-developed and these ideas are used. Consumes need clear simple signals, because they are poor with time.

SLOVAKIA: In this country we can find big hotels but also small pensions as well. For these smaller it would be difficult to pay fees for promoting to some association because they have to fight to live. But they use other forms of promotion, most common form is via internet.

## **7. Source of information:**

- Chamber of Commerce of Suceava
- Lăcrămioara Beilic, executive manager of Bucovina Tourism Assosiation
- [www.bucovinaturism.ro](http://www.bucovinaturism.ro)
- [www.visittrentino.it](http://www.visittrentino.it)

## Leaganul Bucovinei Boutique Hotel

### WG2 - Land Based Business

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Giulia Rovea - Italy

Gabriela Kuteva - Bulgaria

Katri Tanninen – Finland

Adriana Dochița - Romania

Andreea Mihaela Chirilă - Romania

Liviu Scutariu - Romania

#### Description of the case study

Our group work target is about Leaganul Bucovinei Boutique Hotel Suceava \* \* \* . Our mission is to help the company to develop the business with some new ideas. We trying to innovate and bring something new to the business .Our group is doing an intermediary report and a final report from the case study. In intermediary report there will be Description of the enterprise, SWOT analysis, problem definition, aim and first drafts of innovation and future activities of the group.

This intermediary report includes and our power point presentation. The final report contents description of the case study, description of case process, SWOT analysis, problem definition, some information how did the present economical world crisis influenced to the enterprise. We are also going to create innovation plan, relevance in group members home country .

#### Description of Leaganul Bucovinei Boutique Hotel Suceava \* \* \*

The hotel is located in Romania, region Bucovinei, city Suceava. The firm is established in 2003. Legal form of the enterprise is limited liability company, family managed business. The location is only 2.5 km from the city centre but in the same time situated in the green and residential area of the city. They have 8 rooms and 1 suite, with en-suite bathroom, shower, hot running water 24h. There is complimentary Wi FI Internet access for all the guests. They have also a small library for the guests. Parking is available within the inner premises and is secure. They have lovely garden with apple trees and barbeque.

The hotel is offering accommodation and restaurant services around the year. The restaurant of the hotel offers delicious and generous menu, with traditional meals. You can also arrange the Birthday parties and weddings in the beautiful garden and in the restaurant. The Leaganul Bucovinei is offering work for 5 persons (2 directors, 1 manager, 1 chef, 1 roomade + 1 external accouter)

Location: Bd. Sofia Vicoveanca Nr. 18, Suceava, cod postal 270284 Business address: Bd. Sofia Vicoveanca Nr. 18, Suceava, cod postal 270284

Contact information: Telephone: 0740 828 888 / 0740 419 704 / 0230 541 011; Fax: 0230 541 011 Email: info@LeaganulBucovinei.com Internet: LeaganulBucovinei.com

Market and competition situation:

They are going to access E.U. incentives (70% are not reimbursable) to develop the structure by building a new part of the hotel (going to reach 4 stars); As a positive factor there is direct competition: there are many hotels that make the area suitable for this kind of tourism; also, there is indirect competition because there are alternative touristic units with cheaper prices.

#### Organization of the group and group work process

We are the group of 6 people and we are coming from 4 different countries:

Adriana Dochîța – Romania – International Business in University ”Ștefan cel Mare” Suceava, (3<sup>rd</sup> year )

Andreea Mihaela Chirilă – Romania - International Business in University ”Ștefan cel Mare” Suceava, (3<sup>rd</sup> year )

Gabriela Kuteva – Bulgaria – Alternative tourism in University of Forestry, Sofia (2<sup>nd</sup> year)

Giacomo Crucil – Italy – Forest and Environmental Sciences, University of Padova (1<sup>st</sup> year Master)

Giulia Rovea – Italy – Agricultural Biotechnologies, University of Padova (2<sup>nd</sup> year)

Katri Tanninen – Finland – Hospitality management, master degree (1<sup>st</sup> year), Savonia University of Applied Sciences

We are working as a group. First of all we had a look of the web site of the Leaganul Bucovinei in order to collect some basic information about the enterprise we would have analyzed. The results of this approach have been: a primary SWOT analysis; a list of questions for the stakeholder.

Then we went to the Leaganul Bucovinei to see the place and to discuss with the stakeholder and to take some pictures. After the visit we met for using the new information to enrich the SWOT table. Then we made the intermediary report with the elements produced till that moment. The day after we met with the stakeholder again in order to present her the intermediary report. She told us her opinions about our work till that time. Then we integrated the report.

In the final stage we splitted the case into three small parts and made those parts with pairs:

- Description of the case study, the case process and SWOT analysis
- Problem definition and the innovation plan
- The economical crisis and the estimation of the resources needed

Then the pairs exchanged their own work in order to correct and complete the data.

### Methods and tools used

- Interview

The interview to the stakeholder, the primary source of information, has been prepared before the meeting by making a list of questions. These questions were elaborated after seeing the web site of the enterprise.

- Brainstorming

Brainstorming is a group creativity technique by which a group tries to find a solution for a specific problem by gathering a list of ideas spontaneously contributed by its members. We used brainstorming for the innovations process, sitting together and looking at the problems and at the opportunities as a framework.

- SWOT

SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

	Positive influence	Negative influence
Internal environment	Strengths	Weaknesses
External environment	Opportunities	Threats

- Strengths: characteristics of the business or team that give it an advantage over others in the industry.
- Weaknesses: are characteristics that place the firm at a disadvantage relative to others.
- Opportunities: external chances to make greater sales or profits in the environment.
- Threats: external elements in the environment that could cause trouble for the business.

**Strenghts**

- Qualified staff
- Traditional cuisine (also vegan meals) with products from Bucovina
- Strong promotion (web-site also in english, brochures, signs on the road)
- Good hospitality (positive comments in the diary)
- Low prices for tourists which are coming from abroad
- “3 stars” certificate due to a good range of services and products (wi-fi, garden, barbeque, parking)
- They accept luncheon vouchers
- Stable financial situation, degree of occupation higher than the regional average
- Mainly business tourism (higher income)

**Weakness**

- Normal competition (lots of similar activities in the area)
- Recent experience in this kind of business (2003)
- Just limited number of rooms for the moment (8 rooms and 1 suites)
- Limited own capitals to develop by themselves
- Limited number of places in the restaurant (30-40)

**Opportunities**

- Area with beautiful environment and historical heritage
- It is closed to the airport of Salcea, Stefan cel Mare, and to the main road E85
- Incentives from E.U. and Romanian government
- Many suppliers in this region and presence of an active market (lots of exchanges) at the EAST boundaries of the EU
- Very closed to many services of Suceava (markets, hospital, restaurants),
- Possibility of doing business in all seasons of the year

**Threats**

- Lack of infrastructures
- Economical crisis, decline of tourism at national and regional level
- Bureaucracy at national level
- High taxation
- Growing competition with other similar services
- Increasing of costs for basic utilities

**Problem definition**

Looking at the SWOT we identified many threats and weakness points. Many are insoluble problems, many others, the objectives of our innovation case, offer the possibility to be solved.

Speaking of the latters we identified:

- Lack of infrastructures and public services
- Growing competition with other similar services: need to improve the services and to keep well the existing ones
- Increasing cost for basic utilities

**How did influence the present economical world crisis the enterprise?**

The crisis has affected all the fields in the whole world, especially in tourism, and that because the most of people choose to spend their holiday home for financial reason, or in the best case, the customers choose to not spend as much as they did before the crisis.

For Bucovina, in our case, for Leaganul Bucovinei, crisis was felt strongly because the mainly customers were foreign tourists. This thing can be observe form annual reports: the number of customers decreased and the hostel was forced to reduce their activity.

However, Leaganul Bucovinei clears this problem, the year 2009 means a revival for the business, this is the main reason that determined the managers to apply for European funds to develop the structure and diversify their offers.

The annual reports show the increase of the turn over from **5800€ in 2009** at **6500€ in 2010**, that it means an increase of 12%.

### **Innovation plan**

The SWOT analysis of our enterprise has underlined many issues, that can be problems or opportunities. The innovation case started from the analysis of these issues, identifying the contest for innovation: at the problem we gave some kind of solution, at the opportunities we gave some new ideas.

#### *Opportunities*

- 👍 A well constructed and updated web site, also in English language
- 👍 Different typologies of tourists: business traveler during the week and families mainly concentrated during the week-ends
- 👍 Proximity to the airport of Salcea “Stefan cel Mare” and to the main road E85
- 👍 Area with beautiful environment and historical heritage
- 👍 Garden with barbeque

#### *Suggestions*

- 👍 Bicycle rental

It is a nature friendly solution that joins sport activity with the possibility to enjoy the beautiful surrounding of Suceava and of Bucovina. It can also be a travel solution to the lack in the public transport service

- 👍 Playground and animals for children (pet therapy)

Considering the availability of the garden and of families during the week-ends we propose the creation of a playground for the children and a little didactic farm with cute animals (rabbits, chickens, ducks, etc) for pet therapy

- 👍 Course of barbeque and egg painting

We think that the hotel can create a calendar of weekly events in order to entertain the different kinds of tourists and to attract new ones:

- A barbeque course with the duration of many hours in the morning or in the afternoon. The barbeque can be a relaxing activity especially for business travelers that come during the week. It will give the possibility also to taste traditional foods from Bucovina
- A course of eggs painting, mainly addressing families or school groups. It is a funny activity to improve the artistic skills and to learn something about the traditions of Bucovina.
- Regional food tasting evenings: sampling of wines, cold cuts, cheeses, cakes.

These kinds of activities can be implemented through the partnership with specialists for each specific sector.

- 👍 Web visibility improvements

In order to reach the largest number of potential guests the enterprise can introduce in its own web site German and French languages too. It can also create Facebook and Twitter accounts with the possibility to leave comments and suggestions through interactive web-pages.

### 👍 Hiking

Bucovina offers a beautiful landscape. To better exploit this element the hotel can establish a partnership with many guides that can organize excursions in summer and winter time. The summer is ideal for long trips in the surrounding forests and mountains, the winter for trips with the snowshoes.

### 👍 Taxi service for/to the airport

The hotel takes care of its guests! So it can organize a taxi-service that picks up guests from the airport or the train station.

### 👍 Souvenirs shop

In order to give to guests the possibility to discover Bucovinian traditional products the enterprise can introduce a little shop selling handicrafts, postcards, touristic maps and guides.

### *Estimation of resources needed and funding possibilities*

- Bicycle rental: 6 p. x 60€ = 360€
- Playgroud and animals for children (pet therapy): the space for this kind of entertainment exist and it needs only to buy the animals (3 rabbits, 1 goat, 1 cat, 1 dog):  $3 \times 20€ + 1 \times 40€ + 1 \times 10€ + 1 \times 30€ = 140€$
- Course of barbeque and egg painting: we will pay a external specialist for this activity:  $1 \times 350€ = 350€/season$
- Web visibility improvements: this activity will be assured by an IT specialist, which will always update the web site. This person will be paid with 1800€ for the first year. In the next years the costs for the management will be much more cheaper. The costs for create Facebook and Twitter accounts are inexistent because this are free.
- Hiking: for this activities they can make a partnership with an agency which is handle with this field, and they will pay the services offered by the agency when do they need to organize this small trips. The contract, made per 1 year costs 900€.
- Taxi service for/to the airport: The hostel has a car that it can be used for this purpose. It is necessary to employ a new person to work on taxi. The salary for one year for the employee is rise at 2000€.
- Souvenir shop: because they have many traditional items, the managers can open a souvenir shop in the inside of hostel for tourist. The cost for create the shop it is inexistent because they have the space which is necessary but they need money for purchase traditional objects, aprox. 1000€/ year

For all this ideas, the costs rise at 6650 €. The hostel can attract European funds for develop their activity.

### **Applicability to group member's home**

#### **BULGARIA:**

In Bulgaria we have the same hostels like in Romania. There you can relax from the big city. They do offer relaxing in the yard of the hostels with barbeque and have animals. And if you want you can take natural products from animals. They have co-operated a garden from which the guests can gather fresh vegetables and fruits in every time of the year.

#### **FINLAND:**

In Finland the hotels are mostly bigger and not like family business. There are not a lot of pensions like in Romanian. For that reason the animals and barbeque are not very easy to arrange. The idea about rent a bicycle is very good and useful. By bike it is easy to see the city where you are staying in. Also the arranged courses dealing with the local traditions are a useful idea.

**ITALY:**

In Italy holiday farm houses are a very common form of agro-tourism, usually settled in rural and forest environment. They can offer accommodation and traditional meals prepared with local product. They can have animals and other kind of entertainments, rent bikes and organize trips in the surroundings. The ideas we developed for the Leaganul Bucovinei are often already in use.

**ROMANIA:**

We can say that in Romania this kind of project can be implemented also in the other areas not only in Bucovina because the whole country is enjoying beautiful landscape around by forest, by mountains, by rivers. For each region this project can be improve with the specific items for specific relief.

**Conclusions**

Our ideas can help this tourism product to participate with success in the local development of Suceava area. Due to the hospitality and its location near a natural environment we can consider important the fact that this touristic product has a high degree of new things for a number of tourists, especially the foreign ones. Through our analysis on the possible risks, as well as through the quality of the services offered this business is proving to be profitable.

For all this ideas, the costs are rise at 6650 €. The hostel can attract European funds for develop their activity.

**Sources of information**

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# Kaiser Allee

## WG 3 - Environmental and Recreational Business

Elena Teutsch - Austria

Stefaniya Valcheva - Bulgaria

Renata Cihlarova - Slovakia

Michal Miklos – Slovakia

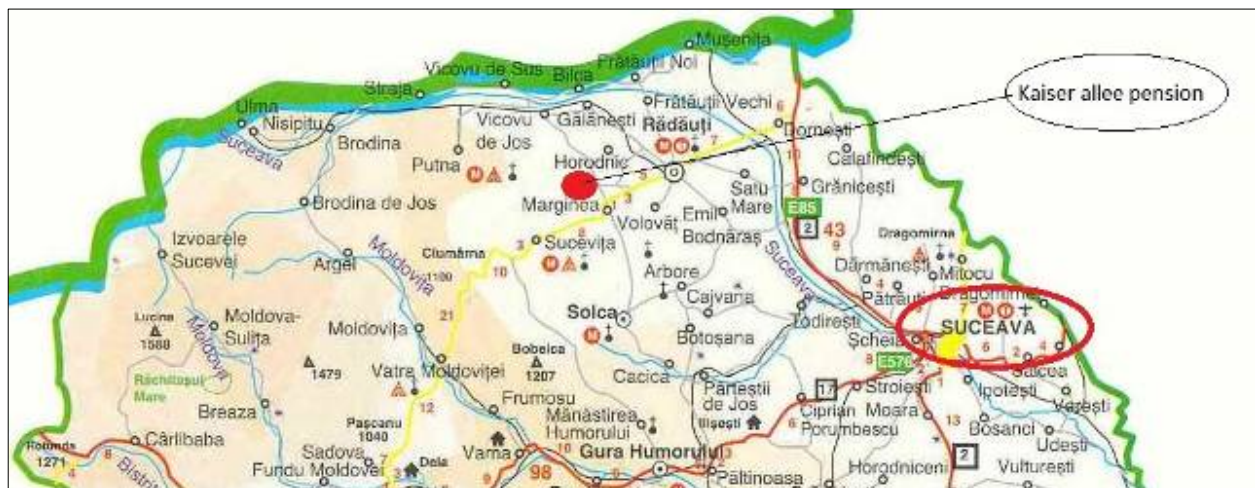
Rudi Pramparo - Italy

Florin Sirghi - Romania

Alina Hodoroabă - Romania

### 1. Description of the case study:

Cabana Kaiser Allee is situated in the forest of Voievodesei nearby many touristic cultural trails such as Monastery of Sucevita, Putna, and Bogdana Church in Radauti. It is accessible by car from Suceava (50km), by train (the nearest railway station is Radauti) and by plane (Suceava Salcea airport 44km distance).



**Figure 1 - Location of Kaiser Allee in the Bucovina region**

The forest of Voievodesei was taken in 1786 by Austrian administration, and the headquarter building represent a cultural historical heritage close related to that period. This was organized for the Austrian royal family. It was not proved that the emperor Franz Joseph I and princess Sissi used them when they visited Bucovina area but the name stayed in the local toponymy.

The Kaiser Allee Cabana was build in 2009 with European Union funds called SAPARD which are pre-adhesion funds. The owner obtained 100 000 euros from the EU and he invest the same amount by himself. He has to be partner with the institution which provided 50% of the amount of money for a 5 years period. He will become entirely the owner after another 3 years. The land was property of owner's family, he didn't buy it.

The touristic potential beside secular forests is completed by a hunting complex. Even if this hunting complex was promoted for hunting purposes (wild boar), today tourists are coming to see

the animals and take photos. The hunting complex is owned by the National Forest Administration, has 400 ha and is fenced.

The concept of Kaiser Allee cabana is to offer self catering service. The products and services offered by the owner are as follows:

➤ **Accommodation:**

the maximum capacity is for 16 persons and cabana can be rent for 150 euros per night. It is composed by 3 double rooms with bathroom and TV, 3 rooms with two single beds with bathroom and Tv, 2 double rooms without bathroom in the room. There are also bar and living, eating place for 35 persons and equipped kitchen.

The prices are accessible from our point of view: 700 Ron per night (170 euros) for renting the all cabana; and 100 Ron per night (25 euros) for a double room. The prices don't include breakfast

➤ **Open spaces:**

Cabana is surrounded by green space of 1,2 ha and there's also one artificial lake for fishing. The lake is supplied with water which comes from rainfall collected into pipes. There is a crop field on one side of the area and on the opposite side is planted new orchard.

➤ **Ecological education and activities:**

Horseback riding

6 touristic trails /not yet signalized/ for walking, jogging, mountain bike, ski, photo hunting

➤ **Events**

horseback riding competition for kids in collaboration with *Cai de legenda*

➤ **Restaurant**

He is not offering yet restoration but is one of the future strategy and the next step is to obtain a license to be able to offer this service.

Tourist are coming mainly in summer season and winter for special occasions such as Christmas or New Year's Eve and Easter holiday. Regarding their origin they are partly foreigners in small groups and partly Romanians.

### **1.1. Cooperation/Interactions:**

The main type of cooperation is business to business. Cabana Kaiser Allee has a partnership with a horse farm *Cai de legenda* situated at 800 m from cabana. They are offering different packages for children.

Another cooperation is done with another guest house nearby, which has a more complex activity and send tourists to him when they have no more rooms.

The cooperation with public authorities, such as National Forest Administration doesn't work too well.

### **1.2. Green policy:**

The owner invested in solar panels which are used for heating water.

Cabana is heated by fuelwood which comes from nearby forest instead to use natural gasses. This contribute to reduce global warming from a small point of view.

There's no waste collection policy, and the owner took the initiative to select plastic which is transported by himself to collection center in Suceava.

### **1.3. Market strategy:**

The owner doesn't have yet a well defined strategy and the advertising it's mainly done mouth to mouth and through its own website (<http://www.kaiserallee.ro/index.html>).

## **2. Description of the case process**

Work group which have participated in the analysis of enterprise consists of 7 members. The members of the group are from 5 different countries – Romania, Austria, Bulgaria, Slovakia and Italy. All are students in different fields, more specified concentrated on Alternative tourism, Economics of tourism and services, Natural resources management, Forestry environmental sciences, Biodiversity protection and Landscape planning and design (University of Padua- Italy, Technical University in Zvolen- Slovakia, University of Forestry- Bulgaria, Boku University – Austria, University Stefan Cel Mare – Romania)

The group has one leader – Elena Teutsch (Austria), but all the members of the group have working on case process on equal level.

First step of our methodological approach was the meeting with stakeholder of the enterprise. He discussed with us about basic facts and explained us main goals for future. Secondly, we have opportunity to visit the analysed private property and the area which he is cooperating with. We took notes about pros and cons, and make photo documentation. As we visited the enterprise we have structured SWOT analyses and purposed some innovations. After preparing the intermediary report, we arranged the meeting with stakeholder again and had discussion about our ideas. According to the discussion we approved problem solutions. Finally we achieved the final report supported by Power point presentation.

### **2.1. Methods and tools used:**

#### Methodology:

- Gathering information about Kaiser Alle
- Meeting with stakeholder and discussing about the description of the enterprise
- Field survey – taking notes and photo documentation
- SWOT analysis
- Making Innovation plan

#### Tools:

- Web searching
- Camera
- Microsoft Office

**3. SWOT analysis**

<b>S</b>	<b>W</b>	<b>O</b>	<b>T</b>
Historical place	Lack restaurant	Hunting	Local municipality influence
Horse riding	Not enough people capacity	Program with kids	Bad commercial
Monastry	Garbage problem	Bikes	Not a good forestry policy
		Other sport opportunities	
Photo hunting	WC (toilette "old style")	Events and competitions and more activities	
Cooperation with other compaignie on the same field	Infrastructure problems (no public transportation, reach the place only by car)	Extend the pension	
Hiking	Not a good promotion	Agro-tourism	
Solar system	Employee	Education programmes connected with the forest	
Beautiful view (landscape)	Kaiser Allee don't want organize party and weddings→ should be a money loss	Traditional eco-food	
It's cheaper	Web page only in romanian	- lake	
		- garden design	
		- playground for children	
		- work with travel agencies	

**Table 1 - SWOT analyses****Strengths:**❖ *Historical Place*

It is said that the emperor Franz Joseph I and princess Sissi stayed near this place while visiting Bucovina area.

❖ *Beautiful landscape*

Traditional look of the landscape (meadows, forests)

❖ *Monastery*

You can visit three monasteries near the Cabana

❖ *Prices are fine according the accommodation and services*

170 € per night (all cabana), 25 € double room per night, 14 € single room per night, (the prices don't include breakfast)

❖ *Solar system*

Ecological approach of using energy.

❖ *Cooperation with other co. on the same field*

Possibility to send or receive costumers to or from other guesthouses nearby.

❖ *Photo hunting*

Visitors have possibility taking photo of the wild animals (deers, boars, birds...) in the area which is close to cabana.

❖ *Horse riding*

Owner cooperate with horsey farm which is few minutes away from cabana.

❖ *Hiking*

Deep, mixed forests and meadows hidden into them makes for tourists unique place. However, highest point is about 600 above sea level without marked trails in the all area.

**Weaknesses:**

- ❖ *Lack restaurant*  
Keeper don't have fixed menu for visitors. But, he is able to cook special, traditional food if he's requested.
- ❖ *Website*  
Web site is only in the Romanian with not so understandable maps.
- ❖ *No signs*  
Hikers have to orientate only according compass and low-class maps. Make a signed trails is lawless today.
- ❖ *Not enough people capacity*  
Max. capacity is 16 visitors.
- ❖ *Employees*  
During bigger occasions is felt lack of employees.
- ❖ *Not good promotion*  
Low advertisement and propagation.
- ❖ *Infrastructure*  
Road without asphalt cover.
- ❖ *WC*  
missing canalization

**Opportunities:**

- ❖ *Programs with kids*  
Educational and entertaining programs with kids.
- ❖ *Extend the pension*  
Cabana needs more place for costumers, more rooms.
- ❖ *Playground for children*  
If you have programs with children, you must have place where children can play.
- ❖ *Garden design*  
It will make cabana more attractive.
- ❖ *Education programs connected with the forest*  
Tours with guide who will explain forestry.
- ❖ *Agro-tourism*  
Location of Kaiser Alle gives the opportunity to use it for agro-tourism.
- ❖ *Sport opportunities*  
Bikes, hiking, horse riding
- ❖ *Traditional food*
- ❖ *Cooperation with travel agencies*  
Cabana needs recommendation and commercial

**Threats:**

- ❖ *Local municipality influence*  
High taxes.
- ❖ *Bad national forestry policy*  
They're not open for cooperation with small private organizations like Cabana.
- ❖ *Bad commercial*  
There is no commercial at all.

**4. Problem definition**

After we have analyzed the enterprise we have identified two main problems.

The first one regards the poor cooperation with National Forest Administration. This situation doesn't support the development of business and generally of Bucovina region.

The second problem is related to the management of cabana. The predictable future development of the cabana will not be possible without some employees.

Secondary problems:

- winter heating: cabana is rented two week end a month and there's no possibility to maintain always constant the temperature if heating plant works only twice a month
- lack of signalization of touristic trails into the forest
- no specific marketing strategies

### 5. Present economic crisis

Cabana doesn't have a history before the economic crisis, so it's not possible to judge the impact on the activities and economic situation. However the owner aims to a slow and secure development without taking too much risk, e.g. loans.

### 6. Innovation plan

Kaiser Allee cabana it's a new enterprise founded only two years ago and it still has a potential for innovation.

The business is not yet on profit side and we have tried to come up with some new ideas of innovation for attracting more tourists. The topic of our case study is linked to environmental and recreational business services in line with the owner's idea.

In the table below we have enumerated the most feasible ideas in order to improve the future activities of the enterprise.

The content of the first row is as follows:

- ❖ ideas: products of our brainstorming and discussions
- ❖ internal investment: feasibility to put in practice ideas with own investments
- ❖ external investments: opportunity to receive funds from European Union or national programs
- ❖ local-based networks: possibility of new cooperation
- ❖ new business: possibility to develop secondary innovative activities

We consider short-term period up to three years because after this term the stakeholder will become entirely owner of Kaiser Allee

ideas	internal investments	external investments	local-based networks	new business
<b>short-term (up to 3years)</b>				
restaurant with traditional food	yes	yes	-	-
photo hunting	yes	-	yes	yes
museum	yes	-	-	-
forest activities	yes	-	yes	-
internship with forestry students	yes	-	yes	yes

pilgrimage around monasteries	yes	-	yes	partly
extention of the cabana	-	yes	-	-
fishing	yes	-	-	-
playground for childern	yes	yes	-	yes
sauna	yes	yes	-	yes
garden design	yes	-	-	-
<b>long-term (&gt;3 years)</b>				
events	yes	-	yes	-
summer camp for children	yes	-	yes	yes
paint ball	yes	-	yes	yes
good music into the forest	yes	-	yes	yes

Table 2 brainstorming activities about innovation plan

### 6.1. Description of main ideas for the short-term innovations:

- **restaurant with traditional food:**

Idea of a restaurant is in the future business plan of the enterprise which will also change the status of cabana in a guest house. This will be a good opportunity to propose traditional types of food.

- **Photo hunting:**

Collection of pictures taken by visitors and make a photo gallery inside the cabana

- **Museum:**

Collection of ancient tools used in past time for agriculture and other domestic activities and create a traditional corner

- **Internships with forestry students:**

We suggest cooperation with the University Stefan cel Mare to improve students practical experience, e.g. organizing internships for designing touristic trails

- **Pilgrimage around monasteries:**

Proposing trails connection with the nearest monasteries (Sucevita, Bogdana; Putna) starting from the cabana.

- **Extention of the cabana:**

It's necessary to increase accommodation capacity to improve the business

- **Fishing:**

Utilization of the artificial lake into the garden to give visitors the possibility to practice another recreational activity

- **Garden design:**

Plant composition with local decorative species, divide playground from the lake in order to protect children (hedges), green roof (water collection), small architecture objects, water plant species, plant more fruit trees to complete the existing orchard

- **Sauna:**

Use local wood to produce steam. Build it outside in a wooden building

### 6.2. Description of the main ideas for the long-term innovations:

#### ○ Events:

There's intention to organize mountain bike competitions and other events during Christmas and Easter holiday (horse-drawn sledge, eggs competition such as the most beautiful painted egg or the biggest one painted).

#### ○ Summer camp for children:

Cooperation with "Cai de legenda", give some environmental education (about wild flora and fauna) during small excursions into the forest

#### ○ Good music into the forest (songs and dances):

Combine classical music or traditional one to create a special atmosphere

### 7. Conclusions:

After brainstorming, SWOT analyses and discussions with the stakeholder, we've considered that a better cooperation with the National Forest Administration is needed in order to achieve a better framework for the development of further activities.

Regarding the management of the cabana a clear employment strategy is needed in correlation with future extension.

### 8. Applicability to group member's home country:

ideas	Austria	Bulgaria	Italy	Romania	Slovakia
restaurant with traditional food	yes	yes	yes	yes	yes
photo hunting	yes	yes	yes	yes	yes
museum	yes	yes	no	no	yes
forest activities	yes	yes	yes	yes	yes
internship with forestry students	yes	yes	yes	no	yes
pilgrimage around monasterys	no	yes	no	yes	no
fishing	yes	yes	no	yes	yes
playground for children	yes	yes	yes	no	yes
events	yes	yes	yes	yes	yes
sauna	yes	yes	yes	yes	yes
MTB competitions	yes	yes	yes	yes	yes
summer camp for children	yes	yes	yes	yes	yes
paint ball	yes	yes	yes	yes	yes
classic music concerts into the forest	yes	yes	yes	no	yes

**Table 3 - Applicability of ideas into country's participants**



### ***Austria***

Austria is mostly known for its mountains and winter tourism activities. From this point of view there are some similarities with Bucovina area. I cannot be sure what was applied in Austria from the innovation list above, but I can say that one idea is this kind of music in the forest for special events. The rest of innovations is easy to image that they found applicability in Austria. I also identified something that cannot be applied which refers to pilgrimage around monasteries.

### ***Bulgaria***

Bulgaria is trying to develop the sector of tourism taking into account of tourism types, such as ecotourism, agricultural tourism, rural tourism and adventure tourism, and for that the stakeholders of the small enterprises are pointed at this aim. We were discussing a lot of really good ideas and innovations, but I think the most important innovation is the partnership with children gardens, schools, universities, because the young people have to know and protect the environment, the nature.

### ***Italy***

Italy is a small country but from the point of view of the landscape and opportunities has a great potential. It has a great heterogeneity of environments, a lot of culture and traditions from the Northern part to the Southern and for that it's possible apply most of the ideas to my country, e.g. a restaurant with traditional products; organize events or competitions and so on.

### ***Romania***

- Restaurant

It works very good for Romania because everybody from Romania wants good services. And a lot of pensions from Romania have no restaurants. Also the Government of Romania want to develop this kind of services. The Government thinks in this way will attract more foreigners. In this way Romania will have a good touristical system in food services. It's a national problem which must be developed.

- Photo-hunting

In the last years a lot of Romanians start being addicted to photography art. So it will work if organized meetings, conquests and expositions will be taken. And also Romania have a rich fauna and some beautiful places to take pictures. It can also attract foreign tourists because of virgin forests and mysteriously places.

- Sauna

Sauna it's a very good innovation in Romania, because Romanians people are openly to those kind of services (a big majority of Romanians search for water services and relaxation). Some of our neighbors countries like Ukraine and Moldavia (which culturally is very appropriate to Romania) use those services very well and it's very popular there. I think this innovation will have a huge impact in Romania, mostly in the mountains areas.

