

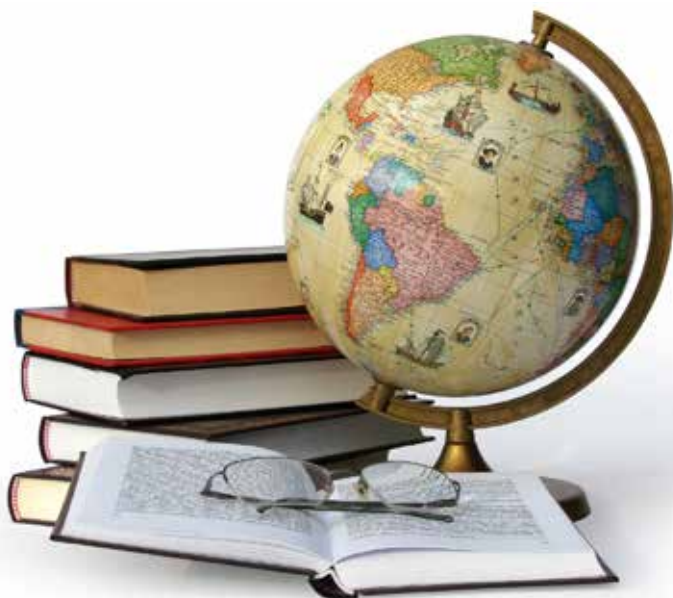


Training in tourism

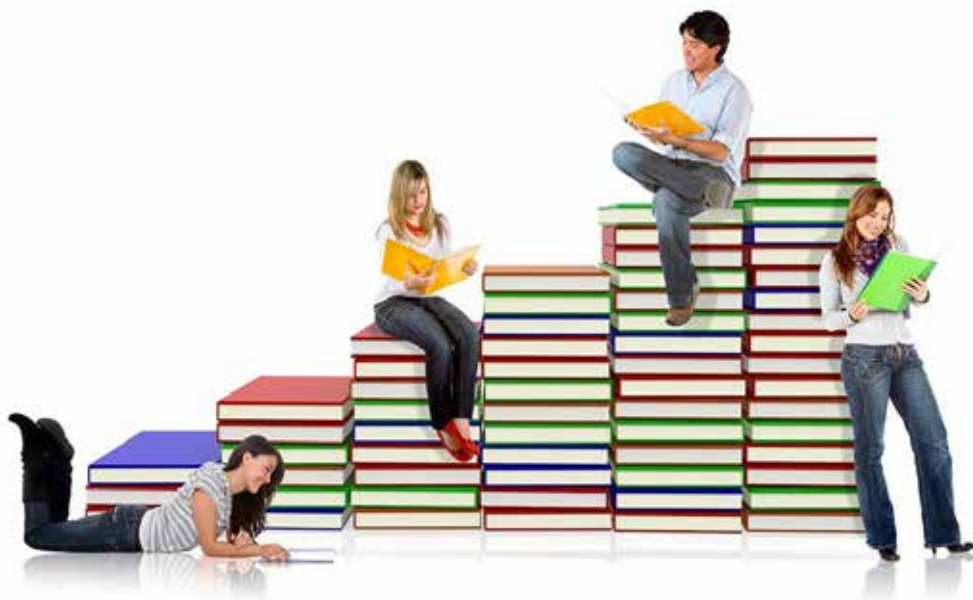


Eco Tamiș (Timiș)
- New tourism product

Interreg - IPA CBC
Romania - Serbia



TRAINING IN TOURISM





INTRODUCTION

The development, training and education of primarily managerial personnel in tourism are extremely important for maintaining competitiveness in the tourism industry. Tourism, in and of itself, is an area characterized by the rapid development and application of innovative solutions, and therefore human resources in tourism are expected to have appropriate formal education in their respective professions, and to keep their professional development continuous.