- Village Museums or medieval tools museums

Museums are not very applicable in Romania because if every pension, guest house or cabana will open one of the museums which are mentioned up, people will find this everywhere and they will be sick about it. It can work only if they are not to much.

### ***Slovakia***

Globally in Slovakia we have more developed services. However, we should apply a lot of new ideas from the case because of similar conditions of weather and natural resources.

Well, best ideas are photo hunting, possibility to eat traditional food & practise traditional activities, outdoor sauna...

*Photo hunting:* for visitors should be very interesting to stay or sleep in wooden watch towers and observe wild animals. When they take a pictures of deers, boars and other wild animals, they can be printed to have memorable experience. *Traditional food & activities:* according

statistics 80% of all visitors want to taste traditional food. So it should be also offered more in the Slovak restaurants and hotels.

*Outdoor Saunas:* during freezing winter time is very relaxing to take warm sauna. Eventually, it's so healthy and not to hard to build it.

#### **9. Sources of information:**

- Stakeholder website (Online 17 May 2011: <http://www.kaiserallee.ro/index.html>)
- interview with the stakeholder ((18 May 2011)
- map of Bucovina region from web ( Online 19 May 2011: [http://ipotesti-suceava.pagesperso-orange.fr/images/Harta\\_regiunii\\_Suceava.jpg](http://ipotesti-suceava.pagesperso-orange.fr/images/Harta_regiunii_Suceava.jpg))
- fieldtrip to the stakeholder on Friday 20<sup>th</sup> of May

## Inima Bucovinei pension

### WG 4 - Rural Development in Tourism Services

Alena Martinkova – Slovakia

Francesca Savio – Italy

Kati Ulvila – Finland

Viorel Suleap – Romania

Andrei Trisciuc – Romania

Mihai Popescu - Romania

#### Description of the case study

**Inima Bucovinei pension** is located in Bukovina, a region of the northern part of Moldavia, one of the three historical provinces of present-day Romania, the other two being Wallachia and Transylvania. Between 1775 and 1918, Bukovina was part of the Austro-Hungarian Empire and was called, in German, “Buchenland” (Land of the Birch Trees) or “die Bukowina”. Nowadays, the Romanian Bukovina comprises only the southern part of the historical province, as its northern part belongs, since World War Two, to Ukraine. The area of Bukovina is 3302.5 sq mi (8553.5 sq km). It is home to the largest volcanic massif in Romania, Calimani (height: 6896 ft. / 2102 m), which is neighbor to a spectacular array of mountain ranges called “Obcini” or “Obcinile Bucovinei” (max. height: 3608 ft. / 1100 m).

The pension was founded in 2006. The pension is situated in a beautiful landscape, at the edge of a fir forest and next to a brook, on a 5.4 acre (2.2 ha) entirely open to its visitors. The building stands for the perfect combination of contemporary and traditional styles. The atmosphere within and around it makes each moment spent at the **Inima Bucovinei** unique. The rich fauna and flora surrounding the hotel will present you with images that are hard to forget and will make you want to return time and again.

**Inima Bucovinei pension** is localized in Frasin, Suceava county, Romania. At 50 km from airport of Suceava.

#### Access:

Bucharest - Suceava:

- by plane: approx. 1 hour;
- by car (E85, then DN2): 5 hours 30 minutes;
- by train: approx. 7 hours.

Suceava - **Inima Bucovinei**:

- by car (E85, then DN2): approx. 30 minutes (E576, then DN17);
- by train: 30 minutes;

**Inima Bucovinei** - the monasteries:

- Voronet: 7km;
- Humorului: 12km;
- Moldovita: 24km;
- Sucevita: 55km;
- Putna: 88km;

Other **Bukovinian sights**:

- Stephan the Great's citadel in Suceava: 44km

- the potteries in Marginea: 35km

Pension Inima Bucovinei has a suite and 10 double rooms with double and single beds and en-suite bathrooms. In the restaurant you can enjoy traditional Bukovinian and Romanian dishes.

**Prices range:**

**15.01 - 31.05 si 16.09 - 15.12:**

	Double Room	Suite
1 or 2 nights	140 RON/room/night	220 RON/night
3 or more nights	120 RON/room/night	200 RON/night

**1.06 - 15.09:**

	Double Room	Suite
1 or 2 nights	170 RON/room/night	300 RON/night
3 or more nights	150 RON/room/night	260 RON/night

During the holiday seasons (Easter, Christmas, New Year's Eve) there are special prices, according to the respective season's offers. The above-mentioned prices do include the VAT, but not the transient occupancy tax of 3% of the price, payable for one night per stay.

The prices refer to any double room and to the suite respectively, for two persons. For single guests there is a 10% discount off the accommodation prices. Unless an extra bed is required, children up to 4 years of age enjoy free accommodation. For each child of 5 years or older joining their parents in a double room or in the suite there will be an extra bed available at the price of 40 RON per night. Breakfast is not included, but you may choose to order our standard breakfast for 20 RON / person and or our standard supper for 40 RON / person.

Breakfast, lunch and supper can also be ordered à la carte. Check-in and check-out time are 3:00 p.m. and 11:00 a.m. respectively.

For larger groups Pension Inima Bucovinei can organize traditional garden parties, BBQs and camp fires, all of those – upon request – seasoned with traditional Bukovinian music played by local artists.

The Inima Bucovinei Pension offers free access to telephone and fax services and to the World Wide Web, a playground in the grass, a partly covered 48-seat patio, plane and train reservations, tourist information and many more.

Upon request, we arrange transfers to and from the “Stefan cel Mare” International Airport near Suceava ([www.aeroportsuceava.ro](http://www.aeroportsuceava.ro)). We also organize, in collaboration with a number of professional local guides, monastery tours.

A professional Easter-egg decorator residing in the area will come over for meetings with those interested in learning more about Romanian Easter traditions. The pension offer you also enjoy off-road and all-terrain vehicle drives, mountain biking and horseback riding, hikes and nordic walking, hang-gliding sessions, fishing parties, ski trips, rafting and paintball games.

**Contact Info**

- Phone: +40-230-34.00.67
- Fax: +40-330-56.98.83
- Mobile: +40-741-41.44.44
- Address: Frasin, 727245 no. 863
- e-mail: [office@inimabucovinei.ro](mailto:office@inimabucovinei.ro)

## Partners



## Description of the case process

The task for our working group was to create an innovation plane for the Inima Bucovinei Pension and we faced it with all our knowledges, skills and also information we have learnt during the lectures of the Intensive Program.

To start our project we found out the website of the pension to gather information to find out which questions would be necessary to ask the owner of the enterprise.

Secondly, we had a conversation with the owner of the pension at the university. We discussed issue of our interest and asked him about information which were not mentioned on the website, despite of our direct questions he was not able to answer some of them.

Also we went to visit the pension to take a look of the locality and to take photos for our presentation, we also met the manager for a second time and other employees. We discussed some issues with our stakeholder which hadn't been clear till that moment.

We created SWOT analysis with defining its strengths, weaknesses, opportunities and threats. It suggested solutions about how to innovate the enterprise. And so innovation plan was made up and prepared.

Finally, we proposed our innovation plan to the stakeholder for a possible application in the future.

## SWOT analysis

### STRENGTHS

- Hospitality
- Traditional local cuisine
- Rural culture
- Managers work there
- Untouched nature
- Loyal costumers (limited target groups but constant during time)
- Other 3 stars pension cannot be competitors for this enterprise
- Support of employees education
- High ratio between quality service and price
- Interesting locations nearby
- Modern facilities and business requirements

### WEAKNESSES

- Lack of advertising
- No signs
- Infrastructure
- Employers' foreign language skills
- Lack of will to innovate

- Focus on limited target groups, it could be better to have a portfolio of clients

### **OPPORTUNITIES**

- Multitude of attractions (e.g. guides, new paths, etc.)
- Leisure time (e.g. SPA in the yard)
- Nature based tourism (renewable sources of energy, waste disposal and improving the environmental protection)
- Cooperation with local area activities
- International tourism
- Focus on more target groups
- Activities offered for all over the year

### **THREATS**

In general

- Worldwide economical crises
- Natural disasters and pollution
- Government and laws
- Globalization

Local

- Damaging of the environment due to the outdoor activities
- Not so attractive if other companies would be able to innovate new services
- Seasonal tourism linked to seasonal activities

### **Problem definition**

- Profit maximization approach limiting the investments
- Risk of business reduction
- Damage of the environment and low interest in environmental issues
- Bad quality of infrastructure serving the area

During our analysis we have found four main problems. The first one is related to the profit maximization approach showed by the manager of the enterprise, who is interested in get money and more costumers in a short time span. Managers might think about long term investments which give profit in time.

The second problem is the possible risk for the future of a business reduction due to both the decrease of profits and the higher success of other companies. Because this enterprise is already on a high quality level but if it won't innovate in the future it could only lose reputation and incomes in relation to other companies.

Another problem is related to the environmental damaging due to the outdoor activities, like the ATV with off-road and all-terrain vehicles which create some problems of soil compaction and soil erosion to the forest ecosystem. Manager might consider more environment friendly activities and measures and they could get the customers involved in protecting the environment and enjoy the nature in a conscious way.

The last problem we figure out is the bad quality of the infrastructure nearby the pension, which is difficult to find because of the lack of signs on the main road. The public transportation is quite far from there and roads should be in better conditions.

### **How did influence the present economical world crisis the enterprise?**

Unfortunately our stakeholder was not allowed to give us some economical data and we cannot define the turnover of the enterprise and either how and if did the economical crises affect their business.

#### **Innovation plan**

- Package to attract businessmen and new marketing measures to let companies know what kind of services they can find
- Promotion activities and scholar education activities
- Animals rent and children involving
- Realization of a SPA zone supported by renewable energy sources (wind mills or solar panels)
- Waste disposal and customers information about
- Information posters and leaflets about the ecosystem damage activities
- Guided trip to pick up NWFPs
- Cooperation with nature-based tour operators (<http://www.ibis-tours.ro/index.php>)
- Multi-level network (becoming part of the “Ecotourism network” in Romania [http://wwf.panda.org/wwf\\_news/?13623/Ecotourism-in-Romania](http://wwf.panda.org/wwf_news/?13623/Ecotourism-in-Romania))
- Demand of the entire community to the government to improve the infrastructure nearby

One of our proposal is to increase the customers visitations during the low season, when there are less reservations so we are interested in offering new packages for new target groups. Particularly addressed toward businessmen and their companies which could be informed about the services which can be offered by the pension, through phone marketing or personal meetings.

In our opinion the managers should be more interested in nature related issues, so we found out many possible innovations in this direction. Our stakeholders told us about their intention to build a SPA zone in their yard and it may be supported by some renewable energy sources. Even if it could be a more expensive investment it will surely be more profitable in the future.

Another way to increase the business of the enterprise during the low season is to promote activities to scholar groups (12 to 16 years old) like environmental education activities or animal approaching activities.

Costumers can also be informed through some posters and leaflets (made by recycled paper) about the damage produced by the ATV activity to the ecosystem and they would make their own conscious choose. Costumers could be offered the possibility to separate their rubbish through some simple waste disposal that should be used also by the pension management.

It could be an opportunity for the enterprise to cooperate with companies which organize tours related to birdwatching, wildlife observation and botany already existent in Romania, like the "IBIS tour" we found in the World Wide Web.

Finally, the enterprise could join the National Agency for Rural Ecological and Cultural Tourism (NARECT) network [<http://www.restromania.com/Interese/Ecotourism.htm>], an NGO dealing with eco-tourism which, together with the Romanian Federation for Mountain and Rural Development, contributes to the development and promotion of rural tourism through training courses and workshops, as well as training in the delivery of tourism services.

**Applicability to group members' home country****Finland**

Pension Inima Bucovinei is a very attractive small pension in the countryside. In Finland are big hotel chains instead of little pensions. Hotel chains are doing multi-level networking and they can offer many activities for tourists, so maybe the innovations we identified for our case study are not suitable for the big hotel chains. Inima Bucovinei pension should offer more activities to attract finnish or nordic customers.

**Slovakia**

Slovakia is a small country with a lot of own traditional opportunities. In my opinion it's better for us to keep our own identity and shouldn't try look like the rest of the Europe. Because of globalization we can forget on this fact.

I like the idea of ecotourism very much. It is suitable way of nature based tourism. Moreover it is eco-friendly activity. There is a lot of eco-groups in Slovakia which try to keep and save nature for next generations. It is a small compromise between tourism and these "green activists". As for my case study – tri Studničky hotel – is ecotourism the most appropriate way of innovation.

**Italy**

In my opinion Italy is a very diversificate country which includes a lot of different typology of tourism, in many case the environmental-friendly approach has been already successfully implemented and more often also the wellness activities are offered to the tourist. However, the environmental education activities involving young people are less developed in my country and it could surely be a suitable opportunity for many companies.

**Sources of information**

- Discussion with the stakeholder Doru Cârligeanu on 18-19-25 May 2011
- Discussion with Pr. Davide Pettenella from Padua University on 24 May 2011
- Websites:
  - <http://www.inimabucovinei.ro/en>
  - <http://www.ibis-tours.ro/index.php>
  - [http://wwf.panda.org/wwf\\_news/?13623/Ecotourism-in-Romania](http://wwf.panda.org/wwf_news/?13623/Ecotourism-in-Romania)
  - <http://www.restromania.com/Interese/Ecotourism.htm>



## INDIVIDUAL POST CASE STUDIES OF THE STUDENTS

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# The Enchanted Forest

**Elena Teutsch**

Austria

## Abstract

*The “Familienparadies Reichenhauser“ is a typical family business in the region of Carinthia, south of Austria. The big economic pillar is the Enchanted Forest, followed by restaurant services and accommodation. The main clients are families with children and the services are of course family oriented. The innovation consists in the idea of creation of the Enchanted Forest and the utilisation of wood for the realization of the figures.*

## Overview Carinthia Region

The Carinthia region is situated in the south of Austria. The main city of the region: Klagenfurt (90,000 inhabitants).



Source: <http://www.truppe-muschett.at>

Regarding tourism, the core competences of the region are:

- sun and lakes
- sports, outdoor activities: ecologic tourism
- health-care and wellness: health-clusters, special treatments
- congresses and business-tourist

## 1. Description of the case study enterprise

The enterprise which represented my case study is called „Familienparadies Reichenhauser“.

**Business address:**

**Familie Reichenhauser, Reauz 3, A9074 Keutschach-See**

**Web address:** <http://www.familienparadies-reichenhauser.at/>

The "Familienparadies Reichenhauser" is a family-owned business with 4 persons working permanently: the owners and their retired parents. In summer season, due the number of tourists they are employing around 15 seasonal workers.

The company was founded in 1947, after World War II with some "Sommerfrischlern" (summer boarding guests) from Vienna. Today the enterprise arrived to the third generation; the owners took over the business from their parents in 2004. The legal form of the enterprise is sole proprietorship.

## 2. Products, services and activities

The enterprise is offering accommodation, restaurant and different activities for children for summer season in the Enchanted Forest and in winter season, natural ice-skating rink.

Regarding the accommodation, the company holds the only children's hotel with the four smileys - ☺ ☺ ☺ ☺ - in the region of Wörthersee/ Keutschachersee.

The hotel has a capacity for 18 families and the rooms are special designed for families comfort. It offers inclusive services such as:

- **Breakfast-buffet**
- **Lunch**
- **Drinking water supply** by the own spring – quality tested annually - and with a water heating system to protect against legionella.
- **Fruit-juice bar** for everyone from 9.00 a.m. - 9 .00 p.m.
- **Coffee, hot chocolate and homemade cakes from the**
- **Icecream-time**
- **Dinner with menus of choice**
- Free entry to the **Zauberwald** (enchanted forest) incl. adventure-playground in the forest, approx. 10.000 m<sup>2</sup> of size.
- **Child care** for children from the age of to 2
- **Summertubing track** at the hotel-playground (first track in Carinthia).
- **Indoor swimming-pool for children**
- **Finnish- and Steam Sauna as well as Resting-Room**
- **Infrared-cabin**
- 2 coins for our **Solarium** per family
- **Hotel-beach** 300 m from the hotel at the "Rauschelesee"
- **Egg-hunting** for the breakfast, Monday - Friday at 8.30 a.m.
- **Pony ride:** from Monday to Friday morning
- **Lama-walking:** from Monday to Friday

During the winter time the hotel is closed and they are offering different winter activities mostly for the visitors from the region.

The annual turnover of the enterprise is around 100,000 euro, only the Enchanted Forest, except the hotel services and winter activities. The entry fee is 4 euro per person, regardless kids or adults.



### 3. The innovation process

The company started by offering accommodation for visitors mainly from Vienna, but they continue to develop new ideas and to innovate all the time.

The idea of the Enchanted Forest came after the family collected an important number of wooden **paintings** realized by the hotel's guests. They didn't know at the beginning what to do with it and in 1996, after a family brainstorming, the realization of the Enchanted Forest started. They cooperate with a consultancy company for professional input, which gave them more ideas. After this they designed by themselves paintings more and more complex, covering many fairy tales.

The result was **"The Enchanted Forest"**, a surface of 10 000 m<sup>2</sup>, huge adventure-playground in the forest with figures from the fairyland, flying witches, talking trees and many more..... all wooden!



Photos: Elena Teutsch

Today the Enchanted Forest is visited by approximately 22,000 visitors in summer season. The winter activities bring also around 2000 visitors.

### 4. Market and competition situation

The enterprise doesn't have a real direct competition. Some similar services in Austria are in Judenburg (Styria), a park which existed before and in Rust (Burgenland), an amusement park, Disneyland-style.

However, there is a competition that the company is facing, but with other „one day activities“ from the region e.g. Terra Mystica & Terra Montana - 68 m long mine with exhibitions for kids: e.g. dinosaurs or the Adventure swimming pools „kids river“.

The visitors are mainly from the region, plus the neighbouring regions such as Styria, Burgenland. The foreign tourists are coming mainly from Slovenia, Northern Italy, Germany and Netherlands (from camping areas nearby).

The cooperation is done from one hand with public authorities for different types of permits, such as for the realization of the Enchanted Forest, to cut down trees on a small surface. Also, the enterprise benefited from a public subvention in the 1st year of creation of the Enchanted Forest: material and people to create a road and to do some other works.

On the other hand, the enterprise cooperates with the Regional tourism organisation, for advertising reasons.

The most usual type of cooperation is however, business to business cooperation. As for example with Kinderhotels label since 1992 or with other private stakeholders: parks, consultancy companies.

### **5. Goal of the case study**

I have chosen to analyse the enterprise “Familienparadies Reichenehauser” because of their interesting offer of products and services. I also intend to come up with innovative ideas for the future development and improvement of the business.

### **6. Methodology**

In order to choose and to analyse this enterprise, I used different types of methods which are enumerated here below:

- Methodology of pre case study
  - ❖ Trip to Carinthia region (Kärnten)
  - ❖ Interview with the owners of the company (30.04.2011)
  - ❖ Visit of the Enchanted Forest and the surroundings
  - ❖ Visit of Kärnten Werbung GmbH, Velden
- Methodology post case study
  - ❖ SWOT Analyse
  - ❖ Innovation plan

### **7. Problem definition**

The main problems of the enterprise, which I identified concern:

- ❖ The size of the enterprise and their development policy: this doesn't allow them to get EU funds and have in this way a financial support
- ❖ The market competition: the company has to face competition from other “one day activities”
- ❖ Small budget for new investments and for the reparation of the wooden figures.

### **8. How the economical crisis did influence the enterprise?**

The company was not too much affected by the economic crises. The reasons are that the usual visitors are families with kids from the region, the entry fees are not too high (4 euro/p) so families do not renounce to visit. Lastly, the enterprise has rather loyal clients for the hotel, which are coming every summer.

### 9. SWOT analyse of the innovativeness capacity of the enterprise

Strengths	Weaknesses
• Landscape (forests, lakes)	• Public transportation system
• Touristical region	• Season dependence
• Family business - Independence	• Small budget for reinvestments
• Own forest	• Not so much to do for young people
• Guest house	• Not a good structure of the website
• Restaurant	
• Children playground	
• Diversity of services	
• Proximity of the regional capital	
Opportunities	Threats
• Connection to a regional network	• Financial problems
• Coonnection with different types of activities in the region: e.g festivals	• Market competition
• Cooperation with travel agencies: e.g. regional travel packages	
• Better infrastructure: e.g regional minibuses	

### 10. The innovation plan

After the short analyse of the enterprises that I have done it before for the pre case study and the rich information that I received during the IP in Suceava, I collected enough new ideas which I will proposed them here below to improve the innovativeness of the company. As the company is offering already a different range of services, my suggestions are rather regarding the improvement of the network.

#### ➤ Connection to regional networks and activities

The company has different types of cooperation but most of them business to business and include less the public authorities which may have no negligible importance in establishing regional networks for the benefices of both private business and public authorities image. A more precise suggestion is to connect with different events from the region e.g festivals. This will increase the visibility on the market and will bring new visitors.

➤ **Cooperation with travel agencies**

For the moment the company doesn't have a very well established market strategy and in my opinion this can be improved. Besides the website and the kinderhotel label catalogue, the company should cooperate with travel agencies and propose more complex packages for families.

➤ **Improvement of the public transportation**

This is a suggestion which involves also cooperation with other neighbouring business. To facilitate the access of families without a car (e.g. foreign tourists in the region who arrived by plane) a connection of the attractions by small buses would be needed.

## **11. Conclusions**

The family aims to a sure and slow development with small investments rather than a quick one. The enterprise is rather well developed, so not too many suggestions to propose. However, to overcome the market exigencies maybe more investments are needed for the future which probably will be higher than the normal company's budget for reinvestments. In this case a solution can be to try to attract EU funds, given through the region or to make loans to a bank.

## **12. References**

- Interview with the owners (30.04.2011)
- The webpage of the company: <http://www.familienparadies-reichenhauser.at/>
- The lectures (Inno Natour 2011)
- <http://www.truppe-muschett.at>

## Guesthouse “The Two Ostriches “

**Gabriela Kuteva**  
**Bulgaria**

### **Abstract**

Rural tourism includes all tourism activities developed in the countryside. The main alternative is an environment and space it offers. This includes travel and transit through the countryside by car, bicycle, boat, horse, and stay in rural house. Rural tourism has been associated with visit the countryside and capable of conducting of a research-related hobby profession. The definition includes all related agricultural environments, with certain events, festivals, museums dedicated to the production of agricultural products and traditions and customs in this area , also forms of tourism which are directly linked to one farm, independent cottage is staying, just go with lunch, entertainment or any single journey.

**Name of the enterprise:** Guesthouse “The Two Ostriches “

### **Location and description of the enterprise**

In the recesses of the Balkan Mountains, between Tarnovo and Gabrovo, the medieval village of Bozhentsi is huddled up amongst age-old trees and fabulous legends, established more than 700 years ago.

Amongst sparkling crystal air, bewitching quietness and impressive nature, amongst herbs and flowers, the unique white houses of Bozhentsi could be seen, covered with stone tiles and slabs and filled with the coziness and warmth, preserved by the generations of Bulgarians, that have been living here over the centuries.

The Village-reserve is visited by thousands of people throughout the year.

There are two house-museums to be seen, built in the 18 and the first half of the 19 century, with exhibitions of original objects dating from that period.

The exposition ”History Remembers Only the Daredevils and the Generous Donators” presents the history of Bojentsi with photographical materials, objects used in the everyday life and luxury objects – part of the lifestyle of local people, the genealogy of some notable families from Bojentsi who made donations for the building of schools, churches and houses.

The village earned a very good reputation through their involvement in the political and cultural life of the country.

Among the items exhibited in the museums, the visitor can see a vice for wax with an original mechanism from the beginning of 19 century, a cutler’s workshop, a constant exhibition - bazaar of different fabrics, a monastery school; there is a hall in which different exhibitions take place depending on the season and the holidays – survaknitsi, martenitsi, Easter day’s rituals, pictures, photos...very year many children from different towns gather to study the art of painting in Bojentsi. There are also revivals of authentic national customs depending on the

holidays – Lazaruvane, Koleduvane, St. George’s day. The village offers you the possibility to stay in old-style houses. Also, there are taverns, cafes, shops...

Guesthouse “the two ostriches” is situated in the southern part of Bojenci .

**Business address:** village Bojenci



**Contact information:** GSM : +359 888 111 111

**Year established:** the firm is created in 1994 year

**Company background:** "the two ostriches" is a family company. There are 70 employees who are distributed in hotel, restaurant and ostrich farm. The idea of the emergence of the company came after a visit to South Africa.

**Legal form of enterprise:** The legal form of our enterprise is sole trader

**Person engaged in managing the enterprise**

- Proprietors - 2
- Family members – 4
- Hired managers – 66

(waiters, cooks, cleaners, gardener, veterinarian, man who cares for ostriches, farm workers and others.)

**Annual turnover:** The annual turnover of the our enterprise is 1 000 000 BGN

**Market and competition situation**

In vilage Bojenci, competition with guesthouses, hotels, restaurants, pubs is very big.

In „The two ostriches” has fully preserved the Bozhentsi traditions, creating exclusive coziness and comfort to its guests.

There are 5 (five) in number double rooms, by 10 (ten) guests, 4 (four) of them – with large King Size bedrooms, and the fifth one with 2 (two) single beds.

The rooms are furnished with solid antique furniture of teak timber, which create unique atmosphere and sense of connection with the local traditions. Each room has available LCD TV set with digital satellite signal and well-heated converter radiators. Each room has available private bath and WC unit with shower-cab, infra-red hating and hairdryer.

Each room is given its own name, reflecting its nature and place: the Room with the veranda, the Stone bedroom, the Room under the cherry-tree, the Bedroom under the walnut-tree, the Corner room, the Room with the hearth, the coaches and the kitchen.

The house has available a reserve water source and in the event of stopping the water supply in the village, it automatically switches to self-water supply.

On the ground level of the house, there is a sauna located in a beautiful stone room, which has available infrared emission, which is exclusively useful for human health, destroying viruses and bacteria, and it also could be used by people with cardio-vascular diseases, including by those with implanted bypass.

On the first floor, the room with the fireplace is situated, with the coaches and the kitchen, which creates the sense of home coziness and warmth, providing opportunity to the guests to prepare themselves the dishes desired by them.

The kitchen is supplied with refrigerator, furnace, microwave stove, ceramic hot-plate and grill, utensils washing machine, laundry-machine and drier.

The guests are being offered every morning coffee from Bozhentsi and herbal tea with honey.

As extension of the room with the coaches, there is the yard with a typical hearth in the Bozhentsi style, with BBQ facility and furnace for roasting and baking, where the guests could spend pleasant days and evenings under nice old trees and the starry sky.

That which "two ostriches" is different from other firms in the region is that here have farm with 20 ostriches (7 - male 13 - female), which is very interesting and attracts for many tourists.

*The location of the hotel at the foot of the mountain allow You to try picnic and to go on a ramble .*

*In the vicinity of the tavern you can find plenty of eco-walks and marked tourist's routes.*

*If You like, you can visit Tryavna- a city of rich traditions of the Bulgarian national revival, Gabrovo, the monastery of Dryanovo, the cave of Bacho Kiro, or just to go for walk in the picturesque lanes of Bojenci.*

### **Partners**

The firm have many partners with who work together :

- Designers – they purchase fur and feathers from ostriches
- Restaurants – they purchase meat and eggs.
- Artists – they buy eggs from ostriches to draw on them
- In flower shop – they buy the biggest feathers for decorate bouquets
- In stores for home – feathers for powder brush

### **S W O T analysis**

#### **Strengths**

- Highly qualified personnel with long experience in the industry
- Good market positions and established relationships with leading companies
- Good location with plenty of opportunities for tourism
- Output with excellent
- Active participation of all family members
- Well-organized timetable
- Inclusion of new activities

#### **Weaknesses**

- Slight increase in prices during the crisis
- In bad weather delayed short supply

#### **Opportunities**

- Flexible menu in the restaurant
- Search for new markets
- Modernization of machinery and equipment
- Partnership with travel agencies

#### **Threats:**

- Of animal diseases
- Bad weather
- The financial crisis

### **Innovation case**

Our company for ostrich is only one in the region.

In addition to cooperating with other companies by providing its products the farm can be used as a zoo. Small children can be a ride on an ostrich, you can make a photo with ostrich or just watch.

So on a farm with a few ostriches can offer new products through the right strategy and linking with the right companies to build a common business.

**The present economical crisis**

Crisis adversely affected the company. There is reduced demand and purchase of products by the respective buyers.

**Lessons learnt**

Because of problems with supplies of forage to feed the birds, the owners are forced to buy their own land and produce food.

They open his own shop which sell souvenirs, skin creams made from ostrich oil, painted eggs, brushes for powder and others.

At the time of crisis with bird flu owners build additional space in which closed ostrich do not have available to outside birds.

## Non forgetable

**Stefaniya Valcheva**  
Bulgaria

### **Abstract - Ecotourism in Bulgaria**

For most people who practice the main types of tourism, marine and ski define ecotourism as "just walk in the forest". Well, obviously those people do not have the slightest idea what they live for! Ecotourism is the most direct route of human to nature, to feel that part you are part of it.

It includes many activities that tourists literally touches the secrets of nature and becomes part of it. This is precisely the charm of ecotourism - we welcome our visitors as guests and send them as friends not only with us, but of nature, too. Bulgaria has the highest biodiversity and with the most endemic species in Europe, that is why in most cities there are centers for environmental protection, another interesting option if you are interested in ecology and environmental protection.

In many of these centers (tourist centers, travel agencies) are offered and other services related to ecotourism: between which transitions, photo tourism, bird watching, hiking, climbing, visits to caves and natural attractions.

### **Description of the enterprise**

"Non-forgetable" is this type agency – "love with nature" and it is located in the town of Kardjali, which is located in one of the most beautiful and unique regions of Bulgaria, Rhodope Massif. Despite the vast territory covered mountains, travel agency "Non-forgetable" fail to cover the most striking and characteristic features of the Rhodopes. The name of the agency is "Non-forgetable" Ltd. It is located in the picturesque town Kardjali, which is located in the heart of Rhodope Massive. The address is .gr Kardjali, ul Osvobodenie 5, and also there is a e-mail - .office @ gabitour.com, and a telephone – 0555/87086.

"Non-forgetable" is a small family agency based in 2002 in Kardzhali. Idea of the company arising from an accident to fellow students visit one of the owner of the company that they divorced around fairy locations of the Rhodopes. Thus, one eco-tour is born launch of a travel agency which would carry out the provision of travel services for small groups of tourists with special interests arising from the love of nature. The agency is guided into the legal status Ltd - sole proprietorships with limited liability. Ltd is a company formed by a person responsible for the debts of the company with its shares contribution to capital. Ltd is a company whose capital is divided into shares, the amount of the shares must be equal to the capital. Minimum capital required for the formation of LTD in the amount of 2 lv. The main figures who guided the organization of the firm are the manager and organizer of the tourist activity. The team also includes assistant tourism, tour historical sites and archaeological, guide biodiversity and mountain guide. The year's financial statement amounts around 1 000 500.

### **Customer and customer needs**

"Non-forgetable" is one of the major travel agencies, based on market surroundings over the years. Principal market to which the targets are Bulgarian tourists, but also great interest is manifested by foreign tourists, so we offer lectures in English, German, Russian. Apart from the removal of language barriers, the company tries to expand its market by increasing the services offered, like - ornithology, wine tourism, making the participation of tourists in the production of

haraketrnite Bulgarian dishes, harvesting tobacco, Rhodope honey, cow milk, butter, yogurt and tahini.

The aim of the enterprise is to show to the bugarian and the foreignner customs the spirit of Bulgaria, the spirit which is full with love to nature, to animals and earth.

### **Market and competition**

Due to the small number of tourists and trying to attract more tourist clientele many small travel agencies are merged together, produce a price plan and more. So I can not say that competition is great rather between those undertakings observed empathy and reconciliation. Some of the partners with “Non-forgetable” are Municipality of Kardzhali, Perperikon, Historical Regional Museum, Bulgarian Society for the Protection of Birds, Conservation Center” Eastern mountains” , Friends of the Rhodope cattle.

Inovational causes are connecting with offering a different and unique product, which the tourist can get a emotional experience.

### **Innovations**

The innovations are connecting with the offering products and servises all-year time- in the spring, summer, autumn and winter.

Some of the innovations are:

- Diving experience
- Getting Started in mountaineering
- With kayaking on the Arda River
- Boot saddle horse

#### *Diving experience*

Only travel agency “Non-forgetable” offers an incredible opportunity to experience the profession is a diver plunging into water in Kardjali dam with full diving equipment.

Program:

Download breathing apparatus and placing it again

Purge mask

Download fiber belt

Navigating the Compass

Terms of participation:

The program is suitable for beginners.

Price includes:

Instructor

Full diving equipment

Medical insurance

#### *Getting Started in mountaineering*

Just “Non-forgetable” offers you a professional instructor who will introduce you to the essence of climbing and mountaineering, to tell you about the ethics, techniques and tactics of the traditional alpine climbing sites.

Price includes:

Instructor of the Bulgarian Federation of Speleology

Climbing equipment, connectors, anchors

Medical insurance

*With kayaking on the Arda River*

Your guide will take you to kayak along the Arda River in the village Madjarovo Borislavtsi. The river in this part is not deep and the water is calm. Will go through the most picturesque banks of the Arda and you will be loaded with lots of positive energy, closely watching black storks and vultures, turtles and dragonflies, as well as typical short-horned cattle Eastern Rhodopes and many wonderful iztochnorodopskata representatives of flora and fauna. For those who will be able to swim in the river for others to collect river stones, a third to test your photographic skills. The program is implemented in the region Madjarovo.

**The influence of the economic world crise**

The present financial crisis is fluencing on Bulgarian tourism. Much of the Bulgarian citizens used to spend their holidays in our neighbors - Turkey, Greece, Romania than in other parts of Europe and the world. Studies show that in recent years that the crisis was raised force preffer more Bulgarians to travel in the country than abroad. Because of this and Bulgarian tour operators have started to offer not only more attractive packages, but also various services, including various types of activity. Perhaps the financial crisis has led, however, good results for the start side and the development of tourism in our country.

**SWOT ANALYSIS****Strenghts:**

- The area has abundant natural, historic and cultural resources with regional European and global significance
- Many organizations and institutions involved in tourism development in Bulgaria:
- Bulgarians are very hospitable, and the Bulgarian food and cooking as a surprisingly delicious
- Tourists can travel without worries about personal security

**Weaknesses:**

- Cultural heritage was abandoned to the arbitrariness of fate
- Limited product diversity, lack of innovative ideas
- Much of employed in tourism are low-skilled and without basic knowledge of the industry

**Opportunities:**

- Participation in overseas markets with a focus on alternative forms of tourism
- Better use of resources for tourism in national parks and natural
- Construction of thematic trails and parks
- Supporting development activities in the tourism sector through funding programs and projects

**Threats:**

- Congestion on certain areas will lead to deterioration of resources
- Lack of basic market knowledge leads to inadequate offers and mediocre quality
- Bulgarians prefer neighboring destinations because of lack of adequate proposals in the country

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**Conclusions (lessons learnt, recommendations)****Lessons learnt**

- The main problems encountered the enterprise related to the lack of community participation in conservation of tangible cultural heritage, the infrastructure of the area and the environment.
- However, the company and its associates do not renounce the development of the region and with its own forces and means are trying in every way to make some friends around a recreation area.

**Recommendations**

- promotion of enterprise and service offered, not only in Bulgaria but in Europe and elsewhere

**Source of information**

- Internet
- The owner of the enterprise
- Municipality of Kurdjali

## **Holiday Centre Lomakylä Järvisydän Oy**

**Leena Jalonen**

Finland

### **Abstract**

My case study enterprise is Holiday Centre Lomakylä Järvisydän Oy. Medieval-style Holiday Centre Järvisydän is situated by Lake Saimaa in Rantasalmi, in eastern Finland. It is very popular tourist centre around the year in that region. Holiday Centre Järvisydän in Rantasalmi and Medieval Tavern Hilpeä Munkki in Savonlinna are situated at convenient locations by the water, near major roads. You can reach both destinations by road, and by boat as far as from the sea through the water routes of Saimaa. By plane, you can reach us through any of the major city airports nearby: Savonlinna, Varkaus, Joensuu or Kuopio. By road, the travel time from Helsinki is about three and a half hours. Medieval Tavern Hilpeä Munkki belongs also for the same owners in Savonlinna. These two companies make cooperation especially in summertime, because Savonlinna is full of tourists due to its opera festival in July. The Holiday Centre Lomakylä Järvisydän can offer different kind of services and accommodation for tourists with nice surroundings. The company offers different kind of services. It also makes cooperation in marketing with other companies near.

### **Introduction**

My case study for Sucevas Innonatour Course was Finnish Medieval-style Holiday Centre Järvisydän Oy. My work started via email to Holiday Centre. I got soon answer from the sales manager, name of the friendly person was Niina Laitinen. She mailed me a lot of information and she was very satisfied, because of this kind of presentation in Inno Natur Course. I visited the place and interviewed the restaurant manager Veli-Pekka Tahvanainen and he gave me also information. After collection information I prepared my power point show by that. From internet I also found several pictures and knowledge of the subject. This company has perfect location for people seeking peace and different kind of experience. The experience of company's long tradition of hospitality dates back to 1658. In Romania we had several lectures about tourism and other related topics, and by the help of that information we started to create our Romanian Case Studies. After returning to Finland I started to work again and improve my pre Case Study project, which is this now. Maybe the hardest part was to start working alone, but it was also the best part because you can use all of your own ideas and you don't have to ask the opinion of others.



**Lomakeskus Järvisydän/ SaimaaHoliday Rantasalmi**



### History and Information

It has been established in 1982. Auxiliary trade names were:

Hilman Puulaaki 18.03.2005

ICE VILLAGE 18.03.2005

Keskiaika krouvi - Hilpeämunkki 18.03.2005

Kotaravintola Savonloitsu 09.06.2003

Lapland Ictrail 10.02.2006

Maalaisravintola Piikatyttö 09.06.2003

Savolainen Saunamualima 9.6.2003

Savonlinnan Viinijuhlat 10.2.2006

Previous name: Lomakylä Järvisydän Ky **until 07.09.2006**

### Business operations

**Branches: to hire cottages**

**Business id: 05859738 Marketing name: Lomakylä Järvisydän**

**Oy/Saimaaholiday Rantasalmi**

**Official name: Lomakylä Järvisydän Oy**

Company's home municipality: Rantasalmi, The accurate business address is **Lomakeskus Järvisydän/ Saimaaholiday Rantasalmi** Porosalmentie 313, 58900 Rantasalmi Finland and the web pages can be found in the address <http://www.jarvisydan.com>. Address for invoicing: Lomakylä Järvisydän Oy / Mediatili Oy, Olavinkatu 42 A57100 Savonlinna.

Holiday Centre Järvisydän sales service is open Mon–Fri 9 am–4 pm, taking care of all inquiries and reservations for Holiday Centre Järvisydän in Rantasalmi and Medieval Tavern Hilpeä Munkki in Savonlinna

Number of offices: 2 Lomakylä Järvisydän Oy in Rantasalmi and Medieval Tavern Hilpeä Munkki in Savonlinna.

### Financial ratio summary

<b>Lomakylä Järvisydän Oy/Saimaaholiday Rantasalmi</b>	<b>2005/12</b>	<b>2006/12</b>	<b>2007/12</b>	<b>2008/12</b>	<b>2009/12</b>	<b>2010/12</b>	<b>2011</b>
Company's turnover (1000 EUR)	943	899	962	1,2milj.	1,4milj.	2,4milj.	2,9milj. (estimated)
Turnover change %		-4.70	7.00	28.80	12.00		20,8milj (estimated)
Result of the financial period (1000 EUR)	44	6	10	10	14		
Operating profit %	7.70	0.70	6.20	5.00	6.50		
Company personnel headcount	20	27	15	16	18	19	

### Products and services of the enterprise

#### Accommodation

Holiday Centre Järvisydän offers versatile accommodation by the clear waters of Lake Saimaa. High-quality alternatives range from smaller log villas for 5 persons to 10-person lakeshore

villas, and to 10-person hillside villas each with 5 double hotel rooms. Accommodation naturally includes linen, towels, and use of sauna premises.

Crown your holiday with a fishing trip on Lake Saimaa with a professional guide, or go golfing at the local golf course if you like. In the winter, the fine surroundings of Linnansaari national park provide possibilities for a number of activities from snow mobile safaris to ice fishing. Restaurant and sauna services at Holiday Centre Järvisydän are available right next to the holiday villas.

### **Theme Restaurants**

The menus in restaurants have been inspired by local culinary specialities of the 17th century. The dishes are served on chips of wood, in pottery bowls, and in frizzling iron pans, by open fire and in candlelight, accompanied by music. Medieval Restaurant Piikatyttö seats 150 persons, the Wine Cave, which is the biggest one in the area, seats 250 persons, and Lapp Hut Restaurant Savon Loitsu seats 50 persons. Restaurants also offer entertainment, like dancing, karaoke and magic.

### **Activities**

Take a guided tour on the water or in the forest under the professional guidance of our local experts, departing from Holiday Centre Järvisydän all year round. Guides will guarantee the participants' safety during the tour and share information about the wonders of Finnish nature. Guided tours by prior arrangement from our sales service. Some excursions can be reserved on the spot at the holiday centre. It is also possible to rent necessary equipment for independent touring. Available from sales service: fishing safaris, paddling/rowing excursions, cruises on Lake Saimaa and in Linnansaari national park, riding tours / fun games on Icelandic horses, medieval games, rock climbing, curling, nature excursions, paintball, tour skating, kick sled / snowshoe tours, ice floating, and sleigh rides.



### **Sauna Services**

By the lakeshore at Holiday Centre Järvisydän are many saunas, with room for up to 70 bathers at the same time. There are a number of different saunas to choose from, according to group size and the nature of the occasion. Sauna reservations from sales service. All accommodation premises have a 3–5-person electric sauna, the use of which is included in the price.

### **Package Offers**

Staff at Holiday Centre Järvisydän hopes that the guests will have the most nice and easy stay with them. To achieve this, sales service is happy to wrap all the needed services in the same package, according to the group's wishes: accommodation, meals, conference and sauna services, nature programmes and transportation.

### **Additional Services**

Holiday Centre Järvisydän provides ideal settings for successful meetings and conferences, or for family celebrations. Sales service can arrange all the necessary transportation. Holiday Centre Järvisydän gift certificates also available!

Medieval Tavern Hilpeä Munkki – Savonlinna

In Savonlinna, on an island right next to the Provincial Museum, is Medieval Tavern Hilpeä Munkki, which opens its rustic doors for the summer and welcomes all guests to feast on medieval cuisine off iron pans and pottery bowls. Come and dine next to Olavinlinna Castle by the beautiful sceneries of Lake Saimaa!

### **Innovations and Marketing**

The present economical word crisis influenced to tourism also in Järvisydän. There was not so much reservation of foreign people. The seasons were not so high booked. Now the situation is much better and they are planning new innovations. When the firm is planning new innovations it should be paid attention to profitability, marketing, segments, competition situation and its own strengths in executing the services, resources. The new innovation should be immediately written on process.

Innovation plans in Holiday Centre Järvisydän:

- accommodation: more high level villas
- activities: more many-sided nature activities
- co-operation: more compact with other tourism enterprises
- internationalization: especially to Russia and to central Europe
- ecological food products

### **SWOT ANALYSIS**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• variety of services and activities</li> <li>• variety of accommodation</li> <li>• nice theme restaurants</li> <li>• good service</li> <li>• fresh air and water</li> <li>• website</li> <li>• No actual competitors in close surroundings</li> <li>• Landscape and natur</li> </ul>	<ul style="list-style-type: none"> <li>• lack of foreign clients</li> <li>• marketing</li> <li>• distance from the capital</li> <li>• high costs</li> <li>• language skills (staff)</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• potential surroundings</li> <li>• landscape</li> <li>• clean lake Saimaa and silence</li> <li>• Savonlinna opera festival</li> <li>• International advertising</li> <li>• cooperation with foreign tourist agencies from abroad</li> </ul>	<ul style="list-style-type: none"> <li>• lack of local partners</li> <li>• climate change</li> <li>• economical crises</li> <li>• big competion</li> </ul>

The strengths are firm's resources and capabilities that can be used as a basis for developing a competitive advantage. The versatile activities can be used around the year. Also nice atmosphere in restaurants is unique in this area. Lake Saimaa gives many opportunities in summer and winter times. Foreign tourists enjoy that silence and clean nature.

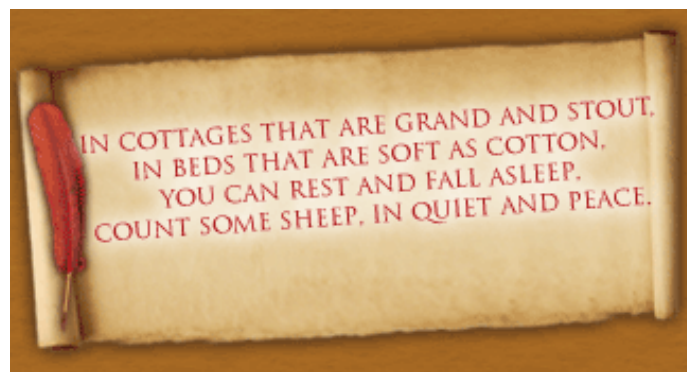
One weakness is marketing abroad and cooperation with travel agencies. One threat should be prices, if there are high prices people travel abroad especially in winter time. In Finland it is easy to take straight flights to south Europe and to Thailand.

### Conclusions

This enterprise is healthy and they have also very innovative people working there. Their business is in good shape and they have opportunities to grow it in the future. But they must think developing and innovation every day, so they can get more foreign tourists. For an enterprise it is essential to develop all the time. Increasing other marketing e.g. advertising in Finland, in foreign countries and in Internet could be done as soon as possible. Facebook should be one of the cheapest ways to market nowadays. Also, if they want tourists from Europe, they must also have brochures in German language.

Locally produced food and wine would also give extra value for their services and ecological food products. We eat for live, or live to eat! (Angela Albu 23.5.2011)

Davide Pettenella also had a nice idea of Nordic walking in the forest and a play in the forest with mushrooms. Both would be nice innovations for this enterprise.



### Sources of information:

- <http://www.finder.fi/M%C3%B6kkivuokrausta/Lomakyl%C3%A4%20J%C3%A4rvisyd%C3%A4n%20Oy%20aiaaholiday%20Rantasalmi/RANTASALMI/toiminta/391393>
- <http://www.jarvisydan.com>
- Interview with sales manager Niina Laitinen by email, April 2011.
- Interview with restaurant manager Veli-Pekka Tahvanainen, April 2011.
- Lessons kept in Inno Natour Intensive course May 2011

# Teahouse of Wehmais

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**Katri Tanninen**

Finland

## **Abstract**

My case study enterprise is TeaHouse of Wehmais; the first and only tea room in Finland. TeaHouse of Wehmais is located in East Finland, locality called Juva. The company sells loose tea and you are also able to drink tea and eat delicious bakeries done by traditional English way. One of the famous one is Afternoon tea. The company has already the certain clients but is trying to get more.

## **Introduction**

I have chosen to my case study a company called TeaHouse of Wehmais. TeaHouse of Wehmais is an Anglo-style tearoom and it is located in east Finland. In the beginning I called to the owner of the company and asked for the interview. I went to the TeaHouse of Wehmais and we had a conversation considering my pre-case and post-case study. After the interview I did the PowerPoint presentation with a lot of information about the company. Unfortunately the owner did not have photos to give me but I found a couple from the internet.

After visiting in Romania, Suceava for two weeks it is interesting to think new ideas and of course try to use those for the TeaHouse of Wehmais. I am going to use the SWOT analysis to make things clearer and easier to understand.

## **Case study descriptions**

TeaHouse of Wehmais is an Anglo-style tearoom. It offers to the client's large selection of tea. You are able to drink tea with savory and sweet bakeries and buy loose tea with you. They are also selling many things which have something to do with tea, for example honey, marmalade, chocolate, teapots and napkins.

## **Information and history**

TeaHouse of Wehmais is usually called shortly TeaHouse. The enterprise has been established in June 2010 and it opened to the clients in September 2010. TeaHouse of Wehmais is located in east Finland, in little locality called Juva. The business address is Pieksämäentie 234, 51900 Juva, Finland. They also have web pages [www.teahouse.fi](http://www.teahouse.fi) and email-address [tee@teahouse.fi](mailto:tee@teahouse.fi). The telephone number is +358 40 4101626.

The space of TeaHouse of Wehmais is done out in Anglo-Style with rose wallpapers and cut-glass chandelier. They have managed to create a real tearoom with very nice and peaceful environment.

TeaHouse of Wehmais has been built to the old horse stable. The building is on courtyard area of old mansion. The mansion itself is a dairy farm and is producing eco milk.

## **Management and description of organization**

The legal form of the enterprise is registered business. The enterpriser is charging the company and also owns the business. The evaluation about the turn-over for the first year is 70.000 €. The sum is evaluated because the company has been operated only for eight months.

There are working one regular worker and the enterpriser herself around the year. Summer 2011 is the first summer to the company and they have four seasonal workers. The amount of

seasonal workers has been difficult to estimate but the enterpriser is hoping that summer is a good season and they have a lot of clients and work to do. Usually the summer is the best season for the companies like TeaHouse.

### **Customers, market and competition**

TeaHouse of Wehmais is serving the clients from September to May in five day a week, from Wednesday to Sunday. Opening times are from Wednesday to Friday clock 12-18 and Saturday and Sunday clock 12-16. In the summer season from June to August the TeaHouse is open every day; from Monday to Friday clock 11-18 and Saturday and Sunday clock 10-16.

TeaHouse has specialized in English tea tradition. It means that their knowledge is in tea. In Finland there are no other companies with the same kind of business idea. TeaHouse is the first and only English tea room in our country. With an optional tea you are able to enjoy for example Afternoon Tea which is very traditional. All the bakeries are done in the TeaHouse and there have not been used any half-finished products at all. Also this thing is quite rare nowadays.

Because the business idea is so special the company is not competing with the local coffee bars but larger area. Juva is quite small locality so the customers are coming more from other towns all around the Finland than neighboring area. For that reason company have clients from a large geographical area. There are lot of summer cottages nearby Juva and in July there is Savonlinna opera festivals which bring lot of people to the area. Savonlinna is located 60 kilometres from TeaHouse of Wehmais.

People are coming to have a tea from far away. You can image that people really want to visit the place and sit down with a tea and delicious bakeries in very nice environment.

### **The present economic world crises**

Thinking about how did the present economical crises affected to the company it is hard to see because the company has been working only for eight months. The manager is thinking that the crises did not influence to their business.

### **Partners and marketing**

TeaHouse of Wehmais has been built to the old horse stable and the building is on courtyard area of old mansion. On the other part of the building is working a company called Butiken på Landet. Butiken på Landet is selling unique and high quality clothes from Europe. This company has been working for ten years. The owner of the clothes shop noticed that there would be demand for the coffee house or tea room. Finally they wounded proper enterpriser with a suitable business idea.

These two companies are doing a strong co-operating. Many of the clients are visiting in both companies and bigger groups they split in two parts; the other part goes to the clothes shop and other part goes to the tea room. And then the groups are changing the places. This is done because the groups can be more than 50 person and the companies are not very large. So by this way people have more space and better opportunity to see and make good shops.

There are also other examples of the co-operating. When the Butiken på Landet is organizing fashion show for new clothes the TeaHouse of Wehmais is making the services. They have lot of shared clients so they are making advertising together; for example press advertising and direct marketing.

The other important partner is Charms of Saimaa which is network of marketing in tourism. In Charms of Saimaa there are 17 resorts which all are unique in the area of Lake Saimaa. Every resort has fascinating story and personality what you are not able to reach any other place.

TeaHouse of Wehmais is marketing together with Butiken på Landet. Furthermore TeaHouse is caring out marketing in local newspapers as well as magazines of food and tourism field. The owner tries to keep good relationships with the press and it is a good thing. For that reason they have been in many papers in different situations and it is like a free publicity.

### Innovations

TeaHouse of Wehmais is offering traditional English tea with English-style bakeries so the new ideas are also based on that concept. The owner is reading international books, magazines and web-pages to get ideas and recipes for bakeries. She has also visited in England couple of times to get know the tea tradition. They are trying to mix a tea tradition, seasons and feast days in their services and bakeries. They are also selling some nice things and decoration to buy for Easter and Christmas. The owner is planning to start organize meetings and seminars. It would mean that TeaHouse is offering the place, the equipments, food and drink as you are needed. There are no many nice places to arrange meetings in that area.

### SWOT analysis of the enterprise's innovation ability

SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

- **Strengths:** characteristics of the business or team that give it an advantage over others in the industry.
- **Weaknesses:** are characteristics that place the firm at a disadvantage relative to others.
- **Opportunities:** *external* chances to make greater sales or profits in the environment.
- **Threats:** *external* elements in the environment that could cause trouble for the business.

Identification of SWOTs is essential because next steps in the process of planning for achievement of the selected objective may be derived from the SWOTs. It is particularly helpful in identifying areas for development. ([http://en.wikipedia.org/wiki/SWOT\\_analysis](http://en.wikipedia.org/wiki/SWOT_analysis). [Read 5.6.2011])

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• The only tea room in Finland</li> <li>• Baking themselves</li> <li>• Loose tea selling quite rare</li> <li>• Small place with peaceful space</li> <li>• The owner has lot of ideas and the courage to try those</li> </ul>	<ul style="list-style-type: none"> <li>• Maybe people are not ready for tea culture?</li> <li>• People don't know the place</li> <li>• Space quite small, can have max 25 clients in same time</li> <li>• Kitchen is not very practical</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Tea tradition has a long history and a lot of recipes</li> </ul>	<ul style="list-style-type: none"> <li>• Is there clients enough?</li> </ul>

**Strengths:** TeaHouse of Wehmais is the first and only tea room in Finland so they do not have a direct competition. They are also baking everything by themselves and are not using half finished products. This is very rare nowadays. People respect this kind of working and are ready to pay for that. The company is selling loose tea and they have over 50 different kind of tea. This is very good selection. The atmosphere in the TeaHouse is very nice and peaceful so you really can

enjoy for the moment when you are there. The owner is reading a lot and trying to learn new things for the company and tea tradition. She has also lot of courage try to make her ideas come true.

**Weaknesses:** It is hard to estimate are the people ready for a tea culture and do they want come to TeaHouse. Advertising is important that people get information about the company and want come to visit it. If you have a big group of people, the space is maybe too small. That is a reason why the size of the space can be also weakness as well as strength. The kitchen is not very practical, especially if you have to bake big amounts. Unfortunately there is no possibility to expand it.

**Opportunities:** Tea tradition has a long history and tea is very popular in many countries. For that reason you can find lot of recipes what you are able to use or just get some new ideas.

**Threats:** You are not able to know does the company have enough clients.

### **Conclusions**

TeaHouse of Wehmais is quite young company and it is interesting to see how the next years are going. They have done lot of work and advertising that people would get know about the company. And they have also managed in this work. Summer 2011 is the first for the company and it shows lot of about the future also. If the people like it they will come back.

The company doesn't have a lot of opportunity to expand the business because the space is limited. They can take meetings and seminars and keep them in other space but the tea room is only for max. 25 person. The main idea is to have clients around the year so also the turnover keeps in good condition.

### **Sources of information**

- ☑ Interview: Anna Grotenfelt-Paunonen, April 2011. TeaHouse of Wehmais.
- ☑ Web-pages: <http://www.teahouse.fi/> [Read 2.6.2011]
- ☑ [http://en.wikipedia.org/wiki/SWOT\\_analysis](http://en.wikipedia.org/wiki/SWOT_analysis). [Read 5.6.2011]



# Middle-Earth Cooperative, an opportunity on the Euganean Hills

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**Francesca Savio**

Italy

## **Abstract**

This post-case study has been drawn to analyse the innovation process of the enterprise considered in the pre-case study with the knowledges and tools provided during the Intensive Program in Suceava.

In this document there is a description of the enterprise within all its main features, a description of its innovation process and methods and are also provide some proposal for a future development.

Besides, are also commented the impacts of the present economical world crisis on the economic profile of the company.

Also a SWOT analysis has been applied to the enterprise's innovation ability and finally, some conclusions are derived.

## **Introduction**

Middle Earth Cooperative is a quite young enterprise and it shows a good ability in innovation. Its aim is the environmental education, so it is very specialized in nature-based activities that involves young people, it also collaborates with schools, with the Euganean Hills Regional Park and with some municipalities to get a network of partners useful to improve the services provided to the customers. To understand better their needs the Cooperative asks them to fill a questionnaire about the services and it is a very important and useful tool to address the innovation process. But innovation also occurs within other sector of the enterprise as it will be exposed with the following analysis.

## **Case study description**

### **Description of the enterprise**

The enterprise considered is called in Italian "Cooperativa Terra di Mezzo" that in English is translated "Middle Earth Cooperative" and it is a "B" type social cooperative. This kind of solution means that, indicatively, one out of every three positions destined to working members has to be covered by a "disadvantage person". Those people are asked to welcome visitors and to perform minor maintenance and cleaning of the structures. Middle Earth Cooperative is made by 34 members, whose 21 are workers (six of them are "disadvantage people") and 13 voluntaries, but it has cared about the employment of local staff whenever it would be possible.

This Cooperative was found in June 2000 and its headquarter is located at *Bapi Park* in Mestrino (Padua). From November 2000 to June 2010 it had been involved in the management of the *Ethnographic Park of the Rubano Forest* which included a large natural area around a lake, a big house ethnographic museum of rural culture and visitors' centre, an educational farm and a "social garden", cultivated by Rubano citizens in their spare time.

Since autumn 2003 Middle Earth Cooperative has managed the visitors' centre, hostel and environmental education laboratory of *Casa Marina* on Venda Hill and since March 2007 the *Euganean Hills Hostel* in Baone (Padua), both on behalf of the Regional Park of the Euganean Hills. Then, since 2008 the Cooperative has also managed the *Bapi Park*, an urban park where parties for

children and ludic activities are organized, also a bar service is offered. Finally, since this last year, it has been involved in the administration of the new *Venetian Hostel*, in Monselice (Padua).

In addition to coordinate the various centers and educational activities within the structures it manages, the Cooperative organizes and implements festivals and events, during which involves many participants also collaborating with various organizations, associations and municipalities.

### **Market and competition situation**

Middle Earth Cooperative is an enterprise involved in tourism services providing, therefore the competition situation is influenced by the presence of other companies interested in the same field. When the Cooperative began to work, during the first years of the last decade, there were not in this part of Italy other organization involved in tourism development, offering educational and environmental activities for youngs and grew up people like the Middle Earth has done.

But during the last few years some new enterprises from the center of Italy came to operate in the Euganean Hills area and they have been given the opportunity to manage some tourism services. For this reason Middle Earth Cooperative was not renewed for the management of the Ethnographic Park of the Rubano Forest at the end of its agreement with the municipality of Rubano, owner of the park.

To react to this threat the Cooperative spent much time and energy to the knowledge of the area in which it operates, in order to be more competitive. This also is very important to let the enterprise able to design activities that meet the actual needs of the population. According to this concept of knowledge of both territory and landscape, the Cooperative always takes care about a preferential hiring of local staff.

In that regard were also proposed in 2010 new packages in order to extend the growing range of activities for local knowledge, which may involve an increasing number of users.

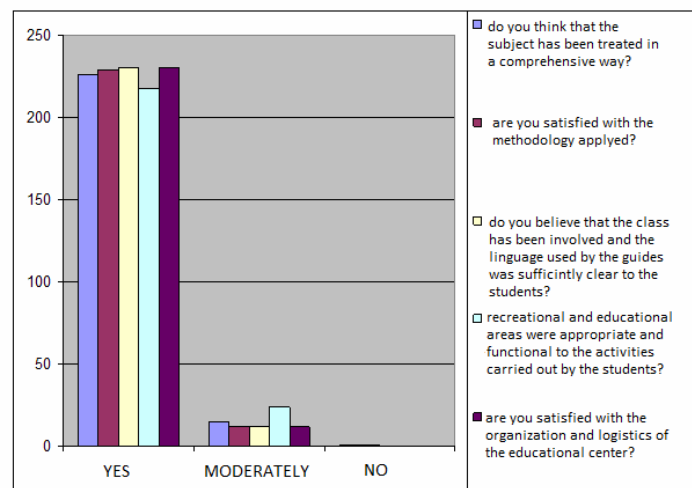
### **Customers needs**

The customers of Middle Earth Cooperative are mainly represented by student groups from schools of every level, from kindergarten to secondary schools, but also families and groups of disadvantage people who want to shear an environmental educational experience.

It is also to be reported a frequency of foreign transients, especially in spring and autumn, and of visits by guests from other farms and hotels of the area.

To verify the efficiency of the services provided by the Cooperative, teachers and group leaders have been submitted, at the end of the educational activities, to a questionnaire approved by the competent office of the Euganean Hills Park. From the examination of the responses to the questionnaire, it appears that the activities, the educational method applied by the organization, were very much appreciated. In the figure below (**Figure no 1**) are shown the results of questionnaires delivered to the Office of Environmental Education of the Euganean Hills Park.

Teachers are very satisfied with the activities of the enterprise and also reported in the footnotes of positive comments.



**Figure no 1 - questionnaire results**

### **Innovation process and services**

Middle Earth's aim is to involve in its educational activities, as widely as possible, many different types of visitors, conveying the image of an active park, able to review the territory's needs and respond to these dynamically.

The idea of innovation proposed by the Cooperative is to develop a "Network for Environmental Education" to let the many marvels of the Euganean area as much possible known by the visitors. This network has been set into two main places: "Casa Marina" education laboratory and the "Euganean Hills hostel" which have been joined also with other "territorial laboratories".

Besides, to meet the requirements of different groups, are also made new proposals in addition to the traditional learning paths. As an example, "touring stays" have been organized using many different *eco-friendly ways* to travel like the mountain biking, the kayaking, the hiking and the donkeys riding. Another important alternative proposal is the "open paths" project, a service dedicated to disabled people who are given the opportunity to take tours with the use of electric cars along a path around some specially equipped areas, with the presence of a nature guide who escorts the group. The Cooperative has also implemented a particular project of a "touring laboratory" about renewable energies, called "House of the Future", which is a wheeled wooden house that can be transported in school gardens, squares, or exhibition halls, showing some plants which use renewable energy (thermal solar panel, photovoltaic panel, model of a biomass boiler and reconstruction of a geothermic system). The "House of the Future", in addition to being a model of sustainable house, becomes a classroom where outdoor play is also part of a tour dedicated to experiments.

To increase the amount of work during summer, when a great component of its customer target is inactive because schools are closed, Middle Earth arranges adventure camps for children and young people to let them enjoy the nature and the outdoor games. Both pupils and parents are very satisfied by the atmosphere and environment of the camps, the learning relationships created by the guides and the educational activities proposed.

Another innovation tool used by the Cooperative has been the strengthening of the team of naturalistic guides and environmental educators through internal training and refreshment courses and the hiring of new figures coming from the Euganean Hills Park, to have always an high level prepared team providing customers information and help.

Much time and money have also been spent in terms of marketing, both on the design of the website of the enterprise and for the furnishing of flyers and information tools about the paths and the activities available in the Park.

### **Future development**

The Cooperative is trying to diversify the customer target promoting its structures and activities to sports clubs, senior clubs, etc., figures, however, in various ways, who want to "live" the territory of the Euganean Hills Park.

For the next years Middle Earth will keep on introducing new packages of excursions to extend even more the range of activities for the knowledge of the territory, proposals that could involve an increasing number of users for both quantity and type. Besides, the Cooperative has proposed to the Park authority to avail itself of the support of some sponsors so as not to require anymore the current contribution of participation, in order to have, as a response to a free service, an even more wide participation.

It is also to underline that during the last few years there were hosted, in some cases, student groups coming from the North and Center of Italy (Lombardia, Toscana, Friuli Venezia-Giulia and Emilia Romagna). Although this denote a growing interest in the Euganean Hills area, that of the incomers from other Italian regions is yet an unexplored market, which has to be powered by more active and targeted actions. For example by promotional activity with tour operators or tourist development companies.

Another target for the year 2011 is the set up a store of the most significant publications about the territory of the Park, as the most demanding visitors have requested specific information material on the nature and culture of the Euganean Hills.

### **How did influence the present economical world crisis the enterprise?**

Despite the obvious situation of funding cuts and in schools, which at the end of 2009 had raised concerns, the "Network for Environmental Education" in the territory of the Euganean Hills Regional Park, not only has not experienced reductions in activity, but rather shows a 19% increase over the previous year. The natural environment, particularly at the "Casa Marina", jointly with high quality service, make the Middle Earth Cooperative a landmark for educational activities outside school. This means that however, for the year 2011, educational activities and excursions during the canonical period of school trips (March, April and May) are guaranteed every day.

The cuts on the funds planned by the Region authorities to finance projects of the Park will affect all other activities of the Middle Earth's centers. Many initiatives of guided tours carried out for free (thanks to the Park institution) for various local associations and the project "Open Paths" are "frozen" for 2011. These initiatives sponsored by the Park authority were significant opportunities for the Cooperative as actual work opportunities. The Middle Earth Cooperative, which has always responded with an high standards quality staff (licensed nature guides, reception staff etc), was able to price moderation with proposals that were competitive. It also tried to enlarge the services offered in order to make the structures active during the whole year, making them a reference point for those who want to know the Euganean Hills Park, but also actively engaging its staff as long as possible and not only with seasonal activities.

## SWOT analysis of the enterprise's innovation ability

### Strengths

- Management of many structures able to host guests and also to support the educational activities (laboratories, expositions, games, etc...)
- Active role in the education of children and young people
- Developing of the "Network for Environmental Education" within the Euganean Hills

### Regional Park

- Aptitude to be creative proposing even more different kind of activities
- Ability to provide work for the whole year
- Take care of the marketing activities
- Hiring of local high quality staff
- Involving of "disadvantage people" both as customers or employees

### Weaknesses

- High level of staff turnover due to the unbalanced work during the year
- Precariousness of the concessions for the management of the structures
- Low strength of political relations
- Seasonal work depending on the activity period of the schools

### Opportunities

- Diversification of the customers target proposing many different types of packages
- Involvement of children who can drag their parents along nature and outdoor activities
- Proposal of some free services, depending on the possibility for the Cooperative to be supported by some sponsor
- Develop of the tourism from other parts of Italy among the cooperation with tour operators and the increasing expansion of the e-marketing approach

### Threats

- Funding cuts in the public sector due to the world crisis has affected both the schools and the Park authority
- Families spend less than in the past
- Competitive enterprises coming from the center of Italy
- The instability of the Italian legislation also affect the work of the enterprise which has always to be reactive to that

### Conclusions

During the years, Middle Earth Cooperative has implemented a wide range of nature-based activities because it has been able to innovate having as its main aim the environmental improvement and the rural development. For this reason, it has taken care about environmental education, trying to lead young people to the knowledge of nature and the shearing of benefits that it can provide.

Although some threats from both the economical point of view and the competition one occurred during the years, the experience of the Cooperative in providing high quality service and the deep awareness of the territory of the Euganean Hills Park, has proved how this features are strong enough to solve this kind of problems.

Besides, is very important to the company to keep on innovating in the future to increase its economic growth and to overcome its competitors.

**Sources of information:**

- Meeting with the stakeholder Gaetano Battocchio
- Lectures by the Intensive Program in Suceava
- Documents of the enterprise: "Curriculum of the Middle Earth Cooperative" and "Report on the activities of the Middle Earth Cooperative" providing by the director G.Battocchio
- Website of the enterprise: [www.coopterradimezzo.com](http://www.coopterradimezzo.com)

## La casa gioconda farm holidays

**Rudi Pramparo**

Italy

### Description of the case study

La casa gioconda farm holidays is located in the Northern Adriatic Coast at the eastern boundary of the Veneto region. The village where it's situated is Marinella village, situated in the San Michele al Tagliamento municipality.

It's activity has started during last summer; la casa gioconda is a part of bigger horse farm Toniatti-Giacometti, born in 1923. They produce also wine from farm's vineyards.



**Figure 1. La casa gioconda position**

### Farm holiday composition

Officially la casa gioconda is open during all year, the main work is during summer because of its proximity with beach resorts as Bibione and Lignano, which are usually known as summer places.

It's composed of 11 apartments located on the upper part, because on ground floor there is the restaurant that's still closed due to organization problems and in any case customers can take their breakfast inside the structure.



**Figure 2. One of the apartments**

**Contacts:**

Phone number: +39.0431.57024

Mobile: +39.340.8975480

E-MAIL: [info@lacasagioconda.it](mailto:info@lacasagioconda.it)

GPS: 43° 38' 0" N - 12° 27' 23" E

**Landscape description**

Landscape and environment around la casa gioconda farm holidays it's a perfect picture of Po valley. It's a plane area and agriculture has a big importance with corn cultivations, orchards, and so on. Near my case study flows Tagliamento river, it's important mention it because should give a great contribute of la casa gioconda's activities, because there's already a bicycle path over Tagliamento's banks.

**Market strategy**

Main strategy of the owner is to spread through internet his own farm holidays.

Accessibility to web page of la casa gioconda is pretty simple, because it's possible reach it only tipping the name or through some web sites, as:

- ~ farm holidays website: <http://www.lacasagioconda.it/it/index.html>
- ~ other sites:
  - o <http://www.agriturismi.it/it/>
  - o <http://www.bed-and-breakfast-in-italy.com/>

**Description of the case process**

Methodology used for my case study was firstly meet the stakeholder and make an interview with him about La Casa Gioconda farm holiday. We discussed about all topics and we'd try to find some solutions about the future of the farm holiday.

After interview I've prepared SWOT analysis and I've tried to find more solutions about La Casa Gioconda.

**Methods and tools used**

- Methodology:
  - ~ gathering informations from the interview with the stakeholder
  - ~ SWOT analysis
  - ~ making innovation plan

**SWOT analysis**

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Proximity to summer resorts	Restaurant not available	It should be possible to take advantage of nearby bicycle paths	Bad commercial
Nearby Tagliamento river	Hidden from the street	When the restaurant will be open use products at "zero emissions"	River overflow
Near main street	A little bit expensive in relation to the beach position (10-15km)	Use horses on bicycle paths	
Surrounded by nature		Collaboration with local farms to get local products for the	



		restaurant	
Quiet place			
Bicycle paths already done			
Powerful website			

### **Strengths**

- *Proximity to summer resorts:*

It's a nice place and not so far from Lignano and Bibione beach resorts. Surrounded by nature and at the same time nearby a lot of fun on the beach.

- *Nearby Tagliamento river:*

Tagliamento river is a quiet river and should be possible to take advantage of la casa gioconda position and do some activities connected with the river

- *Near main street:*

main street is visible from the farm holiday but, it should be impossible but there isn't noise from it, and it's useful to reach whatever a tourist wants.

- *Surrounded by nature and quiet place:*

la casa gioconda is located in a very beautiful position, because it's quiet and nature is predominant. It's a nice place to spend holidays, better for families

- *bicycle paths already done:*

with a small investment should be possible strengthen bike storage to take advantage of this paths. It should be interesting also with horses

- *powerful website:*

it's powerful because it's in three different languages (German, English and Italian), and then there are a lot of images of apartments and surrounding environment; are provided prices and services of the farm holidays

### **Weaknesses**

- *restaurant not available:*

la casa gioconda is a farm holidays managed by the owner's family, but there're to less people who works there and for that restaurant is still close. For the future there's the intention to open it also with local products in order to improve local farms and products

- *hidden from the street:*

In my opinion the main weakness is properly this one, because if it's hidden from the main street, customers are not able to reach the place and with an adequate advertise made with posters on the streets the problem will be solved

- *a little bit expensive in relation to the beach position:*

In relation to the beach position it's a little bit expensive due to its position with respect Lignano and Bibione. But also because it's new and probably during next years will go down.

### **Opportunities**

- *take advantage of nearby bicycle paths:*

bicycle paths over Tagliamento banks should be used for recreational activities with bicycles provided by la casa gioconda and also horses.

- *Restaurant with "zero emission" products:*

When the restaurant will be open, should be useful adopt some kind of cooperation with nearby farms to provide local products, in order to improve the local economy and avoid in a certain way emissions for products transport.

- *Collaboration with local farms to get local products for the restaurant:*

In order to improve the local economy it should be nice create a kind of cooperation with nearby farms to provide local and fresh products from our region.

### **Threats**

- *bad commercial:*

There's only one black spot for commercial, it's an absence of boards through the street to highlight farm holidays and nothing else because the website is already complete with all necessary to find it, reach it, and to know how much it costs and to take a look to apartments.

- *river overflow:*

The main natural problem is the proximity of the river Tagliamento to the farm holiday. And also if banks are present, still remain a small possibility of overflow, mainly during spring and autumn.

### **Problem definition**

Main problem is lack of employees enough to work at maximum potential of farm holiday.

Problem also of bureaucracy because la casa gioconda should be managed only by family components. In this case it's not possible because the owner is always busy with other activities and other member's family are too less to manage in a proper way the farm holidays.

### **Present economic crisis**

Due to its short history, it's not possible provide reliable informations about present economic crisis.

La casa gioconda has start its touristic activity only last year (2010), and after one summer it is possible say only that was a positive year and foresights for the current year are aspected positive.

### **Innovation plan**

La casa gioconda is a pretty new enterprise, it has start its activity only last year and still has a great potential to improve its business, through environmental activities, and business connected with the region.

After SWOT analysis I've tried to identify the main activities that la casa gioconda should try to make into practice during next few years.

I think that forecast activities to do during next few years (2 to 5) is the best way to achieve as more results as possible in order to know how much money invest in this period and plan during time more activities.

In the rows below I've considered the main activities feasible for la casa gioconda during next few years:

- *be more visible from the street with support of some boards along the main streets:*

with a small sum of money it should be possible have a greater economic return also in terms of visibility

- *invest some money in order to have a kind of storage area inside la casa gioconda for MTB:*

mountain bike investment it would be very useful in different directions, from the tourists who will have directly something to move around and not to worry about to take bicycles by themselves (from house). Also will be a question of green market, to take advantage of a green image of la casa gioconda.

- *Open the restaurant as soon as possible to provide to the customers a better service:*

It will be the first thing to do I think, because opening the restaurant with local products would say increase business with tourists who come there for a week of holidays, but also provide local products and food for local people who usually doesn't eat anymore local food from their own region.

- *Try to start a cooperation with nearby farms to use local products:*

Adopting local products we will have a lower impact on the environment (transport problems, Products at "zero emissions") and on the other hand with the cooperation with local farms it's expected an increase in local business.

### **Conclusions**

After brainstorming, SWOT analyses I've derived that a better strategy employment is necessary to reach all the aims that in the future are required, because without or with low personnel it will be pretty difficult be more competitive on the market with new ideas and activities.

When the first problem will be solved than it will be a nice idea start with use of money to invest in restaurant creation.

And after this, the main last step will be start the cooperation with local farms in order to give better products and food.

### **Sources of information:**

- Lectures during IP and working group (16-27 May 2011)
- Wikipedia
- Interview with the stakeholder (15 April 2011)
- [http://www.sanmichelealtagliamento.com/bibione\\_e.php](http://www.sanmichelealtagliamento.com/bibione_e.php)
- <http://www.sanmichelealtagliamento.com/touristinformation.php>

# Equipenatura

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**Andrea Leoni**

Italy

## Abstract

Equipenatura is an association of guides that offers tourist and educational services into a natural and cultural landscape of North of Italy.

Their services include especially trekking and mountain bike tours but also: educational activities with schools, nordic walking, horse-riding, tasting of food , canyoning.

This report will describe and analyze the Association, highlighting the strengths and weaknesses of its work and suggesting innovations that Association can use to improve own working and management opportunities.

## Introduction

*Equipenatura* is an amateur sport association that supply tourist and educational services with trekking guides and certificated trainers.

It's established in 2008 according to an idea between forestry and environmental graduates and others and they decided to use own multidisciplinary expertise in Nature Science to organize tourist and educational activities connected with the nature.

The main goal is *to promote the territory where operating, aiming at the fully living and learning it, merging Nature, Adventure and Culture.*

Today the Association is composed from 15 members, certificated in different disciplines: trekking guides, nordic walking, mountain-bike and paraglide (this last one provide only the transport of passengers).

The Association works especially in Italian Prealps (or Alpine foothills) region, Trentino region, in particular in zone of Garda's lake, and in Asiago plateau. These zones are well-known from national and international tourism, for own natural beauties, and, during the summertime, the zone of Garda's lake is quite populated by international tourists (Austria, France, UK, USA, Netherland).

## Case study description

*Equipenatura* is structured in:

- Chief Executive Manager, he/she is the legal representative
- Secretary
- Executive Board (Chief Executive Manager, Secretary and 3 members), it's the post that really manages the Association and it establishes the relationship with public and private authorities.

The posts are elected every year from all members. The post is without any profit.

The legal form of Association is "amateur sport association": it's a kind of special form of enterprise that has a reduced tax treatment (e. g. it doesn't provide any registration fee) but it has also restrictions on the gain: the max allowed level is 150000 Euro/anno and 7000 Euro/anno/guide.

The goals of charter are:

- ✓ To promote, develop and supply to public and private individuals, services connected with sport activities like: trekking tours, mountain-bike and horse and donkey riding tours, nordic walking experiences and other adventure and trekking activities;
- ✓ To develop a tourism and sport culture that respects the nature, by promotion of the territory where Association works and diffusing a cultural and environmental heritage;

- ✓ To organize sport, recreational and tourist events and also cultural and educational activities connected with the goals of this charter;
- ✓ To create relationship or to underwrite agreements with public authorities or privates to manage different kind of facilities that they allows to execute the above-written goals.

#### *Customer and customer needs*

*Equipenatura* is focused especially on customers that want to discover and read the natural and cultural aspects of the territory through sport activities.

*Equipenatura* enhances the leisure of customers and, in same time:

- 1) it simplifies logistics
- 2) it facilitates the contact and connection between tourist and territory
- 3) it enriches the experience with natural and cultural explanations

The Association offer a good range of activities:

Hiking and trekking  
Mountain-bike  
nordic walking  
Tasty tours  
Horse-riding tours  
Educational activities with schools  
Canyoning  
Trips around First World War ruins

Every activity, it's customized: the customer can choose the destination, the date, the route of excursion (in according with the guide) and the typology of it.

#### ***Market***

The market is based on leisure of customers and, for the Association, especially the leisure connected with the nature and human heritage in the territory.

In the working area, there is one direct competitor "Friends of Arco": it's a company that offers sport activities in the nature in Garda's lake area. However this company is mostly oriented on extremely sports: the main customers are young people. *Equipenatura*, instead, proposes sport activities based on the will to know the natural and cultural aspects of territory; the kind of customers are different between these enterprises: the first one is doing sport into the nature and the second one is understanding the territory while you are doing sport activities.

Nevertheless, there are indirect competitors: unauthorized guides and mountain clubs.

Unauthorized guides: they are people that, without any qualification, introduce themselves as a guide and offer trekking tours to customers with cheap prices (they work in illegal way and as a second job).

Mountain clubs: they create an indirect competition when they propose excursions and hiking, into the nature, also for no-members. In this case, no-members are attracted from the cheapness of excursion (the cost usually include just the insurance of the club) even if the performance is lesser enrich than guide's excursion.

#### **How did influence the present economical crisis the enterprise**

The Association is born in 2008, during the period of economical crisis, so we can't talk about "influence" in this case. However the crisis have still some influence on market of leisure: the decreasing of economical capacities of people caused a decrease also of current leisure demand. This effect influence still now the business activity of *Equipenatura*.

## SWOT analysis

### Strengths

- ❖ Good, clearly and well-detailed website
- ❖ Lack in competition: there is one direct competitor in the region but it's focused on different type of customers; with other trekking guide associations there isn't any competition but rather there is partnership.
- ❖ Wide range of services like mountain-bike tours, hiking, nordic walking, paragliding, etc...
- ❖ Members are certificated and specialized guides in the field of the activity that Association proposes to own customers.
- ❖ They also advertise own services by distribution of brochures in most popular places (café, bar, mountain themed evenings, etc...)
- ❖ Partnership with a web tour operator, that offers trekking and bike tours, and web tourism association that propose a responsible tourism

### Weakness

- Few members and, for people are already members, few of them work actively in the Association.
- Their enterprise's legal form limits the business of Association
- It's not a fulltime job.

### Opportunities

- ❖ The Association works in a high tourist area
- ❖ The area is well-known for natural beauties and it has a good distribution and condition of trekking tracks
- ❖ The raising of cultural level in population increase the interest in natural aspects.

### Threats

- Lacks in fiscal framework of trekking and alpine guides; e. g. it doesn't exist a dedicated VAT number in Italy
- Lack in grant aids and European projects
- Economic crisis: people economize mainly in leisure activities
- Unauthorized and illegal guides on the national territory (decreasing of customers)
- Mountain clubs offer trekking tours also to no-members.

## Innovation

### *Legal form of enterprise*

#### Description of present situation

The current legal form of Association is Amateur Sport Association and this form has some limitation, as it's mentioned in previous chapter. In the beginning, the Association chose this kind type of enterprise because it's was a quite facilitated form and members were also uncertain about the future of own idea. Today the Association is well-established and it needs to change its form in "enterprise" growing own dimension and ensuring the gain.

#### Innovation process

*Equipe natura* should to find a new less limited enterprise's form, in according with members and on the basis of a business analysis of Association.

### *Memberships*

#### Description of present situation

The Association is composed by 15 members. A considerable part of them don't work actively in the Association because they spend more time in their first job.

The Association needs more activated members and especially people that want to change the face of association in enterprise.

#### Innovation process

*Equipenatura* should to find new members and a good source it could be the new graduated students: they are youth, actives and creatives. Further, a well idea, it could be to find graduates of different disciplines than forestry and environment (economy, informatics, etc...) so that Association can have a wide range of expertises to use in services but also for management of enterprise.

#### Partnerships

##### Description of present situation

The Association has partnerships with a web tour operator (*Genius Loci Travel*) that propose bike and trekking tours, and a web tourism association (*Vacanzefaidate*) that propose holiday packages based on a responsible and sustainable tourism. Further *Equipenatura* has other partners like restaurants, hotels, sport shops, etc...

The partnerships are good, but the working areas can give more opportunities: as above-mentioned the working areas are characterized by an intensive tourism, especially Garda's lake zone.

#### Innovation process

*Equipenatura* could take advantage of well tourist situation of these areas and to create partnerships or to underwrite agreements with travel agencies and tour operators that are interested in those areas.

#### **Conclusions**

The Association is well developed and it has a good range of offers that can satisfy different types of customers but this it's not enough to create a fulltime job for members: *Equipenatura* needs to improve own legal form in an enterprise.

The market of leisure, where Association works, can give a lot of opportunities that can be developed and improved; further the market of leisure is well-established and it's connected with the quality of life and culture of people: every increasing of one of these aspects increase the market of leisure.

#### **Sources of information**

- Interview with *Equipenatura*
- Charter of Association
- [www.equipenatura.it](http://www.equipenatura.it)
- [www.vacanzefaidate.com](http://www.vacanzefaidate.com)
- [www.trekking-italia.it](http://www.trekking-italia.it)

## Holiday Farm House “Ai Casali”

**Giacomo Crucil**

Italy

### Abstract

Objective of this work is to develop innovation in the case study enterprise Holiday Farm House “Ai Casali”. Information were collected about the firm and other factors, then a SWOT analysis was made in order to have a well defined framework for decisions. Looking at the main weakness of the firm, the lack of a restoration service was identified. As element of strength there is the availability of space in the structure. Looking and at the opportunities given by the zone and by the administration, there are: the possibility to manage the land and the forest, the presence of many farm firms in the area providing quality products and raw materials; the support of the administrations with incentives and information.

With these elements as framework the innovative proposal is the implementation of the restaurant, using quality products also with the help of supply contracts, opening the possibility for incentives.

### Introduction

With the participation to the Intensive Program “Innovation in Nature Based Tourism Services” held in the University “Stefan cel Mare” of Suceava, students were prepared to deal with innovation: what’s it, which are the types, why do we need to innovate, how’s the process and the stages. Students were also prepared to deal with types of tourism and types of tourists related to the natural environment. At the end of the program they have been asked to develop a post-case study dealing with the innovation case of an enterprise, chosen by them, operating in the nature based tourism sector.

So, after the course, this work aims to bring innovation in the selected post-case study, the Holiday Farm House “Ai Casali”. The work will simulate the innovation process, starting from the recognition of information from many sources as internet and the direct interview, then developing the SWOT analysis as decisional backup, and finally using the collected elements (strengths, weaknesses, opportunities, threats, market condition, world crisis) to bring new innovative solutions to the enterprise and analyzing the enterprise innovation ability.

### Methods and tools used

**Web site vision** The first information were taken from the web site of the enterprise chosen as case study. After the interview also the site of the regional administration was viewed for information regarding the law.

**Interview** An interview with the executive manager of the firm, Iuri Elisa, was done in order to collect information about the firm: offered services, today status, employees, history and development, elements of innovation, hops and ideas for the future.

**SWOT Analysis** Is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

- **Strengths:** characteristics of the business or team that give it an advantage over others in the sector.
- **Weaknesses:** are characteristics that place the firm at a disadvantage relative to others.



- Opportunities: external chances to make greater sales or profits in the environment.
- Threats: external elements in the environment that could cause trouble for the business

The first SWOT analysis for this post-case study was taken to evaluate the contest for innovation for the enterprise. Information were taken from the web site of the holiday farm house “Ai Casali”, from the web site of the administrative region and from the interview.

The second SWOT analysis was taken to evaluate the enterprise’s innovation ability.

### **Description of the enterprise**

**Definition** Holiday farm house “Ai Casali” is holiday farm house service obtained from the conversion of use of a farm structure. The Italian national law 96/2006 provided the definition for Holiday Farm as: “an activity managed by a farmer that provide hospitality by the use of his own firm, in a strict connection with the management of the land, of the forest and of the animals”. “Ai Casali” is not properly a “holiday farm” as defined by the national law but a “holiday farm house” since it not provide meals with home-made products but only accommodations and breakfast.

**Location** The Holiday Farm House is located in the valley of the river Natisone, about 3 km far from the town and historical centre of Cividale del Friuli. It is located in a small rural area in strict contact with a hilly region covered by forests.

**Legal form** “Ai Casali” is a Simple Partnership and it is a family managed business.

**Year of establishment** Founded in 2002 by Iuri Giuseppe, then enlarged and finished in 2004.

**Management** The enterprise is managed by Iuri Elisa with the help of the other three family members (father, mother and brother). Proprietor is Iuri Giuseppe while executive manager is his son Iuri Elisa. They are going to assume an external employee as new executive manager of the business.

**Offer** 12 rooms and 3 apartments (total of 30 beds); garden with barbeque; equipped swimming pool; gym and sauna; farm with animals; taxi service from/to the train station; breakfast; mountain-bikes rental; no restrictions for pets; contacts with specialized guides for bike excursions and horse riding.

### **SWOT analysis: contest for innovation**

- **Strengths**
  - The biggest accomodation capability for a holiday farm in the town territory and neighbouring zones
  - Family managed business, well appreciated by visitors
  - Very competitive services, first of all the swimming pool (the first holiday farm to have one, and today only 2 in the whole town territory and neighbouring zones), animals in the farm for childrens, contacts with specialized guides for excursions (biking and horse riding)
  - Good web-site in 3 languages: italian, english, german; possibility to book online
- **Weaknesses**
  - The enterprise do not provide meals with local home-made products
  - The enterprise do not have the status of “Holiday Farm” (Agriturismo)
- **Opportunities**
  - Fortunate location: in a wide natural, calm space
  - Near to the services of the city of Cividale (only 3 km)
  - Easy to reach the structure
  - Incentives from the region for the status of “Holiday Farm”

- **Threats**

- Lots of holiday farm competitors born in the last years (20 in the town territory and surrounding zone)
- Quite strict national and regional laws for the definition of “Holiday Farm” status

**The economical world crisis**

The world crisis had quite low effects on “Ai Casali”. In 2009/2010 it caused a temporary stop in the increment in the number of visitors, while in the period before (since 2002, year of foundation) the number of visitors continued to increase every year. Today seems that the crisis for the holiday farm house has been overpassed since the number of visitors is increasing again.

**Innovation Case**

**Contest for innovation** In the region Friuli Venezia Giulia there are quite strict national and regional laws for the definition of “Holiday Farm” status and for the grant of incentives, mainly with the aim of conservation of the local traditions and regional quality products. Incentives consist not only of money but also of a much greater visibility and publicity from the regional administration. So enterprises operating in this kind of tourism have the tendency to adopt a sustaining innovation strategy, choosing to develop those services related to the grant of incentives.

One focus must be made also on the growing competition in the last years, due to the birth of many other similar services in the area: today they are about 20 in the town territory and surrounding zones.

**Innovation by “Ai Casali”** The holiday farm house developed some elements that can be defined of radical innovation

- The enlargement of the accommodation capability from 5 to 30 beds in 2 years (2002-2004)
- The construction of the private swimming pool, then, the first in the town territory

These elements had a great success since they led the enterprise to a much more competitive position and caught much more visitors.

**Problem definition** The main weakness of the enterprise is the fact that they do not serve meals. Visitors usually are very interested in local cuisine, especially in the region Friuli VG that is particularly rich in traditional foods and beverages.

**Innovation plan** The structure of “Ai Casali” already can host a relevant number of guests for breakfast because it already has a room with many tables and chairs. So a first step to improve in a significant way the service can be the implementation of the restaurant. The kitchen can be managed by the family itself.

Then, the management of the land (crops but eventually also forest) owned by the enterprise and the establishment of some supply contracts with other farm firms in the area can also provide the right percentage of products, that are according to the standards of the law, in order to gain more incentives. The standards simply require that the 80% of foods and beverages served, come from home made products, or from other quality products of origin, or are made from raw material coming from regional quality farm products.

It should not be difficult for “Ai Casali”, with its increasing number of visitors and income, with its very competitive services and with the possible help of incentives to develop this idea.

**SWOT analysis: enterprise's innovation ability**

- **Strengths**
  - Spaces' and structure's availability
  - The family managed business can be the optimal form to manage this kind of activity
  - Not a particular and huge investment
- **Weaknesses**
  - It can be a burden for the family, much work to do
  - The young components of the family may choose not to follow the activity (i.e. other kinds of studies)
- **Opportunities**
  - Fortunate location: in a wide natural, calm space
  - Many farm firm in the area for supply contracts
  - Much more visibility in the market and incentives, both by the help of the regional administration
- **Threats**
  - Quite strict national and regional laws for the definition of "Holiday Farm" status

**Conclusions**

The Holiday Farm House "Ai Casali" started as a very competitive element in the nature based tourism sector in the town territory of Cividale del Friuli, although it has a recent history. Now with the spectrum of the world crisis and the recent increase in competition due to the birth of other similar tourist services in the area, innovation is recommended.

"Ai Casali" surely has the means and the opportunities to develop an innovative solution as the implementation of the restaurant, making its firm a landmark form the nature based tourism services in the area.

**Sources of information**

- Interview to the manager Iuri Elisa
- Web site: [www.aicasali.it](http://www.aicasali.it)
- Web site: [www.agriturist.it](http://www.agriturist.it)
- Notes and ppt presentations from the lectures of the IP "Innovation in Nature Based Tourism Services"

# La Fattoria

Giulia Rovea

Italy

## Abstract

My case study is about *La Fattoria*, a Tuscan smallholding set on a terraced hillside, in the town of Pescia.

*La Fattoria* means *The Farm* in Italian and I wanted to speak about this enterprise because it promotes responsible tourism and organic lifestyles.

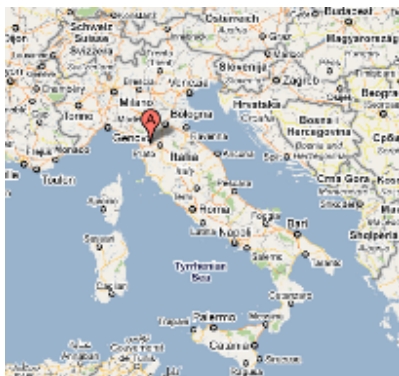
## Introduction

*La Fattoria* represents my case-study for the INNO NATOUR course in Suceava. I started my work looking for information about this enterprise. I found various articles of tourism magazines and I visited the web site of the enterprise. Then I wrote down some questions and I had an interview with the stakeholder via email. After collecting all the needed information I wrote my pre-case study report and after that I found from internet several pictures of the subject to better prepare my power point presentation.

In Suceava, during the 11 day INNO NATOUR course we had several lectures about tourism, nature, innovation processes and other related topics and by the help of that information my team and me created a case study about *Leaganul Bucovinei*. This working group was very useful for me because I've achieved some new ideas for my own case study about *La Fattoria*.

After returning in Italy I started to work again and improve my own case study project, which is this now.

Maybe the hardest part was to start working alone on this project because I've to collect all information by myself and I haven't a large group of people that help me in the brain storming, but now it's finished and I'm proud of my work.



## Information and History

*La Fattoria* is a Tuscan smallholding with over six hundred trees, like olive trees, apples, peaches and grapes, all set on a terraced hillside, in the town of Pescia.

The accurate address of the enterprise, that is managed by a family including Sue, Chris and their two sons, is Via Nieri, 74, 51017, Pescia (PT), and the web page can be found in the address [www.ti-pi.com](http://www.ti-pi.com).

The adventure has began when Sue and her husband finally moved to Italy in September 2009. They had purchased their property a couple of years before. However, the property had no running water, no electricity and no windows, because it has been derelict for over 25 years.

### **Products and services of the enterprise**

*La Fattoria* is an organic farm and its income is generated by:

- the rent out of a lodge tent and a chestnut house;
- the sale of home made products: fruits and vegetables grown into the farm (and also jams and sauces).

In this farm, Sue and Chris grow all their fruit and vegetables, enough for the whole year (as they are vegetarian). They make their own olive-oil and also jams and sauces, they bake all their own bread, cakes, pies, and much more in the wood pizza oven.

They have six hundred trees, like olive trees, apples, peaches and grapes and a large area with animals too where you can see geese, goats, chickens, cats and dogs.

All their water is heated, in the winter, using their wood burning stove, that they do all their cooking-on, and in the summer with the solar water panel. They have a full solar electricity system, their water is from their well and purified with a UV system.

They insist that all soaps, shampoos and washing-up liquids are eco friendly. This is to ensure that the fresh fruit and vegetables they grow don't have their flavour tainted by these products (and it also does a bit for our planet too).

Their intention is to be as self sufficient as possible and, at the same time, they are renovating the house.



I've chosen this enterprise because they have a different approach with their guests. As a matter of fact, in return for food and accommodation you can pay as usual by money or by your volunteer help in the farm.

They offer a wide and interesting variety of work, like help with computers, help in the house, farming, general maintenance, cooking, shopping, building and gardening. The work is mentally and physically demanding at times, but you can enjoy in these incredible surroundings and you will learn different things during your stay, and you will leave with more skills and knowledge about organic lifestyles.

In general, the daily work is organized with this scheme:

- It starts at 8 am
- 10-10.20 am coffee break

- 10.20-1 pm
- 1 pm lunch
- again, after lunch, another hour, to finish the work, and then you can do whatever you want!

For example, in this spare time, you can visit the beautiful Tuscany: as a matter of fact, Pescia is located near famous places like Florence and Pisa, in 50 minutes you can easily reach the beaches of Versilia and in 2 hours by car you can be in Rome.



### **Economic situation**

The present economic world crisis did not influence this enterprise, maybe because they manage this business in a different way. They welcome people who wants to help. You don't need any skills, just enthusiasm! And in return of your volunteer help they will reward you with accomodation, good home made food, wine and the most stunning views.

*La Fattoria* receive an average of 3 to 4 applications per day, and Sue and Chris answer all of them. This, has taken off really quickly and everyone that has stayed this year has already booked to return next year. And, as you can see at this address <http://www.ti-pi.com/default.asp?pageid=200&pagename=Availability>, the chestnut house is fully booked until the end of August 2011, while the lodge tent is still free for several days during next summer.

### **The SWOT analysis**

The SWOT analysis is a technique created by Albert Humphrey at Stanford University in the 1960s. It is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities and Threats, for example, of a project or a business. It specifies the objective of examined target and identifies the internal and external factors that are "good" or "bad" comparing to achieve that objective.

A first step with SWOT analysis is to examine the Strengths, Weaknesses, Opportunities and Threats which could have an effect on the "target". A SWOT analysis may sometimes be confused into the strategic planning model.

Strengths: people or company features which are helpful when achieving the objectives.

Weaknesses: attributes of the person or company which are harmful when achieving the objectives.

Opportunities: external conditions that are helpful to achieving the objectives.

Threats: external conditions which could damage to the objective.

Strengths and Weaknesses are often internal to the company. Opportunities and Threats are often related to external factors.

*The SWOT table*

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Position (natural landscape and cultural heritage)</li> <li>• Low noise, fresh air and water from the well</li> <li>• No seasonal dependence</li> <li>• English web-site and cooperation with magazines</li> <li>• Typical, home made, organic food</li> <li>• Hospitality</li> <li>• Pick up from Pisa airport</li> </ul>	<ul style="list-style-type: none"> <li>• Small budget (family business)</li> <li>• Little experience (new business)</li> <li>• Few beds</li> <li>• Little advertising</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Economy not dependent on energy prices</li> <li>• Possibility to have accommodation “paying” with volunteer help</li> <li>• Nature oriented business</li> <li>• No competition</li> <li>• Increasing interest for responsible tourism and organic products</li> </ul>	<ul style="list-style-type: none"> <li>• Few infrastructures</li> <li>• Small village, poor of services</li> </ul>

*The analysis***Strenghts:**

- **Position:** *La Fattoria* is located on a terraced hillside, surrounded by beautiful Tuscan landscapes. Pescia is located near famous cities like Florence and Pisa, in 50 minutes you can easily reach the beaches of Versilia and Rome in 2 hours.
- **Low noise, fresh air and water from the well:** *La Fattoria* is located among the hills of Tuscany countryside. For this reason, guests can enjoy fresh air and quietness. The fresh water from the well is good and pure and it is also an economic benefit for the enterprise, that should not have continual supply of mineral water.
- **No seasonal dependence:** services offered by the enterprise concern life in the countryside, work in the farm, tours in cities of art, cuisine and wine tourism: all areas not affected by seasonality.
- **English web site and cooperation with magazines:** the official web site of *La Fattoria* is held in English because Sue and Chris mainly address to United Kingdom citizens (UK is their country of origin). In addition to this web site they have *Facebook*, *Twitter* and *Skype* accounts and they are collaborating with several magazines as *Italy Magazine* and *Get Reading*.
- **Typical, home made, organic food:** all their vegetables, enough for the whole year, are cultivated into the farm. They make their own olive oil and also jams and sauces, they bake all their own bread, cakes, pies, and much more in the wood pizza oven.



- **Hospitality**
- **Pick up from Pisa airport:** with their own car they can pick you up from Pisa airport (famous for its low cost flights) to *La Fattoria* in Pescia.

#### Weaknesses:

- **Small budget:** the enterprise have a little own budget because it is a family business.
- **Little experience:** they have not a great experience in tourism field because the business is quite new.
- **Few beds:** they have only 10 beds in the farm: 4 in the lodge tent and 6 in the chestnut house.
- **Little advertising:** ways of advertising are the internet and collaboration with magazines (all in English language).

#### Opportunities:

- **Economy not dependent on energy prices:** they are not depending from electricity, gas and water prices because the business is based on renewable energy resources.
- **Possibility to have accommodation “paying” with volunteer help:** in return for volunteer help, hosts offer food and accommodation.
- **Nature oriented business:** *La Fattoria* promotes more sustainable lifestyles: they use solar panels, wood burning stove and oven, organic products and cultivations, eco-friendly soaps and liquids.
- **No competition:** there is no competition in this rural environment: there are very few hotels and offers of accommodation and *La Fattoria* is the unique enterprise that offers accommodation in return of volunteer help.
- **Increasing interest for responsible tourism and organic products:** greater interest among tourists all over the world for environment and respect of nature.

#### Threats:

- **Few infrastructures:** Highways and airports are quite far and the town is not served by a good bus service.
- **Small village, poor of services:** Pescia is a little town: you can enjoy quietness, but not a wide range of services like restaurants, cinemas, shopping centers.



#### The innovation process

Here there are some innovations that I thought by myself for *La Fattoria*:



- **Pet therapy:** at the moment they have a wide range of animals, so they can exploit it introducing pet therapy, especially for children. Another similar idea can be to open the farm to schools: *La Fattoria* can welcome primary schools (especially from cities) to show and teach something about life in the countryside, farm animals, fruit trees and vegetables.
- **Horse manor:** the enterprise can enlarge the animal area with an horse manor. *La Fattoria* can organize tours by horse among Tuscan hills or along the river and the enterprise can become a riding school too.
- **Enlargement of the chestnut house or building of a camping area:** with these innovations they can welcome many more guests.
- **Rent out of mountain bikes:** the enterprise can buy some bikes and arrange tours around the hills or subscribe a partnership with a specialized shop.
- **Courses:** they have lot of space and also an external wood burning oven. So I think that the establishment of cuisine courses can be a great idea. They can teach to guests to prepare pizza, sauces, jams, bread and cakes. They can also arrange courses with external specialists for fishing or preparing natural hand made soaps.
- **Other taxi services:** they can introduce this service by payment with new road links to Florence and Pisa, for example.
- **More advertising and new web-site:** they can invest much more in advertising in particular they can translate the official web site in other languages. Maybe Italian language is the most useful because Italians are more inclined to have short holidays in Tuscany during the weekends than foreigners.

### Conclusions

Finally, I think that with some innovations, especially regarding advertising, *La Fattoria* can improve its business and continue to promote sustainable tourism.

I think also that this way of exchange volunteer help in return of accommodation and home made organic food can become a great solution in this period of economic crisis, combining the pleasure of the holiday in a new place with the achievement of new skills and knowledge about organic lifestyles.

### Sources of information

- The official web site of *La Fattoria* [www.ti-pi.com](http://www.ti-pi.com)
- Interview with the stakeholder
- Other interviews and articles from several magazines like [www.getreading.co.uk/lifestyle/health\\_and\\_beauty/s/2072989\\_city\\_woman\\_sunrise\\_on\\_an\\_italian\\_dream](http://www.getreading.co.uk/lifestyle/health_and_beauty/s/2072989_city_woman_sunrise_on_an_italian_dream) and [www.italymag.co.uk/italy-featured/pescia/sues-story](http://www.italymag.co.uk/italy-featured/pescia/sues-story)
- The official web page of WWOOF – World Wide Oppurtunities on Organic Farms [www.woofinternational.org](http://www.woofinternational.org)
- Working group and lectures attended during the Inno Natour Intensive Course held in Suceava
- <http://www.google.it/> for some images, logos and clarifications

# Civil Association Tilia

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**Barbora Pečíková**  
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## Abstract

The main goal in this case study is to find some innovation in an association chosen by myself with some connection to nature based tourism. The civil association Tilia has as a main target education of kids and teenagers about nature and its protection, so its activities are connected with the topic of nature based tourism.

This work makes clear view about the association, its main goals, activities, projects, partners and cooperators. The main goal is to identify its weaknesses and to find some new solutions for innovation of its activities and for improvement of efficiency of company work.

## Introduction

The civil association Tilia is a non-profit organization with an aim to educate kids and children in a ways knowing the nature its importance for humans, respect it and how to behave to it and how to protect it. It is small organization located in the north region of Slovakia and is surrounded with beautiful mountains (Malá Fatra, Strážovské vrchy) and the nature in general. So it is perfect localization for this enterprise activities.

I chose this company because in these days people really don't care about their surrounded nature it is there and it will be, but they are forgetting that if they will behave in this way just using it without any respect, in near future there will be no wild nature just small reserves - just looking not touching. So it is important to change views of young people about nature values and how to behave to it.

## Case study description

### Description of organization

#### Why the name Tilia?

**Tilia** is a Latin name for a lime tree it was chosen because of its aim as a symbol of friendship, power, toughness and also as a symbol of Slavonian and its leaves are considered as a symbol of love.

In general a **tree** evokes an connection between man and nature and the way of life.

The civil organization Tilia is a self-existent, voluntarious and apolitical association of adults, kids and teenagers with common concern over an environment protection and an community development. Tilia is trying by its activities to raise up environmental awareness of community and to increase the advocacy of positive changes in a way of environmental thinking for a community region. The main aim is to corporate with the public and supporting of family participating.

The organization was established in 2003 in a small town Istebné and in 2005 was moved to a town Rajec, because of development of its activities and involving of voluntaries from this region. The association has not any paid personal, all the members are voluntaries and the centre of its activity is in Rajec valley and surrounded mountains Malá Fatra and Strážovské vrchy. At the moment has 20 members + 50 members of its Touring club.

### Structure of association:

As the legal form civil association there is not written from the law how the structure of organization has to look like it just has to have a legal representatives. The structure of Tilia consists

of two legal representatives and twenty voluntary members working for the association in a way of its activities.

**The main aims of association:**

- support and development of activities in a stage of creation and protection of environment
- education in active attitude of life and environmental protection
- support of experiences and handicrafts, education in a way of people tolerance, volunteering and philanthropy
- expansion of educational, cultural and social views and creativity development

This association is just a supplier of service as activities in eco-education and protection of environment for the region Rajec, so in fact it is not producing any product which could be sold on a market trade. But these services are very important in these days because most people are getting to forget about nature around them and take the resources from the nature as a matter of course, so it is very valuable to make activities for new generation with education of protecting of their nature and environment. But at the other hand there is a problem with the financing in these days nobody or just a small group of people will work just for a good feeling even in their free time.

**Activities:**

- organizing of summer camps for kids and teenagers attending touring gap
- nature protection activities: improvement of nest opportunities of birdlife, mowing of meadows, birdlife monitoring, cleaning of wetland ecosystems and other eco-educational programs
- renovation of Jewish cemetery in Rajec – removing of all weed vegetation, which has been destroying the cultural heritage, to return regard to this place
- photofinishing and documentary film projection from Tilia association and other organizations activities
- monitoring of summer bat colonies and winter cleaning of guano from buildings lofts
- eco-education: Educational locality Vranie - cooperation with other association to revitalized bank vegetation of the river Kysuca and create localization with benches, dust-baskets and three boards with educational information about the nature heritage.
- specialized tutor for Green School in Kysucké Nové Mesto
- other activities

**Projects:**

- course of environmental protection and tourism – preparing a hike for kids and teenagers, various excursions and eco-educational activities two times per month
- project GARDEN – is a project which started in 2005, the aim is to create from old rectory garden a new for leisure and relaxing in a centre of town Rajec
- project CARPENTRY WORKSHOP – in cooperation with the carpenter Mr. Čársky young people are working on creation of wooden components used in the garden. They are getting new skills, handicrafts and improving their environmental thinking in a way of using wood instead new plastic, metal equipments

**Financing:**

As a non-profit civil association, the organization is depended on various donations and different grants for supporting its activities. The legal representatives have to be looking for new ways of cooperation and opportunities of financing their activities.

**Partners:**

(helping by financial and material support, expert assistance and voluntary work)

- Foundation Ekopolis
- Foundation of Slovenská sporiteľňa (Slovak savings bank)
- Foundation Orange
- Československá obchodná banka (Czechoslovak commercial bank)
- Grup Skanska SR, a. s.
- Biomasa, association of legal entities
- Department of the Environment SR
- Ministry of Education SR
- Mesto Rajec
- town Rajecké Teplice
- Roman Catholic Clergy, Chapelry Rajec
- Floragarden - Anton Murčo, Rajecké Teplice
- Individual supporters
- donors of 2% from taxes

**Co-operation partners:**

- social centre Start in Žilina (social institution for homeless people)
- Administration of National park Malá Fatra
- Administration of CHKO Strážovské vrchy
- School of nature protection, Varín
- High school Andreja Škrábika in Rajec
- Elementary church school St. J.M.Vianneyho in Rajec
- Elementary school in Rajec
- Roman Catholic Clergy, Chapelry Rajec
- Yes for life, n. o., Rajecké Teplice
- Civil association Lackovci, Rajec

**Competition on market :**

We cannot really speak about the competition on the market because this association is non-profit so the activities what they do are not due to making profits but they comes from the needs of our nature. There is no company on the market in this region with the same goals, if there they aim is to cooperate and help each other.

**Customer and customers needs:**

In this case is difficult to speak about who is customer of the civil association Tilia because in fact they are not offering any product to consume. They are offering some services for changing human thinking and behaviour to the nature, mainly for kids and teenagers. So in this way their main customers are kids and teenagers because of their hunger for new knowledge and experiences.

Their needs: interesting education with fun, new experiences, new skills, playing  
We can say that the other “customer” of this association is the nature, because of big necessity of people who care about it and know how to behave to the nature, with the respect and love.

**Innovation:**

Main activities of association are focused on kids and teenagers so they are also playing important role in innovative ideas – *handicrafts workshops, eco-education, voluntary workshops for parents*.

*handicrafts workshops* – there exist the project Carpentry workshop, but making more interests for other children there is need the improvement . The ideas more traditional handicrafts as pottery, tinkering, making some pictures – cooperation with other craftsmans children products could be sold on their small fares for increasing company income for activities

*eco-education* – more topics(ecology in practice, nature, nature protection in Slovakia) – every week in association center by methods through playing.

*voluntary workshops for parents* – not often, few times per year during the weekend –make better connections with children – help to nature eg. cleaning the town, cleaning the river sides To make more members and bigger interests for the association is important to improve the promotion and publication for children– *leaflet, posters, web page, small fairy tale books*

*Leaflets* – inform public about the actual activities which they can join and help

*Posters* – promote the association in schools, about projects, activities and workshops

*Web page* – in fact is very, good and nice but the actualization is really needed, there written no activities since February this year.

*Fairy tale book* – small fairy tale book with the environmental topic for young children (cooperation with schools and copy center) - make some profit for covering costs.

**Needs for innovation:**

- make more corporation
- more financial support
- more promotion of association in region

**How did influence the present economical crisis the enterprise**

As I mentioned before the case study is about non-profit civil association so the world economical crisis cannot influenced its profits, but the way by which the company was attached is in influencing its financial partner and cooperators, so the association had smaller budgeted for its activities. In hopes it is slowly getting better.

SWOT analysis of the enterprise's innovation ability

**Strengths**

- nature environment in surrounding of company
- children (their interest in new information)
- handicrafts

**Weaknesses**

- small budgeted
- small number of volunteers

**Opportunities**

- new cooperating members
- EU Programmes
- promotion

**Threats**

- lack of interest from kinds, parents and public
- volunteers (no helping without any salary)

**Conclusions**

This work can show us that we can use innovation also for the company whose the main goal is not the make a big profit but it is to make something for the nature, for protecting of our special heritage on the Earth. The innovations are oriented to improvement of getting its own earning money for covering some of costs of their activities, but still with the connection with eco-educational activities for young generation and some more ideas to make it more efficiently.

**Sources of information**

- ☒ [www.oz-tilia.eu](http://www.oz-tilia.eu)
- ☒ [portal.ives.sk/registre/startoz.do](http://portal.ives.sk/registre/startoz.do)
- ☒ [www.zilina.sk](http://www.zilina.sk)

## National Park Low Tatras) organization

**Michal Mikloš**  
Slovakia

### Introduction

I am hiker in all my born days, so I know our mountains very well. They are really picturesque, virginal and not so high, mainly Low Tatras Mts. That's why They are one of the best places for development of tourism in Slovakia.

Unfortunately, services for visitors are insufficient. Especially lack of accommodations has impact on the visit rate. So, only skilled tourists should be interested to spend in the wildlife few days.

On the following pages I try to find solutions how to attract this region for tourist with emphases on accommodation.

### Case study description

#### Description of the NAPANT (National Park Low Tatras) organization

The headquarters of NAPANT is an organisational part of the State Nature Protection of the Slovak Republic /ŠOP SR- original name is Štátna ochrana prírody Slovenskej republiky/. The institute is a field organisation with the state force whose activities are aimed at ensuring field acts for the implementation of state administration on nature protection and landscape according to the regulation on nature protection and landscape.

After re-evaluation of the territory conditions, mainly due to new ownership relations, a new design of the national park and protection zone borders were made. On its ground in 1997 the Regulation of the SR No 182/97 the new area of national park borders was set to 72,842 ha /A/ and the area of protection zone borders to 110,162 ha /B/ (Figure 1)

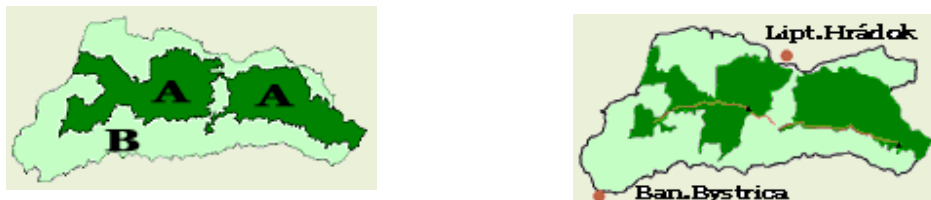


Figure 1: Area of the NAPANT

The Saddleback Čertovica divides the mountain into two parts - Ďumbier on the west and Kráľovohol'ská on the east. Ďumbier mount reaches 2,043 m above the sea level and the lowest part is situated nearby Banská Bystrica - 355 m above the sea level. (Figure 2)

The massif of the Low Tatras is the most remarkable geographical and relatively highly ecologically stable territory of Slovakia just after the High Tatras. The Low Tatras represent a huge mountainous arch heading from the east to the west in 100 km.

The basic aim of the institute is a direct implementation of nature protection and landscape within the set territorial force.

### Products (Services and Activities)

The activities of the institute within nature protection and landscape are divided into the following sections:

- a) General and particular nature protection and landscape
- b) General and particular biodiversity protection of plants and animals
- c) Particular biodiversity protection of minerals and fossils
- d) Wood protection
- e) Environmental education, teaching and promotion
- f) Monitoring and informing
- g) documentation

### **Guiding principles for hiking in the National Park:**

- on the territory of the National Park the visitors are only allowed to move on the marked hiking tracks and educational paths. Further, hiking is only possible during daytime, i.e. starting one hour after sunrise until one hour before sunset; this restriction does not apply to the vicinity of recreational complexes;
- visitors are obliged to respect marked closures of trails and paths;
- camping or bivouacking off the designated sites on the territory of the National Park is prohibited;
- entering the park with or parking any vehicles, three and four-wheeled ATVs, snowmobiles or horse-driven carriages is allowed only on public and local roads as well as on the designated areas in compliance with the effective legal regulations; entrance on the purpose-built roads and field roads, as well as driving off the public routes is forbidden;
- picking plants, parts of them or fruits is forbidden within the National Park borders;
- dropping litter and polluting the environment is forbidden;
- setting fires is allowed only in the designated spots of recreational facilities and on designated camping sites;
- on the territory of the National Park dogs must be kept on a leash and must wear a muzzle;
- replacing natural materials, especially rocks, and piling up rock heaps in the National Park is forbidden;
- on the territory of the national park and its protection zones visitors are obliged to avoid any unnecessary damage to plants and animals or damage and devastation of the environment.

### **List of places for overnight stay (one night only) within the territory of the National Park (part Kráľovohorská)**



Figure 2: Mts. range part Kráľovohorská (red mark) with signed shelters

- 1.) emergency room inside transmission station on the Kráľová Hoľa peak
- 2.) chalet in the saddle Ždiarske
- 3.) shelter hut Andrejcová
- 4.) chalet Košariská



5.) shelter hut Ramža



6.) roadhouse Čertovica

**Figure 3: Features of the shelters**

These shelters are deployed on the Kráľovoľská Mts. range (red mark) which is circa 35km long. This area has a high potention for tourism. However, only two chalets (Figure 4) are directly built for visitors. Others are relics after shepherds. Emergency room inside transmission station on the Kráľová Hoľa peak is heated and opened all year.

### SWOT analysis

In the SWOT analysis is solved actual system of the shelters and access towards theme.

### STRENGTHS

- ❖ High potention of the environment  
Within the area is found lot of well-preserved, by the antropic activities low influenced habitats. Beautiful views on the deep valleys, forest of surrounding country are memorable. Also sweet berries during the summer and autumn days should rejoice or refresh.
- ❖ Free overnight stay  
The shelters are without administrators. Entry is free but then there is risk that in the main season there will be not enough space or arrogant groups.
- ❖ Shelters are near to main trail  
Also during bad weather conditions are paths leads to shelters visible and is easy to find theme.
- ❖ Year - around  
There are no opening hours because it's free all day and year opened.
- ❖ Marked trails  
Terrain orientation is easier because of marked trails. However everyone have to follow signs. It's written in the visiting rules of the National Park (page before).
- ❖ Enough sources of wood for fire (heating, cooking)  
When you want to catch a fire for heating or for cooking surround offer you enough material.

- ❖ Location of the second most famous peak in the Slovakia.  
Song “Na Kráľovej Holi” knows each Slovakian.

## WEAKNESSES

- ❖ No services  
There is no one who could help you from difficultys e.g. water, call, first aid, warm clothes, food...
- ❖ Weak technical conditions of dwelling spaces (2. and 4. pic of Figure 4)  
These buildings are not repaired and usually don't accept basic safety conditions against fire, lightning, water etc.
- ❖ Not enough space inside  
During the main season there should be not enough space where to sleep.
- ❖ Systemless deployment of shelters  
Distances between shelters are irregular. On the 3km are three and then following 18km are all missed, especially inside deep forests on the west part.
- ❖ Low number of it  
It's connected with systemless deployment.
- ❖ Bad infrastructure  
Access by car is possible only to the places number 7, 4 and 1 (Figure 5).

## OPPORTUNITIES

- ❖ Improve cooperation with non-profit organisations, national forestry organisation and universities  
Club of the Slovak tourists mark trails and build shelters or places for rest. National forestry organization has ability to cut down dried trees and improve conditions of wood around paths. Students of environment should help to set right way of developing tourism.
- ❖ Receive dotations from EU and government  
Now is unique chance to receive dotations for tourists and rural development.
- ❖ Make plan about system of these shelters  
There is opportunity work out environmentally friendly plan where and how to build buildings.
- ❖ Build minimally 2 huts or shelter huts with basic services  
On the distance 35 km can't find hut with primary services. First and last one is in the Figure 5 marked as start point. Then it should be in the middle and on the end. Is easy to transport there what you want by car.

## THREATS

- ❖ Not award of a allowance for building  
Very die-hard headquarters of NAPANT when is talking about tourism.
- ❖ Dependent on government moneys and moneys from EU funds for development  
It is possible to build only with help of higher institutions.

### Innovations

- ❖ Make a plan to build shelters, shelters huts and turn this vision into the reality.



**Figure 4: Scheme of the proposed placement**

On the places signed with numbers 7, 4 and 1 (Figure 5) should be build huts. Choice is supported by the idea of easy connection with cars. Roadhouse Čertovica has connection with buses, so it's best starting point for trips. Also, the road house can suffice for tourists as hostel. Then on the place 5 will be enough to build simple shelter.

#### PROS

- Fluent connection of all parts on the range for visitors
- Possibility to visit it for each age group
- Amount of the tourist will be higher but they will be concentrated on the 7 places for rest
- Stop braking rules about camping or bivouacking off the designated sites
- New places where should seat NP's guard and first-aid
- Services on the fine level

#### CONS

- More noise and bigger soil, wild beasts, plants disturbance by visitors
- lack of the look as wild area

- ❖ Deal between foresters and protectors of nature about improvement conditions of trails

Red marked trail between point 7 and 4 (Figure 5) is very often closed because of forest calamity. Wood attack bark beetle, so now the trees are dried and unstable. Guardians want to give it into the hands of nature (natural succession), but on the other hand forester seek after clear cutting.

- ❖ Make a trails for cycling and cross-country skiing

It's challengeable to pass from start to end point of range. That's why lot of theme brake rules nowadays.

### Influence of the world crisis

There is no influence because it has any profit. Maybe it visit less tourists from abroad, but we can't judge it seriously because shelters don't have administrators.

### Conclusions

Low Tatras Mts. (part Kráľova Hoľa) have high possibility to become very frequently visited area mainly for save nature and characteristic design. Unfortunately different opinions of the foresters and protectors inhibit development.

Each right Slovakian tourist want to visit this area because there is situated famous national peak called Kráľova Hoľa. However on the top is only transmission station with one heated room. If there will build hut with services, amount of the visitors should be higher. Then the tourists should

be satisfied also during so often bad weather conditions and they can pass all range from shelter to shelter. Now it's able for mountaineers, only. Families or school excursions are exposed to threat of changeable weather.

Of course more tourists mean higher amount of garbage, soil erosion, noise etc. but also concentration these negatives into the few parts.

**Sources of information**

- Information about NAPANT are available at <http://www.napant.sk/en/info/napant.htm> (09.06.11)
- Pictures are available at <http://treking.cz/> (09.06.11)
- Maps were edited from these, which are available at <http://mapy.hiking.sk/> (09.06.11)

## Consorzio of Colli Berici

**Veronika Mizeríková**  
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### Abstract

The main goal of this task was to find new innovations in Civil Association Pre Prírodu in their activities connected with tourism. Their target is not to be a tourist oriented enterprise, but part of their activities are related with nature based tourism.

This work introduce this association, main goals and main activities of it. It tries to identify actions of this company that can be renewed and also to find and offer innovative solutions, how to work more efficiently.

### Introduction

Civil association Pre prírodu (For the Nature) is a protectionist association oriented to preservation and management, that includes professional specialists, volunteers and public that protect nature values of Protected Landscape Area Biele Karpaty (White Carpathians) all together.

Protected Landscape Area Biele Karpaty is situated in the west part of Slovak republic, around the boundary with Czech republic. Some of important towns in this area are: Trenčín, Nové Mesto nad Váhom, Púchov, Myjava.

This area is protected because of its valuable and heterogeneous biotopes (forests 67%, xerothermic meadows, old gardens, heathlands on flysches), wide variety of fauna and flora (typical for this area is intersection of thermophilic and cryophilic species), a lot of protected species (some of them are found like endemic e.g. orchidaceae), well-preserved landscape and original settlements (solitary cottages on slopes) with original way of farming.

This civil association cooperates with National Nature Protection (ŠOP SR) for their protectionists activities. For example practical landscape tending like mowing and raking meadows that need to be cleaned of plant succession, tending of protected trees, publishing educational brochures about nature reserves of Biele Karpaty, organizing school lectures for pupils and students, organizing educational excursions.

For all those activities they need a big support from their financial partners, from volunteers and also from local community. Their aim is to preserve nature without any profits. But also in this altruistic activity is need to be effective, interesting and well-known. Their operations quite fulfill this conditions, but, as in every field, there is a space for innovations. And of course it should be innovated to work more effectively, and in final result to help nature more, which is their main object.



situation of Biele Karpaty in Slovakia



typical landscape of Biele Karpaty





Ophrys holubyana



Parnassius mnemosyne

### Case study description

#### Description of organization:

Civil association Pre Prírodu is non-profit association. It was based in 1998 in Trenčín on the Earth Day (22<sup>nd</sup> April) by 5 protectionists, specialists in the field of ecology: hydrogeologist, 2 botanists, zoologist, forester.

Its office's location is on Halalovka street in Trenčín.

Number of its members varies, because usually its members are involved in more associations like this or they work on several projects, so sometimes happens that they have no longer time to work for this enterprise. But they always can return back, as they always need employees. And other think is, that there is various number of volunteers that join their working events. But we can say, that in last year (2010) there were 27 fixed members. To become a member, you must have joined them actively in their operations for all previous year, you must send them an application form, and minimum 2/3 of current member have to agree with your membership.

Organizational structure:

- ⊙ Collegium of Members – they accept, change and supplement rules, initial regulations of association. Accepts schedule of activities, budget. Votes and outvotes for members.
- ⊙ Council of Association Pre Prírodu – manages function of association

Official goals of enterprise:

- to support, organize and realize projects and initiatives oriented to preservation nature values, in preference practical protection of nature and research of the most valuables part of nature
- supply services in field of nature and environment conservation, educational actions for schools, citizens, local authorities, entrepreneurs and other subjects
- support all of activities aiming to conservation nature and culture values and to sustainable life

Their practical activities:

- » practical nature tending of the most valuable parts of this area: mowing, raking, removing succession plants
- » repurchasing and renting areas in protected parts, managing them to preserve valuable species and biotopes
- » saving endangered species of fauna and flora, e.g.: carrying frogs through frequented roads during their spring migration period; mapping, saving and popularization of old original varieties of fruit-trees
- » attending of protected trees: curing by experts
- » support and propagation of biological, ecological and natural research in region: support to researchers, publishing their investigations
- » environmental education: lectures and forums in schools, villages; environmental educational excursions with professional interpretation for general public
- » organizations of week and weekend voluntary works also for public to help organization manage protected areas practically

- » publication and promoting: brochures, flayers, leaflets, calendars, informative boards for educational-ways, expositions
- » advocating public needs connecting with sustainable development, protection of greenness in towns, creating strategical documents
- » regional cooperation: with villages, local regions, expert organizations, non-governmental organizations, international cooperation (project Ten for Nature)

### **Projects:**

- ▣ Project Anura – Caudata: transmissions of frogs through frequented roads, hatching places building
- ▣ Project S.O.S.-old fruits varieties: mapping popularization, planting trees
- ▣ Local Regions For Nature: educating about nature reserves on local level, publishing educational leaflets, practical protection with public
- ▣ Gulden Project: rescuing and long-time stabilisation of two vulnerable localities: Tematínske kopce; Beckovské skalice
- ▣ Project Villages for Tematínske kopce: preservation its xerotherm grass biotopes
- ▣ Project Beckovská Brána: management of this area because of its importance in ecological stabilization of the land, and also importance in saving the biodiversity
- ▣ Project Ten for Nature: nature management

Products: this organization does not serve products that can be found at the market, most of them are unmarketable. But these products and services are important for society and for protection of biodiversity and for sustainable development. Because of this we can name their main project as nature protection, nature management, landscape tending. Other more concrete projects: educational ways building, brochures (printed or for downloading), composite book about localities.

### **Financing:**

Property of enterprise is built up of financial and non-financial resources obtained by grants, donations and by incomes from own activities. The Collegium of Members have to search for potential donors and foundations that agree to support them.

### **Partners:**

- cooperative partners-
- \* ŠOP SR (Štátna Ochrana Prírody / National Nature Protection)
- \* CHKO Biele Karpaty (Landscape Protected Area White Carpathians)
- \* KOZA (Karpatské Ochránárske Združenie Altruistov / Carpathian Protectionist Association of Altruists)
- \* CEA (Centrum Environmentálnych Aktivít / The Centre of Environmental Activities)
- \* GREENPEACE
- \* SZOPK Beckov
- \* Jaro Jaroměř (CZ)
- \* Mesto Trenčín
- \* Eko-Bio-Fair obchod Malý princ
- financing partners, grants, programmes-
- \* EkoPolis (SR)
- \* eea grants
- \* norway grants
- \* Stichting Doen
- \* EEconet Action Fund
- \* PHARE

**Market and competition situation:**

Civil association Pre Přírodu is non-profit association concerning of nature conservation. Because of this we cannot speak about market, because its products are not objects of market economy.

Between main goals of association does not belong to make a profit. The only things that can participate to market is their publications. They sell printed calendars and postcards. We could find competitors in this fields, but it is different too, because these goods are relative to this association and their activities. So because of this, we can say that there are several associations like ours on the market of non-profit associations, but they are not competitors, more they are co-operators, because they have common goal – to protect nature values, not to make profit.

**Customer and customer needs:**

It is also difficult to name customers of this enterprise. Customers are people consuming their products and services – readers of educational brochures, buyers of calendars and postcards, attenders of excursions, lectures and also voluntary works.

Needs of customers are connected with the education and information about protected areas, with educational tourism, and volunteering. Their behaviour can be identify like voluntary, experience wanted, alternative, conscious.

They are not attending this association to buy products, but to help protect nature voluntary, to take interesting experiences and to learn some knowledge about ecology and environment.

Customer needs: education, experiences, fun, pictures of landscape, precious parts of nature, protected species; something that would remind this event to them.

**Innovations:**

In this case study we will focus to the activities of association that are offered to public – environmental education: lectures and forums in schools, villages; educational excursions; weekend voluntary workshops; publication and promoting

**LECTURES AND FORUMS**

- to bring flayers
- to sell postcards, calendars, pictures, small gifts (key rings with photo, scribbling-diary)
- cooperate with partners to sell other goods (organic food)
- connect it with exposition of photos from this area, events

**EXCURSIONS**

- to take a lot of photos of participators
- to send or upload these photos on the website
- to sell a snack during excursion (organic food from partner organization)
- possibility to buy gifts after excursion (postcards, key rings)
- free brochures about the area they have just visited

**VOLUNTARY WORKSHOPS**

- possibility to buy gifts, organic food
- lot of photos taken during workshop (for attendants to download)
- better promotion (in every school, village in concrete area; via flayers in post boxes, radio, internet)

**PUBLICATION**

- educational brochures also for children, with children's paintings, fairy tale

**How to benefit the innovation:**

- × to find more sponsors



- × to find more co-operative enterprises
- × to expand their promotion (local radio, flyers to post boxes, events at facebook)
- × to update the website and complete all the information to the titles there

### **How did influence the present economical world crisis the enterprise**

This association it is non-profit, so their main goal is not to show profit, and in addition, they don't have any consumers paying for their products. But despite this, the world crisis touched them in the matter of financing – number of their financing partners decrease during economical world crisis. But now it is returning into previous status.

### **SWOT analysis of the enterprise**

<b>Strengths</b> <ul style="list-style-type: none"> <li>▫ interesting activities</li> <li>▫ professionalism of members</li> <li>▫ support from partners</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>▫ small enterprise</li> <li>▫ not so well-known</li> <li>▫ their promotion</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>▫ increasing interest of ecological topics</li> <li>▫ EU programmes, funds</li> <li>▫ beneficial law</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>▫ financial budget of supporting enterprises</li> <li>▫ decrease of funds</li> </ul>

### **SWOT analysis of the enterprise's innovation ability**

<b>Strengths</b> <ul style="list-style-type: none"> <li>▫ potential of promotion in internet</li> <li>▫ lot of beautiful places for photo</li> <li>▫ partner organizations</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>▫ busyness of members</li> <li>▫ short budget</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>▫ new co-operations</li> <li>▫ EU programmes, funds</li> <li>▫ web site</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>▫ lassitude of society</li> <li>▫ insolvency of attenders</li> </ul>

### **Conclusions**

Like in every movement, also in this non-profit civil association oriented to nature protection, can be find moments that may be innovated. Even if their main goal is not connected with profit, there are some activities that can rise their budget and help them to achieve their scopes easily. Proposed innovations are oriented to this economical items, but also to the same important object – promotion. These two themes are linked and connected to each other. Better promotion would help this association to receive more sympathizers, members, visitors and volunteers, to collect more financial resources and, what is most important, to save and protect nature values more effectively and with better results.

### **Sources of information**

[www.preprirodu.sk](http://www.preprirodu.sk)

[www.bielekarpaty.sk](http://www.bielekarpaty.sk)

[www.bielekarpaty.preprirodu.sk](http://www.bielekarpaty.preprirodu.sk)

Printed brochures of association Pre Prírodu

# Tri Studničky

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Alena Martinková  
Slovakia

## Abstract

Case study is aimed on analysis of the hotel Tri Studničky which is located in heart of Low Tatras National Park in Slovakia. I tried to get all accessible information I was able to find out. Stay in Suceava helped me to understand problematic issue of nature based tourism better. So I was able to apply learned skills on my own case study through innovation plan. Because our main goal is to extend nature based tourism, innovation plan offers these possibilities.

## Introduction

I'm supposed to create a case study on environmental and nature based tourism. The case study enterprise is Hotel Tri Studničky 4-star hotel located in Low Tatras in Slovakia. At the beginning I tried to find out as many information as I could. I wanted to familiarize with structure and management of the hotel before my departure to Romania. During 2 week stay in Suceava I had learned how to uncover weaknesses and threats of enterprises and successfully solved it out. I hope my innovation ideas will be useful in the future.

## Description of the case study

*Name of the enterprise:* Hotel Tri Studničky

*Altitude:* 1100 m a.s.l.

*Location:* Demänovská Dolina

*Business address:* Demänovská Dolina 5 031 01, Liptovský Mikuláš 1, Slovakia

*Contact information:*

*Tel.:* +421 44 547 8000-2

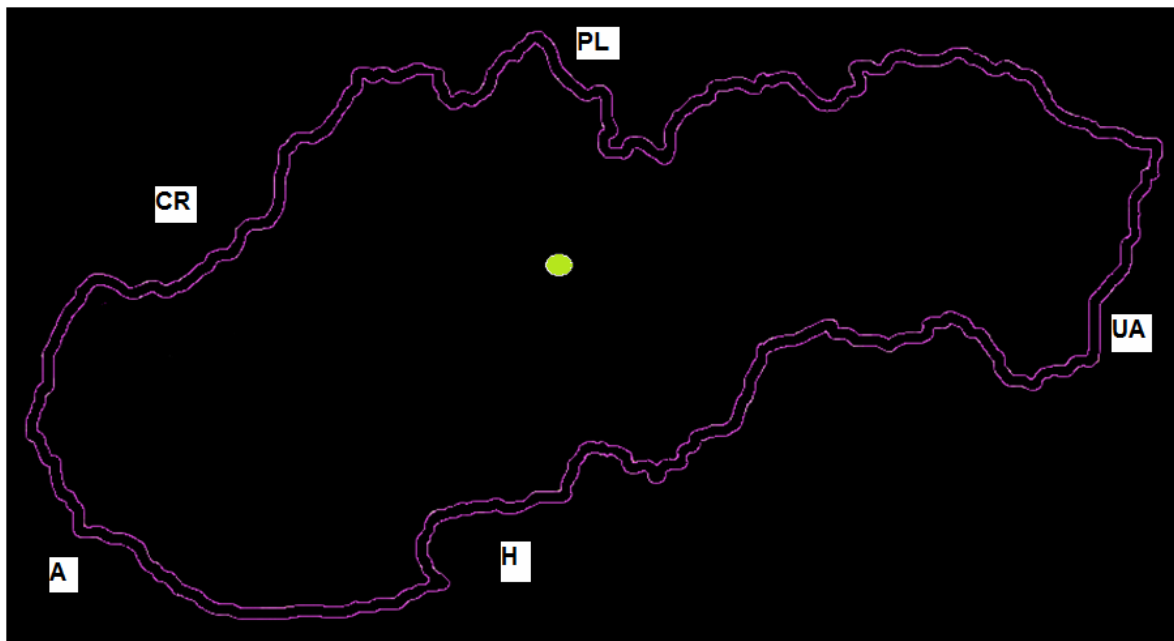
*Fax:* +421 44 547 8004

*E-mail:* info@tristudnicky.sk

*Web:* <http://www.tristudnicky.sk>

*Year established:* 2002

Enterprise is located in **Demänovská Dolina**. It is a village and municipality in Liptovský Mikuláš District in the Žilina Region of northern Slovakia. More precisely, it is situated in Demänovská valley, where Demänovská Cave of Liberty and Demänovská Ice Cave can be found.



### Company background

Firstly, from where comes the name of the enterprise – Tri Studničky (“three wells“)?

Just to explain it - it comes from a legend.....It was long time ago when the mayor of the Liptov region had three daughters. The legend of their beauty was spread far around and so they had many marriage proposals. However, their father was interested mainly in the fact how innocent his daughters are. They disappointed him very much and thus he decided to transform them into three springs, to bring their innocence back. It does not matter if this legend is true or not, but Tri Studničky (“three wells”) became a symbol of extraordinary beauty.

Hotel Tri Studničky is located at the beginning of the Demänovská valley, closely related to the unspoiled nature of the Low Tatras, which connects the advantage of an attractive location and the relative closeness to the centre of Liptovský Mikuláš (6 km) as well as the ski resort Jasná (6 km).

Hotel Tri Studničky is a jewel that offers an extraordinary atmosphere with a trace of attractive prestige, different from many others. Enjoy unique combination of the warmth of home, a typical mountain cottage atmosphere. Discover the architectonic harmony of the exteriors and interiors with the surrounding mountain environment and panorama. Breathe in the atmosphere of a harmonic connection of three natural materials – wood, copper and stone – an atmosphere of the “return to the nature”.

*Accommodation.* The modern equipment offers natural comfort and timeless luxury in the rustic style. It provides 36 rooms ( 100 beds and 10 extra beds). Each room has a TV with satellite, radio, direct dial phone, inbuilt hair dryer, mini bar and safe for valuable items.

*Gastronomy.* Besides the classical offer of the restaurant, you can find here also creative interpretations of the typical Slovak cuisine.

Spacious surrounding, conference room, and conference saloon fully equipped in the hotel enable arrangement of various business gatherings and conferences.

*Market and competition situation.* Hotel's unique location is the biggest advantage. There is few hotels and pensions near this hotel. But this is the only one which offers so many services in high quality.

It is part of one of well known hotel portfolio in tatras region ( + Grandhotel Praha, Grandhotel Sary Smokovec, Grand Jasna, Ski Zahradky & bungalows, Hotel Srdiečko).

This portfolio is owned by **Tatry mountain resorts, a.s.**

- ✓ owner and operator of this hotel portfolio
- ✓ the biggest investor in tatras region
- ✓ renews the quality and service range in Low and High Tatras
- ✓ strategy is mostly oriented on development and building
- ✓ new hotels, apartments and ski slopes → attractive destination could be highlighted at the European level and multiply its visit rate

The management goal - utilization of opportunities which are offered by unique position in the region of High and Low Tatras.

### **How did influence the present economical world crisis the enterprise**

Influence of economical world crisis was seen on visit rate. It decreased number of customers. Especially polish guests were missing the most. It was so because of different currency.

### **SWOT analysis**

SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective. The technique is credited to Albert Humphrey, who led a convention at Stanford University in the 1960s.

A SWOT analysis must first start with defining a desired end state or objective. A SWOT analysis may be incorporated into the strategic planning model. Strategic Planning has been the subject of much research.

- **Strengths:** attributes of the person or company that are helpful for achieving the objectives
- **Weaknesses:** attributes of the person or company that are harmful for achieving the objectives.
- **Opportunities:** external conditions that are helpful for achieving the objectives.
- **Threats:** external conditions which could do damage to the objectives.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Location</li> <li>• High quality</li> <li>• Business requirements</li> <li>• Modern facilities</li> </ul>	<ul style="list-style-type: none"> <li>• High prices for Slovakia middle classed people</li> <li>• Distance from big cities – source of customers</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Potential of surroundings</li> <li>• Increase of local economy</li> <li>• Teambuilding activities</li> </ul>	<ul style="list-style-type: none"> <li>• Customer-rate depends on weather</li> <li>• Depreciation and currency exchange fluctuations – as for nearby States</li> </ul>

**Problem definition**

- a) Primarily issues to be solved are how to attract more customers.
- b) Another problem is how to attract more tourists during non – season time.
- c) Bring new traditional ideas into services.

**Innovation plan**

I created SWOT analysis with defining its strengths, weaknesses, opportunities and threats. It suggested solutions about how to innovate the enterprise. And so innovation plan was made up and prepared.

*Innovation plan*

- a) Better organisation to attract more tourists. In accomplishment of this aim certain contribution would have the following initiatives:
  - Special events
  - Every saturday a different activity could be offered – cycling, tracking, climbing, horse riding
  - Offer of full weekend nature experience and total relax
- b) One of my proposal is to increase the customers visitations during non – season time, when there are less reservations so I am interested in offering new packages for target groups. Particularly addressed toward businessmen and their companies which could be informed about the services which can be offered by the hotel, through phone marketing or personal meetings. Costumers can also be informed through some posters and leaflets (made by recycled paper) . Costumers should be offered the possibility to separate their rubbish through some simple waste disposal that should be used also by the hotel management.
- c) Traditional ideas. Hotel is located in protected area of Low Tatras National Park, that is another reason why to think more eco-friendly. We can observe return of more and more people with desire to go “back to nature” . Away from artificial products and false society. They have enough of cities, shopping centres, modern building, mobile phones, stress, noise....So they might find possibility to ride a horse during their weekend stay in hotel quite attractive. Sightseeing on a coach pulled by horses is more environmental than driving car in forest or just some birdwatching with instructor early in the morning. It would be a real treatment of their body they need. They will come back again and again. Moreover these activities are more typical for our country than trying to look like foreign countries.

**References**

[www.tristudnicky.sk](http://www.tristudnicky.sk)  
[www.privat-tatry.com](http://www.privat-tatry.com)  
[www.tmr.sk](http://www.tmr.sk)  
[www.wikipedia.org](http://www.wikipedia.org)

## Motel “Ieremia Movilă”

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Alexandru Todosi  
Romania

### Abstract

This case study aims to find the optimal solutions for a tourism enterprise using the international trends of innovation in tourism and hospitality trends.

### Introduction

Located on Route 17A in the heart of Bukovina, at a distance of 200 meters from the Monastery Sucevita, motel “IeremiaMovilă” is located in a beautiful area, full of life, retired in nature with an amazing landscape. Here we can find the specific hospitality and tradition of Bukovina, which are included in all offered services.

The enterprise is a family business, that involves two owners, husband and wife, which founded the enterprise five years ago. They are also the managers of the motel. The motel’s name was inspired from IeremiaMovilă (JeremiMohyla in Polish) which was a Hospodar (Prince) of Moldavia between August 1595 and May 1600, and again between September 1600 and July 10, 1606, because during his rule, Ieremia rebuilt the Sucevița Monastery.

Beside all, the motel offers road trips on the “Neagu Hill” which is located behind the Monastery Sucevita, and also cycling trips towards Putna Monastery.

**Contact:** Address: Sucevita, number 459

Tel/fax: 0230.417.501

Mobile: 0745.72.95.94

E-mail: [receptie@motelsucevita.ro](mailto:receptie@motelsucevita.ro)

The motel offers the following types of:

### Accommodation:

The motel, made recently, has a large space for accommodation. Only 200 meters away from the famous Sucevita Monastery, this recently built 3-star hotel provides a quiet ambience for a comfortable stay, surrounded by a picturesque forest, the IeremiaMovila offers comfortable and spacious rooms and suites, a restaurant, a bar, a terrace, and a well-equipped conference room for up to 80 people. Hotel IeremiaMovila is close to several historic monasteries and churches, including the Painted Churches of Northern Moldavia, which are a UNESCO World Heritage Site.

### Services:

Summer Garden, room service, parking, keeping, customers valuese-mail, fax, air conditioning, shuttle to the airport Salcea, Team-building, shuttle to the station, monasteries tour, washing, ironing clothes, organizing banquets, business conferences and discussions, Internet access, minibar, Cable TV

### How did influence the present economical world crisis the enterprise ?

After two and half years of decreases in the hotel market, which lost 200 million euros, for the first time we can speak about a recovery in conditions in which people travel more, companies have started to organize training courses and increased demand for accommodation. The most important traits for success in the hotels and other accommodations industry are good

communication skills; the ability to get along with people in stressful situations; clean appearance; and a pleasant manner. Practically the enterprise was not so affected by the economical situation, because it was maintained an equilibrium among it and the constant request for various celebrations, weddings, christenings, normal events in people's life which cannot be avoided.

### SWOT ANALYSIS OF THE ENTERPRISE

<b>S</b> <b>Strengths</b> <ul style="list-style-type: none"> <li>• The name choose for Motel</li> <li>• Geographical advantage, location</li> <li>• WebSite with Virtual Tour and with the possibility to make booking</li> <li>• Quality of services</li> </ul>	<b>W</b> <b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Gap in experience, knowledge</li> <li>• Loss of alliances and partners (could affiliate to Bucovina Tourism Association)</li> <li>• Low level of Advertising</li> <li>• Lack of participation at National and international tourism fairs and festivals</li> <li>• Lack of a Motel emblem</li> <li>• Lack of Gadgets, T-shirt with the Motel</li> </ul>
<b>O</b> <b>Opportunities</b> <ul style="list-style-type: none"> <li>• The Guvernamental Project "Easter in Bucovina" that will bring more tourists in the area</li> <li>• Global Trend for Religious tourism</li> <li>• Regional and Guvernamental policy to develop the Bucovina Brand</li> </ul>	<b>T</b> <b>Threats</b> <ul style="list-style-type: none"> <li>• Strong competition</li> <li>• Competitors new products and innovation</li> <li>• Possibility of floods</li> <li>• Low quality of roads</li> </ul>

### Innovations

Nowadays the international trends in tourism are in agro-tourism, ecotourism, cultural, Trekking, Nature and a special interest tourism in conference, business trips, maritime, religious, health/SPA, educational, sport, adventure. What is also a good thing is that the tourist behavior interested in this types of tourism has a different vision. For example he has more responsibility in which regards the nature and the use of resources. The classical tourist (interested in Sun, Sea, Sand ) has an indifference in which regards the nature and has a high consumption of resources. If the enterprise will orientate to adopt some international trends it will be possible to have a green tourism, an economically sustainable tourism.

### Suggestions in innovation –

**Smaller Is Better** – Hotels are giving more love to groups of all sizes, especially the smaller ones. From intimate weddings to small business retreats, guests will see more ease in booking and complimentary incentives come their way as hoteliers are continuing to look for ways to fill their rooms and meeting spaces throughout the year.

**For Eatsakes!** – Bring home a taste of your trip as hotels provide a small taste of the experience by selling customized and special locally produced edible souvenirs. Some hotels are even creating an entire marketing hall experience



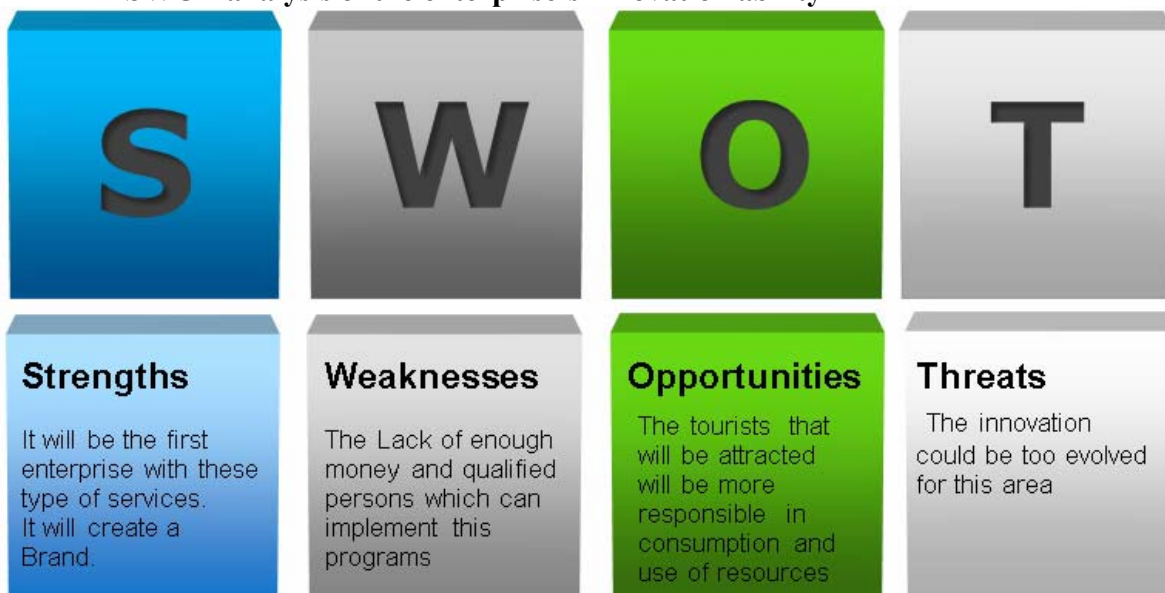
**Club Bed** – Hotels support dual identities as they offer multi-use spaces that function as dance clubs and music venues. Jet-setting guests are drawn to the scene while locals provide a steady stream of traffic even during the low season.

**Bust a Movie** – Some hotels include movie theaters for private screening events or even movie nights for guests and locals. Guests like the perks, but owners like the profits that come from an alternative revenue source.

**Credit App** – As hotels embrace and adopt modern technology, guests will be able to check in and check out with the swipe of a phone. Call for room service – and have it billed to your phone – your iphone. Hotels will work with services similar to Paypal and Bling Nation to provide direct billing to mobile devices. You'll be able to swipe your phone to enter your room too.

**Shrink Wrapped** – Traditional meals are going way of the fun size snack pack. Smaller portions are perfect for smaller wallets and for eating on the run. Look closely for... All done in less than ½ size. *Small is big*

### SWOT analysis of the enterprise's innovation ability



In my point of view the **tourism innovation process** should be taken after the person is very well informed in the following domains: hospitality trends, new form of tourism activities and very important, after a psychological study of tourist behavior. This concept is explained in the following scheme.





### **Conclusions**

Tourism is seen as one of the most promising areas of growth for the world economy. The managers should improve their skills in *tourism and hospitality* and keep a contact with “outside” in special with accommodation business from Germany, Finland, Denmark and Sweden because they are the first in the top of innovations in tourism. Also the employers should be better prepared in this type of services and they should be managed by a Manager of Human Resources. The MHR has special training in this domain and can increase the level of recruitment standard. The management problem could be resolved by some special training courses given by specialists from the same countries mentioned above to the owners and also to employers. To sum all the innovation should be at the organizational and the technological level also.

### **Source of Information:**

- ☒ The owner
- ☒ The website of motel
- ☒ Wikipedia

## Touristic Sheepfold „Coliba Răzeșilor”

Andreea Mihaela Chirilă  
Romania

### Abstract

Tourism represents one of the most important branches of the actual economy and due to the possibilities offered by the natural environment it is an essential branch. That is why tourism is chosen by most of the people who wish to initiate a business. But, in order to survive on a competitive market as the present one the enterprisers must identify some aspects such as: any business which is created to be a successful one should take into account the innovative factor, the potential of the area in which it started and should be accustomed to the present opportunities.

### Introduction

*"For few peoples there can be found a relatively small county like this one which could contain so much beauty, so much present wealth and so many abundant, distant and holy memories" (Nicolae Iorga).*

Throughout the years, the way to make a business has evolved. In the last three decades, the business landscape has become unrecognizable. Today, business's success depends on the elastic responses to the market changes and to the capacity of rapidly implementing new solutions, to reorganize, and take operational decisions.

In developing the economy through businesses, tourism plays a key role, contributing on a large share in Romania's economic recovery, because it acts as a more dynamic element of the national economic system, as a means of diversifying the economic structure, as a means of attenuation of regional imbalances, or as the means of lifting the level of training, culture and civilization of people. Tourism represents a growing complexity. Economically speaking, tourism summarizes the results of many economic activities, and psycho-socially is consisted as a superior way of organizing leisure time. All aspects mentioned above can be put into practice through tourism products.

Bucovina is among the most attractive and visited touristic areas on the map of Romania. Not accidentally, however, this area, famous worldwide today, was awarded in 1975 with the international award "Pomme d'Or" by the International Federation of Journalists and Travel Writers, and the monasteries in this part of the country have passed the UNESCO list of monuments of universal art. Bucovina is known for its folklore, costumes, furniture, pottery, tapestries and carpets. Craftsmen continue the traditions inherited from generation to generation: masks, traditional costumes, painted eggs, carved wooden items, embroidery and carpets which are still elements of everyday life.

Bucovina is a mixture of old and new, innovation is indispensable becoming an essential element of development or even economical continuation, to withstand competition in the area. Innovation is generally considered the main driver of economic growth in today's global economy. Often our innovations are suggested by economic and social environment and are leading to new opportunities. There are many reasons for entrepreneurs who are always using innovation, among which the most important are: market share, the capture of new markets and new tourists.

## **Case study description**

### **Innovation**

The touristic product: Touristic Sheepfold "Coliba Răzeșilor" is a product with a high degree of new things for most tourists, especially the foreign ones, known in the local market through spending time in Gura Humorului (the area declared "touristic resort of national interest") and Mănăstirea Humorului (rural village situated 6 km from Gura Humorului). This kind of entertainment is practiced, but not organized as I proposed.

The idea for such a product has started from the desire to create a new and unique product, and also to help promote the area, an area that excels in the beauty of the landscape (coniferous forests, fauna and flora of the mountain area), combined with anthropogenic elements which tell the history of the Romanian people (monasteries: Voroneț, Humor Monastery, museums, etc.).

### **Customer and customer needs**

This product has as the potential consumers the Romanian tourists, but especially foreigner ones who are attracted by the novelty and the development of specific activities area.

Unlike other leisure activities practiced in the area (hiking, fishing, paragliding, clubs, etc..) this type of product is like a "3 in 1" or even more, because it offers various activities in one place, such as: meals, riding, traditional celebration, traditional activities, etc.. Outdoor activities is the best way of spending leisure time for tourists, whereas "inside" leisure (clubs, discos, pubs) is losing ground.

### **Market and competition situation**

In terms of competition, when opening a business the competition is reduced, our product is offered at reasonable prices with superior quality level and is supported by an efficient promotion. In terms of risk management, the manager, as well as the team members are young and are practicing a policy of constant consultation of the market demand, competition, and are participating in various fairs. Taking into account the financial risk, the financial growth of the past two years reflect a profitable business in the future, with no level of indebtedness.

### **Description of organization**

Identification:

1. Company Name: "Fantastic Tour"
2. Task: to create a new product for promoting the touristic area Gura Humorului;
3. Location of the tourism product will be in Humor Monastery village, the ideal place to experience nature and to experience the traditions of the area;
4. The initiators of business: Chirilă Andreea Mihaela;
5. Slogan: "Life in the country is the road to Eden!"
6. The vision of this business is to create a new tourism product and promote the area Gura Humorului nationally and internationally by combining local traditions (shepherd, ethnography, folklore) with natural and human potential of the area. It aims to attract a large number of tourists by unusual recreational activities, within nature.
7. Company Objectives:
  - to create a new tourism product;
  - to promote Gura Humorului area by traditional activities specific to this area: shepherd, wool processing, riding, eggs decoration etc.
  - to conduct original recreational activities in where business and pleasure can combine: get the cheese, milking sheep, wool processing, exploring the area, rustic festivals etc;
  - to ensure quality travel services for meeting the needs of the tourists;

- to increase internal and external flow of tourists to the area;
- to collect funds or grants for business development reimbursable;
- to generate Income.

### **Innovation process**

In order to achieve this innovative product we have set a necessary list of materials:

- 100 sheep to get milk, cheese, meat;
- 2 horses;
- 4 cows;
- 3 sheepdogs;
- different food;
- grass for the animals;
- Wooden boards.

Also the equipment that will help us work at the sheepfold is consisted of:

- equipment needed for shepherding: pots, tableware, various inventory items of traditional gourmet;
- equipment of space development;
- equipment needed for processing wool and traditional painted eggs.

These elements underpin the conduct of future work:

- manufacture of milk products: cheese (cheese, Ricotta), butter may be served or sold to tourists;
- animal Care: Milking sheep, cattle, wool hair, fed the animals, led sheep to pasture, given sheep fold;
- riding;
- organizing various menus;
- organizing peasant festivals (local guests: Maria Macovei, Viorica Macovei, Alexandru Brădăţan and others);
- description of wool processing (cutting, spinning, knitting, weaving) or painted eggs;

It was also taken into account the impact over the environmental of this touristic product. Thus, by the major activities taking place here there is no danger of pollution: of the air (the grill will be made with charcoal, particularly with wood, proposed activities, which by their nature will not produce pollution), soil, flora and fauna (the grazing will be monitored in specified areas, contributing to the regeneration of areas, tourists are advised not to destroy the natural area), water (settling tanks will be built green) bins will be arranged to the route to the sheepfold, medical point in the sheepfold. Noise pollution has no sources.

### **Marketing**

Making reference to the strategy and the promotion plan it was considered important to note that the product will be adapted for the purposes of promoting the transmission of messages designed to inform the target audience (tourists who choose the area as a tourist destination Gura Humorului) on the basis of attraction to develop a positive attitude about the Gura Humorului, people, customs.

The concept of advertising of this product is based on Gura Humorului's personality area on the natural environment. The touristic promotion campaign of the product sheepfold "Coliba Răzeşilor" launches the main practical objective of media: advertising information and reminding the product among prospective customers. The promotion is done by making calls to the unconventional advertising (public relations, new media, promotional materials, promotional events, packages / specials), traditional advertising (television, press), outdoor advertising (done through

banners, mobile billboards located on regional roads or national) and inner advertising (done by posters, posters, calendars, presentation folders, which will expose the cultural facilities, hotels, transport facilities within the city). Next will be the concrete realization of this product in advertisements promoting unconventional and conventional.

### **How did the present economical world crisis influenced the enterprise?**

The crisis has affected all the fields in the whole world, especially the tourism, and that because most of people have chosen to spend their holiday at home because of financial reasons, or in the best case, the customers have chosen not to spend as much as money they used to before the crisis.

For Bucovina, in our case, for Touristical Sheepfold “Coliba Răzeșilor”, the crisis has not affected so much work because to enjoy the services offered here, tourists do not need a huge capital for it.

### **SWOT analysis of the enterprise's innovation ability**

<p><b>STRENGTHS:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> attractiveness and novelty activities in a sheepfolds</li> <li><input type="checkbox"/> qualified (shepherd, shepherds) for carrying out the actual activities in a sheepfold: preparation cheese, sheep clippers, etc. preparing culinary specialties.</li> <li><input type="checkbox"/> uniqueness of this type of product in the area</li> <li><input type="checkbox"/> reduced materials required for the smooth running of business</li> <li><input type="checkbox"/> many providers of tourist demand in the area for such a product: hostels, hotels, villas</li> <li><input type="checkbox"/> strong advertising area through a variety of media channels</li> <li><input type="checkbox"/> courtesy of "genetic" of people in rural area</li> </ul>	<p><b>WEAKNESSES:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> lack of experience in running such a business</li> <li><input type="checkbox"/> Insufficient promotion of tourism in the regions such as these ones</li> <li><input type="checkbox"/> difficulty in accessing European funds</li> </ul>
<p><b>OPPORTUNITIES:</b></p> <ul style="list-style-type: none"> <li>➤ the existence of the business in all seasons of the year</li> <li>➤ Gura Humorului declaration area tourist area of national interest</li> <li>➤ the unique environmental natural, suitable for such a product tour</li> <li>➤ easy access to town Gura Humorului (where the product will be located, Humor Monastery, is located 6 km from the city)</li> <li>➤ the disposition of other travel services providers in the area to collaborate with each other</li> </ul>	<p><b>THREATS:</b></p> <ul style="list-style-type: none"> <li>❖ preference of tourist for some other types of leisure travelers</li> <li>❖ reluctance of tourists to the activities in the natural environment, animal husbandry</li> <li>❖ diminishing purchasing power of customers</li> <li>❖ financial crisis</li> </ul>

## Conclusions

Success is not something that comes unexpectedly. This idea is also true in business. Nowadays, everyone has the freedom to start a business. No one can prescribe the ingredients that lead to success. But the fact is that, before taking the decision of beginning a business we should determine where to locate the business, what activities will take place, what price will it be practiced and what profit will it be realized. The answers to these questions can be obtained through a market analysis, through a marketing study. The SWOT analysis is often used to analyze both internal and external factors of an enterprise and is a systematic approach which provides support for decision making. The ultimate goal of the strategic planning process is to develop and adopt a strategy resulting in a good agreement with the external and internal factors.

In conclusion, Touristic Sheepfold “Coliba Răzeșilor” is a tourism product that could successfully participate in the local development of Gura Humorului area. Due to the uniqueness, originality and its location in a natural environment conducive to such a tourism product, we believe that this touristic product has a fairly high degree of novelty for a number of tourists, especially foreign ones. Through market research and analysis on the possible risks as well as through the provision of quality services is highlighted that this business is proving to be profitable.

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# Maryo&Ema Hotel

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**Trisciuc Andrei**  
Romania

## **Introduction:**

Hotel Mario & Ema is strategically located at approximately equal distances from the tourist resorts Vatra-Dornei and Borşa, 50 km to Borşa and 40 km from Vatra Dornei. Located in the heart of a filled history, Hotel Mario & Ema, opened in December 2005, it is equipped with all facilities in order to help you to spend an unforgettable holiday.

The Hotel is designed to ensure comfort for the customers, addressing in particular to those willing to spend their free time or their holidays in the mountains, enjoying the full beauty of the places in all seasons of hospitality by the local people and not finally the Bukovina cuisine.

## **Description of the enterprise**

### **Accommodation:**

On the ground floor there are the reception, a restaurant, a bar, the toilets, the electrical panels room and the air-conditioning technique room.

Three floors with rooms are distributed as it follows:

- On the 1st floor there are 9 rooms, a conference room with a capacity of 40 seats;
- On the 2nd floor there are 11 rooms;
- On the 3rd floor there are 7 rooms;

In total the hotel has 27 rooms with 54 beds. Among these, there are 16 matrimonial rooms and 11 twin rooms.

The rooms are spacious, decorated in warm colors with a variety of ornaments designed to ensure comfort and relaxation. These rooms have the following facilities: TV with 30 programs, wireless internet, radio, telephone, iron and ironing board on request. The bathrooms are functional and modern equipped with shower and cosmetics.

The conference room has a capacity of 40 seats, where you can organize conferences, symposia, seminars, roundtables, meetings, presentations and promotions, team-building;

- the parking area is guarded and has a capacity of 60 seats
- there is also a specially designed space for barbecue
- a fitness room
- Land Sports
- Children's playground

### **Mario & Ema hotel staff:**

The hotel has 22 permanent employees. Depending on the number of tourists, there might be several requested seasonal workers services. As a result, their number increases during the summer months and during winter when there are special events.

The manager has always been concerned on keeping the employees on their jobs, offering them a range of facilities. The hotel also has a rewarding activity for employees in order to encourage them to do their best. This leads to the formation of a well trained staff able to offer quality services.

The Permanent employees were very well prepared in special.

The Staff structure is as it follows:

- a hotel manager
- 1 restaurant manager
- 2 receptionists
- 3 maids
- 4 waiters
- 4 chefs
- 3 chef
- 2 guards
- An administrator
- An accountant

### **Restaurant:**

Mario & Ema restaurant is part of the range of catering services in charge of preparing and marketing a wide range of high quality culinary products. It falls within the classic restaurant that serves three main meals per day, with breaks between their service. The restaurant can dine at the same time series up to 120 people, making it perfect for business meetings, wedding receptions, birthday parties or any special occasion. The restaurant can satisfy the tastes of fans of traditional Bucovina recipes and any other requests from the tourists. The Restaurant bar includes a wide range of drinks and refreshments. It is located in order to be useful for managing beverage served in the restaurant and bar. Here you can find the finest wines, soft drinks, digestive and others.

It has an area of 300 m<sup>2</sup>, a total of 12 round tables, the distance between the two tables being about 1.2 m, and each table with 10 seats each. The tables are from wood with a top that has a diameter of 175 cm, standard.

Everything in the restaurant is matching colors such as orange, beige and brown: sandstone, organza curtains, tablecloths, and furniture naproanele. The contrast of colors transmits the feeling of attention and a warm welcome to customers.

The kitchen has an area of 100 m<sup>2</sup> and is situated close to the restaurant, ensuring rapid transmission of commands which determine the pace of manufacturing and serving hot dishes at the desired temperature.

### **Prices and rates:**

To determine pricing and favorable price, Hotel Mario & Ema is considering the following factors:

- objective by practicing a certain price;
- tourist market that works;
- size of the request;
- development costs;
- prices, tariffs and offer competition;
- method of calculating the price.

### **Tariffs**

Room Type	Number of the rooms	tariffs practiced
Twin room	11	100 RON(25 euro)/room
Queen room	16	100 RON(25 euro)/room

Source: [www.hotelmario-ema.ro](http://www.hotelmario-ema.ro)



- ♣ Prices are calculated per room and do not include breakfast.
- ♣ In the single rooms, all tariffs are reduced by 10-20%.
- ♣ Children between 0-2 years receive free accommodation.
- ♣ standard breakfast (optional) - 18 RON / person.
- ♣ Standard Dinner (optional) - 35 RON / person.
- ♣ The Day of accommodation starts at 14:00 and ends at 12:00.
- ♣ facilities are granted and customer segments (groups of tourists based in a number of days in a cottage) or using degressive rates (the rate drops to a room if it is rented for several days).
- ♣ Reservations can be made via fax, email, internet and telephone.

### **Action Square Hotel Mario & Ema**

Mario & Ema hotel clientele and demand for tourism products  
If Mario & Ema pension, the demand for tourism products is represented in more than 70% of Romanian tourists. Their main motivation is resting (in summer) and winter sports (in winter). Domestic demand comes mainly from Suceava County and nearby area, while the foreign origins in England, Spain, Germany.

### **Partners**

As far as the staff is concerned, the hotel offer is known and used for both travel agencies in Suceava county, and in the country. The hotel has relationships with over 7 travel agencies and private firms managing tourist material base unit, through which services are provided accommodation, food, entertainment for the Romanian tourists and foreign banks (Carpatica), insurance (Aliantz), commercial companies, foreign suppliers.

### **Competition**

The fact that in the locality Cârlibaba Maryo & Ema is the only hotel, the risk of fierce competition is reduced. Other hotels are in Ciocanesti area, situated at 25 km distance, where there are a significant number of agrotouristic pensions. These, however, address to another segment of tourists, fans of the taste "of life in rural charm." The offers are different from hotel Maryo & Ema.

### **Tourism product offering hotel Mario & Ema**

The supply of tourism products is of great diversity: transport, food, recreation, accommodation, all making up the fact "tourism product".

For groups on request, they arrange: outdoor grill, campfire, optionally accompanied by traditional music of bands supported Moldovian folk and beyond. At the request of customers they offer horses for trips or walks.

For lovers of folklore is the possibility of being offered a special program traditionally presented a masters in egg decoration, plus and package holidays for Easter and Christmas and New Year are held, also packages all inclusive plus other surprises (and ugly "strip goat / Bear " etc.)..

### **Entertainment**

Hotel activity includes basic services of tourism: accommodation and catering and additional services. The hotel has specific features of recreational services, facilities offering tourists a wide range of activities they can practice.

-Sport fishing

Water area offers both the opportunity to practice sport fishing in certain parts and rivierrafting.

-Winter sports opportunities

Near the hotel there are two tracks: Magura 1, which has a length of 1,008 m, a difference of 207 m and an average slope of 20.97% and Magura 2, which has a length of 530 m, with a difference level of 125 m and an average slope of 24.27%. They are calloused and ready to ski or snowboard. Body width is 50 to 200 m. Also a ratrack always ready to land slope.

The possibility of renting an ATV Offroad racing to participate in, the rental price for an ATV being 80 RON per hour.

Mario & Ema hotel can be a starting point to various areas of tourist interest. The result was the following area attractions:

- geological "Stanca Tibaului". Stanca tibaului is located at the confluence of the Bistrita Aurie with the Tibau stream, the village is an interesting Cărlibaba and Eocene fossiliferous massive limestone, high of 70 m. This impressive rock massiveness attractive and is ending its eastern Carpathian flysch. Rock protection was imposed because they have scientific value and that these limestone (high quality construction), would attract the operation and its existence would be jeopardized.

- Rodna with mixed Reserve "Ineu - Lala" showing a large glacial landscape development (Custura, glacial, glacial valleys, moraines), including network elements particularly scenic river (waterfalls, glacial lakes) and elements of the flora and fauna characteristic of these mountains: yew and birch cock. Rodna complement each other with Suhard Mountains. While Rodna are among the most spectacular and massive mountains in the country, is a mountain Suhardul less in terms of altitude, but offers guests a unique landscape with endless pastures and vast forests of pine.

- Bistrita-Golden, Tibau, Valley Carlibaba

- You can organize trips in the Maramures region heavily loaded in terms of tourist attractions (museum complexes, the famous wooden churches, the Merry Cemetery in Sapanta ), in the resort of Borșa and localities Moisei and Viseu.

### Analysis of tourist traffic

Tourist circulation is scalable through a series of indicators which express the real demand in various aspects. Among these indicators are:

- Number of tourists, showing the evolution of hotel guests attending Mario & Ema and were accommodated;
- The number of overnight stays, representing the 24 hours to the tourist tourism benefits of hosting the structure;
- Average length of stay, which shows the average number of days tourists were accommodated in the hotel. It is calculated as the ratio between the number of nights and number of tourists;
- Employment

### Number of tourists stay in the hotel Mario & Ema

Number of tourists stay during 2006-2008

years	No. total tourists	Romanian		foreign	
			percent(%)		percent(%)
2006	5476	4563	83,33%	913	16,67%
2007	6318	5105	80,80%	1213	19,20%
2008	7823	5977	76,40%	1846	23,60%

Source: Evidence of existing accommodation in the Register of the Department of Reservations

**ACTIVITIES:**

- Cycles
- Paintball
- ATV with off-road and all-terrain vehicles
- Rural celebrations
- Mountain walks,
- Fishing trips
- Horse riding

**Evolution of the number of tourists by nationality****The number of overnight stays**

years	no. nights	romanian		foreign	
			Percent(%)		percent(%)
2006	10328	8172	79,12%	2156	20,88%
2007	9842	7884	80,11%	1958	19,89%
2008	12105	9460	78,15%	2645	21,85%

**The average length of stay**

years	No. tourists	romanian	foreign	No. nights	romanian	foreign	The average length of stay	romanian	foreign
2006	5476	4563	913	10328	8172	2156	1,9	1,8	2,4
2007	6318	5105	1213	9842	7884	1958	1,6	1,5	1,6
2008	7823	5977	1846	12105	9460	2645	1,6	1,6	1,4

**Employment rate**

Employment is considered a basic rate and is calculated as (number of rooms occupied / number of rooms available) x 100, and has a speech at the day, month, year.

years	Employment rate(%)
2006	37%
2007	40%
2008	45%

**SWOT analysis:****STRENGTHS**

- Hospitality
- Traditional local cuisine
- Rural culture
- Managers work there
- Untouched nature
- Loyal costumers (limited target groups but constant during time)
- Support of employees education
- High ratio between quality service and price
- Interesting locations nearby
- Modern facilities and business requirements

**WEAKNESSES**

- Lack of advertising
- Employers' foreign language skills
- Lack of will to innovate
- Focus on limited target groups, it could be better to have a portfolio of clients

**OPPORTUNITIES**

- Multitude of attractions (e.g. guides, new paths, etc.)
- Leisure time (e.g. SPA in the yard)
- Nature based tourism (renewable sources of energy, a tourism
- Focus on more target groups
- Activities offered for all over the year

**THREATS****In general**

- Worldwide economical crises
- Natural disasters and pollution
- Government and laws
- Globalization

**Local**

- Damaging of the environment due to the outdoor activities
- Seasonal turism linked to seasonal activities

**Problem definition**

- Profit maximization approach limiting the investments
- Risk of business reduction
- Damage of the environment and low interest in environmental issues

**Innovation plan:**

- Package to attract businessmen and new marketing measures to let companies know what kind of services they can find
- Promotion activities and scholar education activities

- Animals rent and children involving
- Realization of a SPA zone supported by renewable energy sources (wind mills or solar panels)
- Waste disposal and customers information about
- Information posters and leaflets about the ecosystem damage activities
- Guided trip to pick up NWFPs
- Cooperation with nature-based tour operators (<http://www.ibis-tours.ro/index.php>)
- Multi-level network (becoming part of the “Ecotourism network” in Romania [http://wwf.panda.org/wwf\\_news/?13623/Ecotourism-in-Romania](http://wwf.panda.org/wwf_news/?13623/Ecotourism-in-Romania))
- Demand of the entire community to improve the infrastructure

**Sources of information**

- The owner of the hotel
- [www.hotelmario-ema.ro](http://www.hotelmario-ema.ro)
- [www.turismbucovina.ro](http://www.turismbucovina.ro)

# Leagănul Bucovinei

**Adriana Dochita**

Romania

## Abstract

One of the basic links of the economy is tourism. I chose to present the case through this study, a business that operates in this field, more precisely we chose to present a guesthouse in Suceava. I believe that tourism is essential for economic development in this area because of the potential anthropogenic and naturally occurring. It is important to develop your business around taking advantage of resources, it is a essential condition that you need to keep in mind when we want to start a business. Bucovina is known for its beauty and richness of local culture and history.

My project is outlined on the pension called "Leaganul Bucovinei". This business has relatively low experience because it started recently. In the end I have elaborated some ideas that could help grow the business locally.

Even if it could be implemented immediately, these ideas could be considered as suggestions or could be improved in order to help the economic development

## Description of Leaganul Bucovinei Boutique Hotel Suceava \* \* \*

"Leaganul Bucovinei" boutique hotel Suceava was founded in 2003 and is registered with the Ministry of Tourism and Transportation as a 3 star guesthouse hotel accommodation ("pensiune").

It is a pretty building, surrounded by trees and quiet gardens, situated in the green, residential area after the entry in the town of Suceava (from Bucharest, on the left hand side). It is very easily accessible with a 10-15 min walk to the town center and great positioning for outbound travel.

The 8 rooms and 1 suite available are fully fitted at modern standards, with en-suite bathroom, shower, hot running water 24h, internet acces for all the guests, parking is available within the inner premises and is secure.

"Leagănul Bucovinei" boutique hostel Suceava is a welcoming retreat. The colourful garden and shady trees provide a cosy landscape for the guests whith arrives in Suceava.

An cozy restaurant with fireplace, offers Bukovinian food for the guests. Upon request, the restaurant can be arranged as a conference room. In summer, meals can be served in the garden, near the grill.

The large garden is filled with flowers and fruit trees, in summer, is a real refuge. The grill and outside table and is a pleasant complement attraction for guests hostel. "Leagănul Bucovinei" is the excellent solution if you want to visit the monasteries from Bucovina. Most important sights are located within a radius Bucovina than 2 hours away by car. The main advantage is that the pension keep the benefit of proximity to a major city, while have all the advantages of an exceptional vacation: quiet, clean air, green and not the last time, the traditional hospitality of Bukovina.

Services offered by Leaganul Bucovinei			
Vegan food	Bed lingerie	Teracce	Restaurant
Parking	Luggage keeping	Conference room	Traditional food

Transfer	Towels	Orchard garden	Equipped bathroom
Grill	Playground	Tv satellite	Internet acces

Location: Bd. Sofia Vicoveanca Nr. 18, Suceava, cod postal 270284  
 Business address: Bd. Sofia Vicoveanca Nr. 18, Suceava, cod postal 270284  
 Contact information: Telephone: 0740 828 888 / 0740 419 704 / 0230 541 011; Fax: 0230 541 011 Email: info@LeaganulBucovinei.com Internet: LeaganulBucovinei.com  
 The Leaganul Bucovinei is offering work for 5 persons (2 directors, 1 manager, 1 chef, 1 roomade + 1 external accouter).

<b>Pensiunea Leaganul Bucovinei***</b>			
<b>Price list</b>			
<b><i>Supliment Demipension (DP): LEI 75 day/person (Breakfast and dinner)</i></b>			
<b>Nr.</b>	<b>Room type</b>	<b>Accommodation arrangements</b>	<b>Net price for accommodation (LEI)</b>
<b>I.</b>	<b>Presidential suite</b>	<b>SGL (Single)</b>	<del>164.40</del> 155
		<b>DBL (Double)</b>	<del>205.50</del> 165
		<b>TPL (Triple)</b>	175
<b>II.</b>	<b>Princely House</b>	<b>SGL (Single)</b>	105
		<b>DBL (Double)</b>	<del>123.30</del> 110
		<b>TPL (Triple)</b>	120
<b>III.</b>	<b>Classic Room</b>	<b>SGL (Single)</b>	85
		<b>DBL (Double)</b>	<del>102.75</del> 90
children aged 0 - 7 years FREE if they do not need another bed. children aged 0 - 7 years pay ½ of meal services.			

I wanted to introduce boarding facilities, hostel location and prices of the hostel, in order to outline an idea on the strengths and weaknesses faced by the hostel.

In support of this idea, I realised a SWOT analysis in order to see the advantages or disadvantages conferred by the external environment.

## SWOT ANALYSIS

<b>Strengths</b> <ul style="list-style-type: none"> <li>• Qualified staff</li> <li>• Traditional cuisine from Bucovina</li> <li>• Good hospitality</li> <li>• Low prices</li> <li>• Mainly business tourism (higher income)</li> <li>• natural environment which it surround the pension</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Recent experience in this kind of business (2003)</li> <li>• Just limited number of rooms for the moment (8 rooms and 1 suites)</li> <li>• Limited number of places in the restaurant (30-40 places)</li> <li>• Strong competition</li> <li>• Limited own capitals to develop by themselves</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Area with beautiful environment and historical heritage</li> <li>• Very closed to many services of Suceava (markets, hospital, restaurants)</li> <li>• Possibility of doing business in all seasons of the year</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Economical crisis, decline of tourism at national and regional level</li> <li>• Growing competition with other similar services</li> <li>• High taxation</li> <li>• Lack of infrastructures</li> </ul>

We can use the opportunities taken to reduce threats and eliminate weaknesses. Such analysis is done not only to outline the situation at a time for the business but also to give solutions for the problems and for give options at the development of our business.

### How did influence the present economical world crisis the enterprise?

For Bucovina, in our case, for Leaganul Bucovinei, crisis was felt strongly because the mainly customers were foreign tourists. This thing can be observe form annual reports: the number of customers decreased and the hostel was forced to reduce their activity.

However, Leaganul Bucovinei clears this problem, the year 2009 means a revival for the business, this is the main reason that determined the managers to apply for European funds to develop the structure and diversify their offers.

The annual reports show the increase of the turn over from **5800€ in 2009** at **6500€ in 2010**, that it means an increase of 12%.

### Innovation plan

The strongest trend in today's tourism is concern for environmental protection, so I think that this hostel should be oriented towards this field, to become an eco-hostel, which promote balanced use of natural resources like gas - heat, electricity and water – and whith it tries to aware the visitors about the environmental issues.

To have the smallest contribution to environmental degradation, ecological architecture is the main coordinate and improve the energy performance of buildings, on the other hand, reducing



the impact on the environment through building design, location, operation and maintenance more efficient.

In terms of improving efficiency with which buildings use resources such as energy, water and building materials can be applied to a number of tactics that lead to reduction in consumption: a high performance insulation system reduces energy consumption for heating, ventilation or air conditioning air. Efficient location of the building is another basic tactics, such as possible the maximum use of solar energy both through passive systems, which use materials that absorb heat, either by active systems, which convert solar energy into other types of energy.

Also, abundant vegetation, usually made of broadleaved species, placed in front of sunny walls, is an inexpensive way of cooling the air inside a building without being an obstacle in the path of the sun in winter. Similarly, wastewater collection and their use is in irrigation or other domestic purposes, after their proper treatment is another way to keep in mind for saving resources. Putting into practice all Eco tactics can involve many times higher investment than in conventional buildings, but they offer the advantages are undeniable: long term, constructions made on the basis of cross-energy may be small, and environmental impacts may go unnoticed.

Although investing in the above aspects leads to relatively high amounts, the advantages are undeniable: for long term, constructions made on the basis of cross may have an extremely low energy consumption and environmental impact may go unnoticed.

Pratic, it would be necessary to implement a new lighting system and water supply, designed so that consumption should be reduced as much.

The most telling example might be connecting electricity to sensors that activate the card with the closing of the door of the room. Thus, when the tourist leaves his room and lock the door using the card, which uses electricity from all sources to be decoupled to prevent the unnecessary use of energy.

In laundries also use organic detergents and washing machines that use fair amount of water used depending on the material set for washing.

Even if at first use of alternative energy sources seems expensive in a few years to pay off. "The sun, wind, etc.. do not ask for invoices.

In many countries, ecotourism package prices are high, slightly exclusive, but produces a selection of eco tourists and earn while all segments involved in ecotourism: tourists, businesses, environment and local communities.

We see that such a strategy as implemented in larger scale could be key to both economic development and area of our country.

Another plan is the development of accommodation because a weakness identified in the SWOT analysis was represented by it. As the pension manager Alina B., told us, this plan is in progress since it was already applied to obtain a European fund that aims to develop the structure and getting four stars.

Also, because the place allows, can be placed a souvenir shop inside the restaurant where they can promote and sell traditional objects made in the hostel or made by inhabitants of the area.

Last surprise in the tourism business is that many consumers of tourist services, despite the boom in global tourism sites, return to the old way to plan trips, the long distances traveled on foot and leaving the car at the cottage . This ca be another idea which can be implemented by the hostel because it don't need many financial resources and pension place allows this kind of activities.

## Conclusions

Through the Inno natour program I was able to develop some ideas to cradle pension Bukovina. Although this business is relatively new on the market, it is successful, aiming to be in the future development of accommodation.

SWOT analysis that I performed showed that the business has many strengths and many opportunities. In this project I tried to develop and find solutions to the pension may make full use of available opportunities.

Although all identified solutions meet some problems because they require collaboration with suppliers or local authorities may say that they could be successfully implemented in the coming years.

Pension do not have funds to upgrade or develop by their own but can rally the support of European funds and thus may be organic orientated towards ecological modernization, which requires quite costly, but which offers the advantages of saving resources used by the board after implementation.

I had the opportunity to work in groups with students from other countries, with the same hostel as the subject for our common project. All I can say is that within a group it can be develop a lot of good ideas but also different views about the development of local pension, the way to achieve modernization. We have not had the same ideas for developing the pension, but we were all agreed that the Leaganul Bucovinei pension enjoys of the beauty of the place and will arrive in the near future most recognized at the local level.

## Monte Carlo guest house Radauti

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**Viorel Suleap**  
Romania

### *Abstract*

The goal of this case study is to offer innovative solutions to the Monte Carlo guest house from Radauti. In order to realize the innovation plan for it, I made a SWOT analysis. The SWOT analysis is used to analyse the internal and external environment of a company. The important factors are divided into strength, weaknesses, opportunities, and threats. This tool is useful to match the company's resources and capabilities to its environment. Based on this analysis results I made an innovation plan.

### *Description*

The story of the **Monte Carlo** guest house begins in the year 2000, with the opening of the **Monte Carlo** gas station, which has soon gathered an important number of constant customers from the entire area due to the high quality services and the staff's professionalism and qualification.

The guest house was built eight years later, an ideal place for enjoying the best services, the most remarkable silence and serenity, the best conditions for a successful holiday, weekend, conference, business meetings, festive dinners or any type of event, all these in a peculiar picture and at a reasonable price.

The guest house is situated in Bucovina, at a distance of 2 km from the centre of the city named Radauti, an ideal set for its emplacement in the closeness of many important points of interest.

The guest house is permanently opened, during the entire year, providing the much-needed comfort and tranquillity, creating the best conditions for them to enjoy the elegance and the immaculacy, the staff's hospitality, the beauty and the comfort that this guest house offers.

The guest house has 29 rooms – with a total capacity of 62 persons – modernly and tastefully equipped. Each room has its own bathroom with a modern sanitary and shower cabin.

Guests can choose between:

- 7 single rooms (7 places)
- 5 conjugal rooms – double bed (10 places)
- 10 double rooms (20 places)
- 3 triple rooms – 1 double bed and 1 simple bed (9 places)
- 4 family rooms – 2 double beds (16 places)

The ones arriving here by car are invited to leave their automobiles in the parking lot, which has a capacity of 80 places.

With a capacity of 60 places inside and 120 on the terrace, the “Monte Carlo” restaurant invites you to take delight in our greatest meals specific for this places, and to spend unforgettable moments in a wonderful place where you can enjoy the immaculate serving and the chefs' refinement.

At the restaurant you can choose amongst the most delicate meals which are distinguished by their quality, the care they are prepared with, and, most importantly, the naturalness of the ingredients.

The wrought process, the refinement and the exquisite taste will most certainly convince you to place our restaurant on top of your choices.

The guest house is situated in the heart of Bucovina, near Radauti, at a distance of 2 km from the centre of the town.

### General Facilities Monte Carlo guest house

- |   |  |   |
|---|--|---|
| <input checked="" type="checkbox"/> Wireless Internet Access      | <input checked="" type="checkbox"/> Bar                  | <input checked="" type="checkbox"/> Smoking rooms   |
| <input checked="" type="checkbox"/> Garden / Courtyard            | <input checked="" type="checkbox"/> Barbecue in the yard | <input checked="" type="checkbox"/> Central heating |
| <input checked="" type="checkbox"/> Parking lot                   | <input checked="" type="checkbox"/> Animals allowed      | <input checked="" type="checkbox"/> Restaurant      |
| <input checked="" type="checkbox"/> Safe-deposit box at reception | <input checked="" type="checkbox"/> Laundry              | <input checked="" type="checkbox"/> Terrace         |

### Rooms facilities

- |   |   |  |
|---|---|--|
| <input checked="" type="checkbox"/> Internet Access | <input checked="" type="checkbox"/> Air conditioning  | <input checked="" type="checkbox"/> Bathroom   |
| <input checked="" type="checkbox"/> Balcony         | <input checked="" type="checkbox"/> Two separate beds | <input checked="" type="checkbox"/> Double bed |
| <input checked="" type="checkbox"/> Phone           | <input checked="" type="checkbox"/> TV                |  |

### Sports and leisure

- ☒ Riding

### Payment

- ☒ Travellers checks      ☒ USD & EUR

### Tariffs

- Matrimonial room – double bed 80 RON / day
- Double twin room 90 RON / day
- Single room 60 RON / day
- Triple room 110 RON / day
- Family room 130 RON / zi

\*Tariffs do not include VAT.

### Appreciation

Iuliana (Radauti) - 15.06.2011	
Rooms 4/5 Cleaning 5/5 Staff 5/5 Prices 3/5 Location 4/5	I really liked it! It's everything very good!
Marcela (Piatra Neamt) - 08.01.2011	
Rooms 4/5 Cleaning 4/5	I can confirm that all services provided were at a high level. I have spent a very pleasant time in excellent conditions! We recommend this location to all of you who love nature, tranquility and who really want to relax! We

Staff 4/5	appreciate the interest of Mrs. Maria, the head of this guest house, for the
Prices 3/5	proper development of our holiday. Sincerely, the retired union leadership
Location 4/5	Piatra Neamt.

### ***Sightseeing***

#### **THE ZOO**

Radauti Zoo is a zoo located on Stefan cel Mare Street and covers an area of 10 hectares sheltering animals and birds from all continents.

One of the attractions of the zoo is the species of lions and tigers. Visitors can admire various species of horses and ponies, foxes, bears, pigs' species originating in Asia, llamas, swans and many species and subspecies of birds. The main attraction still remains the large number of species of monkeys.

#### **CHURCH OF BOGDAN VODA**

This is the main objective of Radauti, the oldest stone monument of Moldavia (mid XIV century). The church met in time a historical role, particularly religious and cultural. During the reign of Alexandru cel Bun (1400-1432), the church became the residence of Episcopal bishops residing in Radauti monastery.

Between 1479 and 1482, Stefan cel Mare placed on the graves of six princes of Moldavia beautifully carved stones, decorated with the usual weaving, different from a slab to another, with inscriptions in Slavonic. On entering the church, there is an inscription dating from the time of Bogdan III (1517).

Prince Bogdan III (1504-1517) gave 800 zlotys to the monastery. That's why the Radauti bishops decided to serve a requiem in the evening of Sunday Dives and also a liturgy in the morning for the rest of prince's life. After his death in the morning had to serve a liturgy and requiem for the salvation of his soul, as confirmed by a slab of stone placed on December 8, 1517 north-eastern wall of the altar, near Nice, which serves as proscomidar.

#### **ORTHODOX CATHEDRAL**

Radauti Orthodox Cathedral was built between 1927 and 1961 and is dedicated to "Pentecost". The church has an area of 550 m<sup>2</sup>, a length of 60 meters and a height of 50 meters. It is built in Byzantine style with elements of Moldovan church architecture. Orthodox Cathedral has three naves, with a main aisle surrounded by colonnades cylinder ends with Corinthian capitals made craftsmanship. Between the nave and the narthex there are two large arches.

Above the entrance door is a large balcony. The church has 131 round windows of different sizes which light penetrates inside. The roof of the cathedral consists of a central tower surrounded by a cross 6 feet high and 4 meters wide (arms), four smaller towers around and two bell towers, of both sides of the main entrance to the church.

The iconostasis is from the Church in August, now submerged in water from hydropower Bicaz, her sculpture was made by Philip Bocic and painting by Nicolae Popovici, flagstones, both in Iasi. The church has a candelabrum of 420 kg, the contribution made by priests in the district by master silversmith Damian G. Targu Neamt and a smaller one done in workshops Patriarchate and donated by the parish council.

The church was painted in fresco after the project of professor Victor Bratulescu, the works being carried out between 1959-1960 by the painters Joseph Keber (1897-1989), Gheorghe Teodorescu-Roman (1891-1980), John Taflan (b. 1912), S. Hermineanu and A. Keber. The painting

is the artistic work of Marin Nurescu and Laurence Movileanu. This paper presents value through extensive compositions, warm colours, humanized figures and sober ornamentation.

### **THE HEBREW TEMPLE**

Hebrew Temple of Radauti is a place of Hebrew worship and it was built in 1883. The first synagogue was built in 1830 by Elijah Gewlb. Due to the increasing number of Hebrew in the city, synagogues became too small. In 1880, during his visit to Emperor Franz Joseph in Radauti, a delegation of Hebrew appealed for help in order to get land to build a large synagogue. The king agreed and made available to the Jewish community a plot of land downtown, the intersection of main streets in the vicinity of the large and great local park.

Inauguration of the temple took place on 18 August 1883, the birthday of Emperor Franz Joseph I, the first service is celebrated by the new chief rabbi of the city, Yitzhak Kunstadt.

Radauti Great Temple was built in Moorish style and it is a massive building with two towers covered with domes that give the appearance of an Orthodox Cathedral building. Windows are circular temple, finished in the arcade. The interior decoration made in the temple shows a mixture of styles: Renaissance, Baroque, Moorish.

### **MUSEUM OF ETHNOGRAPHY EUGENIA AND SAMUIL IONET**

Ethnographic Museum of the Radauti was founded in 1920 by a group of intellectuals and it was named "Museum of Antiquities and Ethnography."

The first exhibition was opened in 1926 by Samuel and his wife Eugenia Ionet and includes a rich collection of objects brought by two teachers from the villages of Bukovina. The exhibition took place in the family home and later moved to the school where he was director.

Heritage museum came in for a collection of about 8,000 museum pieces, organized in 13 collections. 1,000 of these objects are exhibited permanently in 11 collections, occupying a space of about 900 m<sup>2</sup> and the rest are stored in four warehouses.

The museum has impressive collections of old books and manuscripts, paintings, icons, ceramics, objects and musical instruments, painted eggs, jewellery, textiles and costumes specific to the Bukovina, and a library with over 4,000 volumes.

A great and invaluable importance have the collections of old prints, 35 of them belonging to the national heritage. They had been written in Greek, Latin, German, or old glory. Among the most valuable manuscripts are "Octoih" of 1776 and 1778, "Moliftelnic" in 1815, "Adunarea cazaniilor" in 1793, "Evangelia" of 1918 or "Biblia de la Blaj," printed in 1795.

Another very important piece is an icon belonging to Prince Alexandru Ioan Cuza that illustrates the crowning of Virgin Mary.

Pinacoteca museum also owns a 3,000 easel oil paintings, icons of the eighteenth and nineteenth centuries, a collection of 1,000 objects representing wood tools and household utensils and furniture and a collection of over 1,000 popular garments dating from First World War and the second half of the nineteenth century.

**SWOT ANALYSIS FOR MONTE CARLO GUEST HOUSE FROM RADAUTI**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• quality services</li> <li>• pets allowed</li> <li>• parking</li> <li>• low prices</li> <li>• internet access</li> <li>• terrace</li> <li>• central heating</li> <li>• gas station</li> <li>• location</li> <li>• web page in 2 languages: Romanian and English</li> </ul>	<ul style="list-style-type: none"> <li>• relatively small space</li> <li>• no logo</li> <li>• poor advertising</li> </ul>
<b>Threatens</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>• competitors</li> <li>• lack of regional strategy of tourism development in Bucovina</li> </ul>	<ul style="list-style-type: none"> <li>• Extending the property</li> <li>• Special playground for children</li> </ul>

**Crisis influence**

The crises influenced the enterprise in two ways.

The negative aspect was that the number of the clients decreased and they were forced to reduce the price for the products.

The positive aspect: because of the crisis the prices for construction materials, services and equipment were very accessible.

**Innovation plan**

After a brief analysis of this case study about Monte Carlo Guest House from Radauti I concluded that it would be necessary to improve some aspects. Even if Radauti is a small city, it has many attractions. Nevertheless, it would be interesting if the owner of this guest house would make possible carrying out different activities for tourists. I mean it would be interesting if the owner would arrange a tennis court for example.

Another idea, regarding a camping area, is based on providing a space where clients could spend their summer holiday in tents or campers, caravan parking place. The main idea was to provide a facility for families, offering them cycling, hiking paths or horse riding.

Also I would recommend hiring someone to take care of children while parents are involved in other activities.

**Conclusions**

To sum up, I believe that Monte Carlo Guest House from Radauti has a great potential. It provides excellent services at low prices, that's why it has a lot of loyal clients. Even so Radauti is a small city and the competition is high.

The financial crisis started in 2008 determined the owner to decrease the prices, but the quality of services is the same. In order to have profit, the owner must reduce costs as much as

possible and also he has to attract new clients. That's why I propose the diversification of activities, more advertising etc.

### **Bibliography**

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2. trip in Radauti
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# Tineretului Disco

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**Ștefan Florin Sîrghi**  
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## *Abstract*

My individual case study is about adventure tourism especially about night life and music. So I took a very popular romanian disco from the black sea riviera which is called Tineretului. Firstly, I had described the place and after that I had described the disco. In case study descriptions I use all my knowledges about tourism, business, management and finally the knowledges achieved in „Inno Natour” Program. I found eight innovations which can be implemented and for each one I made a description about the process, about how can work, how to benefit and other items which I am sure dear reader that you will observe very clearly and also I write about market and competition. How did it influenced the present economical world crisis the enterprise an I attach a swot analysis of the enterprise’s innovation ability. I hope that my individual case study arouse your interest.

## **Introduction**

### *Costinești resort at the romanian Black sea riviera*

Costinești is a commune and resort in Constanța County, Romania, located on the shore of the Black Sea, about 30 kilometres south of the county seat, Constanța. It is composed of two villages, Costinești and Schitu.

In the 1960s, it evolved from a small fishing village to a summer destination, most popular with young people and students. A hotel, as well as several villa complexes, were erected during the Communist era, and featured varying degrees of style and comfort. Since the Romanian Revolution of 1989, some of them have been modernized, and private construction, especially to the north of the resort, has taken off.

The resort also has a small inland lake, around which several lodges are located.

Opposite to one of the northern beaches, the shipwreck of Evangelia, a Greek ship beached there in the late 1960s, has proven quite popular with the tourists.

Nightlife is centered mainly around the two discos Ring and Tineretului, in which, during the summer months, concerts are held nightly by the most popular bands from across Romania. Because Costinești is mostly frequented by youngsters, the atmosphere tends to be livelier than in the other Black Sea resorts.

Costinești is easily accessible, either by train or car. There are two railway stops within the resort South Costinești – Tabără and North Costinești, and the town is connected to the main E87 road which runs north to Constanța and south to the Bulgarian border.

## **General informations about Tineretului Disco**

Tineretului Disco can be translated into english language as Youngsters Disco, is very suitable for groups and it is the biggest open air disco from all over Europe and it’s apart of Tineretului Complex, which owns another 4 restaurants, 3 canteens and another Club: Imperio, all of them in Costinești .

Founded: 1992

Location: Complex Tineretului, 907090 Costinești, Romania.

Program: From Monday to Sunday inclusive: 22:30-07:00.

Mission: Number one party place.

Offered services: Restaurants, canteenes, bars, club, disco, music, concerts, unique events.

Payment options: only cash

Other services: Accepts reservations, offer informations, food, delivery services, waiter Services, terrace.

Specialities: Breakfast, lunch, Dinner, Coffee

Web site: [www.discotineretului.ro](http://www.discotineretului.ro)

### *Photo gallery*





### Case study description

*Innovations process, tools, methods, environment, services and how to benefit the innovation*

I was thinking for long time ago how can be improved this disco, and the most relevant innovations that i found are;

#### **Innovation number 1: Organised Parades**

When I am referring at organised parades, I am referring to those kinds of parades like Liberty Parade or House Parade in Romania or like Trance Energy, Love Parade or White Sensations in Europe. For those types of parades must be established a road with a final destination. The final destination can be in Costinesti at Disco Tineretului and the road can be set from Bucharest (because is the most biggest city in Romania) to Costinesti. At this parade, famous artists from Romania and from the whole world must to take part. With this parade the disco will have a huge number of tourists at the final concert and also it's improving the name of the Tineretului Disco and it's a very strong comercial.

#### **Innovation number 2: Comercials Party tour ( in Romania and abroad too)**

Related to the parties tours, those are needed for commercial and for attracting more adepts. I was thinking that the resident's dj's from the last season or from the next season must put music in some local disco's in few towns in Romania in organised parties, but the location must to be changed everytime. Those organised parties will take the name of Tineretului Disco and it can be called Tineretului parties or Youngsters parties by Tineretului Disco. So the project can be called Tineretului Tour or Youngsters Tour Romania.

In another organised form, this tour can go outside the county to attract foreign tourists. For this time a mobile disco as a big pavilion is needed. So disco can move from town to town abroad. For example today in Debrecen after two days in Budapest and so on. I choosed this kind of tour for abroad in exchange of the first option mentioned up because Tineretului disco is not very popular abroad and the local parties can be an insuccess. For abroad tour I was thinking that Hungary and Moldavia can be the first two targets, because those two countrys dont have a sea riviera and those two are neighbors of Romania.

### **Innovation number 3: Organize a disco Cruise on the Black Sea**

In my opinion an organised cruise is necessary not only for Tineretului disco but for romanian black sea riviera too. My idee is to organise some disco parties on a cruiese ship which will stop for parties in every resort or big city of the Black Sea. Eg: Sunday in Costinesti and Monday on Burgas. The countyes in which the cruise stop for parties will be Romania, Bulgaria, Turkey, Georgia, Russia and Ukraine.

### **Innovation number 4: Buy or open more disco's and clubs out of Costinesti**

Buying and open more disco's and clubs out of Costinesti will create a chaine of Tineretului disco's and clubs like a very big complex. This innovation is necessary to have economical activity in every season not only in the summer, Also will provide a strong impact to the brand name of Tineretului. I sugest that the clubs which are can be bought to be in the biggest cityes from Romania or at least to be universityes towns: Bucharest, Iasi, Cluj, Craiova, Timisoara, Tg. Mures, Bacau, Braila, Galati, Ploiesti, Pitesti Suceava and Oradea, for the rest of the towns and cityes it's better to apply innovation number 2. In this way will exist a powerfull Tineretului chain with the godfather disco at Costinesti (only for summer season). This will bring a high level of stability in the economical situation of the complex because the activity will be take part in every period of the year.

### **Innovation number 5: Open a TV channel and a radio station**

Open a Tv channel with live scenes from Tineretului and a radio station will have a huge impact. On the TV channel, with the exception of live scenes from the nights, can be created new tv's shows especialy in entertainment and music, also some serials and new movies and music videos will be welcomed by the fans. It exist the potential to be a second MTV in Romania. Related to radio station with the exception of live sesions from the disco's nights, it's have the potential to work like an usualy music radio. If the budget is low, both of them can be opened on the internet. After some years they can move on a satelite frequent or a FM frequent. With this innovation they can earn some extra money and it's another source of profit for them

### **Innovation number 6: Employ party people as coordinators**

Employing sociable persons as party people to the tineretului tour will attract more people. People who are sociable, good looking, funny and talkative can enter in contact with the local clients groups on Tineretului Tour. Their mission is to convince people to go on Tineretului disco on the summer season and also the second objective it's to make people to feel good and convince people to make a big consumption and spend more that they want to spend. In the summer season those persons will stay at Tineretului disco every night and waiting for their groups which they convince to come in Tineretului disco. This innovation will attract more clients, makes parties more interesting, bring more profit, create new jobs available.



### **Innovation number 7: Extend the disco on shipwreck**

Near Tineretului Disco, in Costinesti exist a Shipwreck. My idea is to redecorate the shipwreck and make there a disco, a bar and a restaurant. For this innovation it must be receiving a positive answer from the municipality. Also it must be invest in security of the shipwreck (rebuilding the shipwreck). I think that the prices can be a little bit more expensive on shipwreck disco but it can attract foreign tourists because it can be unique, the decorations can be delightful and because of that it's a great idea.

### **Innovation number 8: Bring international artists and dj's**

Bringing international artists and dj's will strike the competition and will bring a lot of foreign tourists. It's not a great idea of innovation, it's more an opportunity to attract foreign tourists and will have success for sure

### **Innovation number 9: Build a removable roof**

To build a removable roof it's more a necessity than an innovation. It must build an automatic removable roof to be sure that the party is not over when the rain starts. The roof can have a second role, to create a fantastic atmosphere of lights, screens, lasers and others.

### *Market and Competition*

Firstly I want to expose the situation of Romanian Black Sea Riviera. In the last years on the Black Sea countries like Bulgaria and Ukraine start developing this kind of tourism and now maybe they are the first two countries at the Black Sea but it's also Turkey before Romania and also Georgia and Russia start growing and so it's a little bit difficult in this period of time to attract everything because it's a very serious competition and for example exist a lot of Romanian who prefer Bulgarian Riviera than Romanian one.

Secondly, I must write that on the Romanian Black Sea Riviera exist three resorts who are well known as resorts for party people, people who going for adventure, fun or music; Mamaia (the luxury one) Costinesti (the youngsters resort) and Vama Veche (well known for hippie atmosphere). In Costinesti are two big disco where the nightlife it's centered Tineretului and Ring, both of them something new every year for trying to stay in the first position. And there are others disco but not so famous. In Romania, Tineretului have progressive competitors like Studio Martin and Krystal Club in Bucharest which both of them are included in 100 top clubs in the world by DJ Mag and also a lot of clubs in university towns: Obsession and Midi in Cluj, Youtopia and Ampora House Arena, Office Club chain in all Romania, the clubs from others resorts on Black Sea like Bamboo for example and other clubs, pubs and disco's from university towns.

### **How did influence the present economical world crisis the enterprise**

To start with I can say that the economical world crisis didn't had a huge impact on this area of services. That thing happened thanks to some reasons which are;

- The first reason is social civic one and it's related to the mentality, philosophy and personality of the clients: We can say that the clients who are going to disco Tineretului don't care about money at all, they are young and they want to have fun.
- As the Tineretului disco is placed in a youngsters resort, there everything is cheaper than other resort and because of that in economical crisis period others categories of people come there for cheaper prices

On the other hand the income level was a little bit lower in 2010 than 2007 and that is an aspect of the economical world crisis which revealed us that the people don't allow the same budget such as few years ago.

In my opinion the economical world crisis have the element of the both sides, like other economical phenomenon economical world crisis has his benefits and advantages but disadvantages too

### SWOT analysis of the enterprise's innovation ability

<b><i>Strong point</i></b>	<b><i>Weakness</i></b>	<b><i>Opportunities</i></b>	<b><i>Threats</i></b>
<i>Being placed into an youngsters resort</i>	<i>Not a strong commercial abroad or no commercial at all</i>	<i>Extend the disco, crate a chaine of Tineretului disco's</i>	<i>Loss clients</i>
<i>Biggest disco from Romania</i>	<i>Don't have any protection against the weather as a removable roof</i>	<i>Organise more events (parades, festivals, competitions, etc)</i>	<i>A lower income</i>
<i>One of the oldest disco from the area is a dico which have a traditions of more generations</i>	<i>A little bit insecure</i>	<i>Put in work new ideas of parties as cruse, tours and others</i>	<i>If the resort has to suffer because of the economical world crisis, bad events as infractions, municipality and others aspects the disco will have to suffer too</i>
<i>Take part from a complex "Tineretului Complex"</i>		<i>Make a strong commercial abroad</i>	<i>Losing popularity or bad commercial</i>
<i>It has some of the best animators and dancers from Romania and also a professional staff or bartenders waiters and other people who work in services</i>		<i>Bring international artists and dj's</i>	
<i>The fact that big atists and dj's from Romania are cominig there</i>		<i>Create a TV channel or a Radio Station or even a radio or TV show</i>	
<i>All the necessary equipment for a famous disco is present</i>			
<i>Very popular in Romania</i>			

**Conclusions**

The conclusion is that not only Dico Tineretului, Costinesti, or Romanian Black Sea Riviera have a big potential for tourism, all territories of Romania have a huge potential. A potential which unfortunately is not exploited enough. With a little bit of organization and a lot of changes Romania can be one of the most touristical hottest spot in Europe.

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Interview with residents dj's

*Photo Sources:*

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## Conclusion and implications

### 1. The role of education in leading and implementing change

The development of modern economies, especially in the area of those three “poles of power”, EU, USA and Japan, has determined the reconsideration of the educational politics and the extension of the different “schooling” forms beyond universities lectures. In EU, next to the communitarian institutions, the national authorities and diverse international organizations / organisms (OECD, World Bank, WTO etc.) give more importance to the sector of education and is offering assistance in order to assure the quality of the educational processes for being a factor of human development, sustainable economical growth and social cohesion.

The individuals’ knowledge and abilities are determinant for the growth of a country economy and standards of living because the results of the educational process are materializing, finally, in goods and services, increased institutional capacities, a public sector more efficient, a stronger civil society and a better place for investments. The quality, the equity, the efficient superior education, the activity of research-development s.o. is essential in this process both for the developed countries and for those in the course of developing. Essentially, can be said that the world countries become established in global competition by *education and science*; especially *the science* is translating in general economic growth by multiple and complex ways, and in the USA case, the estimations shows that the science itself has represented half of the American economic growth in the last five decades (Toffler, 2006).

The major changes that influence the conditions in which in the present is unrolling the educational process in the entire world, changes that has to be considered even by EU includes (An Overview of Higher Education and GATS):

*The globalization* is emphasizing leading to an increment of the persons’ mobility, of the access to knowledge out of the national borders, to the growth of demand for education, including *e-learning*, to the growth of the adults needs for continuation of their education, to the increasing of investments etc. As a result the opportunities for the increasing and diversification of the superior education “market” are growing.

*The information technology and communications* are rapidly extended in entire world concomitant with their application possibilities in the education field. In many parts of the world the information technology can assure the access to education for the persons that cannot be served by the traditional institutions.

*The competition in superior education* has grown significantly in the last years in USA, Europe and Asia; the competition in this field will put face to face the European universities and the American ones, in connection with public politics from other fields, such as research, innovations, and the new technologies etc.

One of the objectives mentioned in March 2000 at Lisbon is that EU should become *the most competitive and dynamic economy* of the world, based on knowledge, capable to assure a sustainable economic growth and many better work places and a bigger social cohesion. The European Council has underlined the determinant role of the educational system in reaching this goal and in promotion of the humanist values of the European society. The Council appreciates that the purposes which the society attributed to the education and professional formation are (Report from Educational Council to the European Council):

- the individual development and implicit the development of his entire potential;
- the society development and the enforcement of social cohesion;



- The economy development by correlation between the work force aptitudes and abilities and the economic and technologic evolution.

The challenges to which the educational system, and other systems, is confronting with are, among others (Report from Educational Council to the European Council):

- the continue modification of the work nature (for example: the development of the products based intensively on knowledge, the amplification of activities in the third sector etc.) that make necessary a continue education;
- the changes of the demographic structure referring to ageing population and reducing the young workforce;
- the amplification of the migration phenomena which leads to a diversity of languages and cultures; especially in the field of education the Europe “of the 27” remains definite by the phrase „unity in diversity”.

In this context the ministries of education from the member states has adopted the following strategic goals for this decade (Report from Educational Council to the European Council):

1. the growth of quality and efficiency of the educational system in EU;
2. the facilitation of the access to the diverse forms of education and professional formation for all the Union citizens;
3. The opening of the educational system to entire world.

In European Union, each member state assumes the entire responsibility for the educational systems and for the content of educative programs, based on the subsidiary principle. The EU role is to contribute to the development of a qualitative education by encouraging the cooperation between member states and, if is necessary, by completing their actions for the porpoise of developing the European educational dimension, by favoring the mobility and by promoting the European cooperation between educational institutions.

## **2. Methodological approach - Case study INNONATOUR Project**

In this brochure we’ve analyzed the project lead by the University Stefan cel Mare of Suceava – Innovation in Nature Based Tourism Services INNONATOUR (2010 – 2011). The project involved another five European countries (Finland, Italy, Bulgaria, Slovakia, Austria). The countries were selected according to their innovation level, so within this project it is pursued the knowledge transfer and the experience exchange between countries with different levels regarding innovation. In this context, the project will allow members of the teaching staff to exchange views on teaching content and new curricula approaches.

The courses of the project will also contribute to interactive planning process by using software tools based on internet connection. It means that not only the coordinator and co-partner which have incidentally created and prepared the IP course by means of interactive process but also the students will be regularly a part of this online interaction. They have opportunity to work on their projects and to know each other before starting the course, to be online in touch with their case enterprises, to complete their final reports and to give a feedback about the evaluation their projects in case enterprises after the IP course.

The University Stefan cel Mare is one of the most important institutions in the higher educational field in the North – East of Romania. The university is offering a modern educational-curriculum, following the example of modern universities of Europe, but, in the same time, keeping her own traditions.

The University Stefan cel Mare is a public institution educating in total 12000 students in nine faculties, with a number of 315 staff, teachers and researchers (2009). The main contributions of University in local context are to be located in: research activities; educating skilled labor force

for local industries, namely forest industry, food industry, machineries and equipment; improving education and continuous education for practitioners, managers, namely in tourism-related issues, forest investment construction; partnership with different institutions and firms.

**The main aim of the project** is to improve the multilateral cooperation between higher education institution, to increase the volume of student and teaching staff mobility and on the other hand to transfer the knowledge on innovation, innovation management and entrepreneurship straight from research into the education by means of organizing a practical educational course, and by working with real world cases. The transfer target tourism enterprises sector and it will constitute a positive input to the improvement of regional innovation processes in tourism based services.

**The secondary aim** of the project is to develop and test new curriculum and teaching materials in the topic of Innovations and entrepreneurship in nature based tourism services in Europe, addressing therefore the need of improving educational supply on the topic.

**Objectives:**

- better knowledge on competitiveness, innovation and entrepreneurship processes in nature based tourism services in Europe;
- overview on best practice cases for innovation and entrepreneurship in nature based tourism services in Europe;
- built up a practical toolbox for innovation, adapted for areas, sectors and enterprises which usually do not have a leading role in innovation processes ;
- develop students' competences to deal with innovation and entrepreneurship in their own working environment
- strength the networking between the partners;
- develop students' ability to think and work in an international context and to learn from others experience.

**The pedagogical approach** is following the Mintzberg's (2002) prescriptions on what the training on management should be. The method is interactive-reflective, centred on the interaction between teaching process and student's own reflection on case studies with three embedded processes:

- teaching theoretical and analytical concepts useful for approaching innovation issue;
- enhancing the expression of students' personal perception of the problem;
- re-analysing the problem in the light of theoretical concept learned.

Problem based learning focuses on student's experience on innovation or entrepreneurship and/or on student's own contribution on case study. Pedagogically this course is mainly based on **problem based learning** with real world cases. During the course the student will relate theoretical, conceptual and methodical aspects that he/she learned in the course back to his/her own case. This should enable a better link and an awareness of the need to link abstract teaching and concrete situations and to transfer theory into applicable approaches in practice. Each student is asked to analyse a particularly successful or promising innovation by a enterprise from his her own country or even from his/her own work environment. Teachers will provide guidance in searching for real work case studies in the pre-task phase. Lectures in key topics are given by the best experts from the participating universities, and excursions are applied to support students work and ideas. At the end, students will elaborate a plan for the innovation project of their case enterprises. The whole work process is facilitated by means of e-Learning platform. At the end of the IP, the students should have common theoretical background from the experts and then be able to learn from the good practices presented in the common cases. After the IP course, the students should be able to start innovation processes, manage them, and finally improve their own working environments.

**CEFE method** (Competency-based Economies, Formation of Enterprise) has evolved over the years from an approach training individuals who want to start their own enterprise to a

comprehensive training methodology based on the model presented is designed to involve enterprising behavior and competence in a wide variety of situations.

The IP bring together in-field experience and empirical data that will constitute a high quality input for new pedagogical topics. In particular, it will be interesting to use the IP networking to develop a new programme on innovation in nature based tourism.

A number of blockages referred to lessons learnt from this Erasmus Intensive Programme can be removed with the object of improving the innovative nature of the tourism industry. There is some way for action by the public authorities, and also for all stakeholders in the tourism cluster. Steps need to be taken to:

- Improve the internal dynamics of innovation: pushing firms to adopt a proactive attitude towards innovation, notably thanks to an ambitious shift from simple technology watch to economic intelligence.
- Improve the efficiency of the national system of innovation: improve the training of operators, staff; develop the role of public and private agents; stimulate research
- Improve incentive systems for operators and employees.
- Maintain the coherence of the tourism industry and its linkage with society as a whole. It is in fact not possible to think about innovation in tourism without acknowledging the need to mobilise the population which must, in particular, be prompted to cultivate the fundamental values of warmth and hospitality.

## TESTIMONIALS OF THE PARTICIPANTS

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It was a great and new experience for me! I met new people, new places and learned more about tourism!  
(Rudi PRAMPARO from Italy)



Globally I can say that this IP course was brilliant!  
(Michal MIKLOS from Slovakia)



I am really happy that I have been here in Romania and had the opportunity to be a part of this Erasmus IP. I am glad that I met different , very interesting people with whom I spend a really good time. I want to thank to Carmen and the other of the team for the warm welcome and for the help. It was a pleasure to be in Romania!

(Stefaniya VALCHEVA from Bulgaria)



Great experience! Great organization! Great team! ☺  
(Elena TEUTSCH from Austria)



Great experience working with people who study in different fields and come from different countries. Thanks to very active Carmen and Alina  
(Renata CIHLAROVA from Slovakia)



I am really happy to have chosen to participate at this Erasmus IP here in Suceava because it has been a great opportunity for me to share my knowledge and my culture with other students coming from different countries. I also enjoyed visiting Bucovina region. Thank you very much for your hospitality.  
(Francesca SAVIO from Italy)

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