In June 2017, the Chamber of Commerce and Industry of Serbia – Regional Chamber of Commerce and Industry of the South Banat Administrative District started the implementation of a project titled “Eco Tamiš – New Tourism Product”, within the INTERREG IPA Cross-Border Cooperation Programme Romania-Serbia. The Chamber will be involved in this Project in partnership with the Centre of Volunteers and Nature Conservation Movement of Pančevo, Miltonia Association from Timisoara and Association for the Promotion and Development of Tourism on the Tamiš River, from Timisoara.

One of the activities within this Project is arranging trainings for the representatives of the target groups of the Project such as: tourism organisations, small and

medium-sized enterprises and entrepreneurs in tourism (restaurants, shops, service providers, event organisers), civil society organisations (ecology, bird-watching, sport fishing), local self-governments, sport clubs, organisations and individuals engaged in rural tourism and its development.

This Brochure indicates topics significant for acquiring knowledge and skills required for recognizing, shaping and defining a tourism offer. The appropriate knowledge and skills of employees provides them with a basis for their professional development, for being motivated and capable of contributing to the business success of their companies or institutions.



**CHAMBER OF
COMMERCE AND
INDUSTRY OF SERBIA**

Starting Point

By the adoption of the Tourism Development Strategy of the Republic of Serbia for the period from 2016 to 2025, the Government of the Republic of Serbia has expressed its orientation towards including tourism in strategic decisions of the Government, as an important subject, and thus determining the long-term and medium-term activities of the Republic of Serbia in relation to this economic sector.

The purpose of this strategy is to enable a systemic approach to tourism, through multiple effects that tourism has on the entire social development, local and regional development, on the development of culture and education, improvement of the environment, and on the development of complementary business activities (trade, agriculture, construction industry, etc.).

One of the ten key principles to be implemented through the measures of this strategy is the promotion of management skills and innovations relevant to the development of the sector of small and medium-sized enterprises in tourism (with examples of good practice).

The tourism products particularly important for the development of tourism and pointed out in this strategic document are as follows:



- City tourism
- Events
- Mountain tourism
- Health tourism
- Thematic routes
- Rural tourism
- Nautical tourism
- Cultural heritage
- Special interests
- Transit tourism



Republic of Serbia
Ministry of Trade, Tourism and
Telecommunications

CROSS-BORDER COOPERATION PROJECTS

AS A BASIS FOR ACQUIRING NECESSARY KNOWLEDGE AND SKILLS

The implementation of cross-border cooperation projects is one of the ways to develop tourism products relevant to the development of tourism.

Cross-border cooperation programmes are an instrument of the European Union for the provision of support to the cooperation of institutions and organisations in border areas of neighbouring countries.

There are six cross-border cooperation programmes for the financial period between 2014 and 2020, in particular:

- Hungary-Serbia;
- Romania-Serbia;
- Bulgaria-Serbia;
- Croatia-Serbia;
- Serbia-Bosnia and Herzegovina;
- Serbia-Montenegro.

In this way, IPA additionally strengthens the guidelines provided by the EU to candidate countries and potential candidate countries, regarding priorities to be pursued. IPA assists these countries that are not only its neighbours

but also future member states of the EU, to achieve the standards and values upon which the EU has been built.

The cross-border and territorial cooperation programmes offer financial support to the cooperation of the said regions in solving issues of common interest. One of the programme priorities in these terms, particularly related to the region of Banat, is the issue of activities relevant to sustainable tourism.



Projects financed by the IPA programmes are aimed at accomplishing special goals:

- Strengthening the competitiveness of small and medium-sized enterprises and entrepreneurs;
- Creating new workplaces and maintaining the existing ones;
- Improving the capability of small and medium-sized enterprises and entrepreneurs to access various financing sources;
- Improving the quality of labour force;
- Supporting the development of education for entrepreneurship;
- Improving the efficiency of institutional support to the business operations and development of small and medium-sized enterprises and entrepreneurship;
- Optimising and improving the degree of utilisation of the existing business infrastructure, and the construction of new business infrastructure;
- Strengthening innovativeness in small and medium-sized enterprises and entrepreneurship;
- Stimulating syndication and the creation of value chains;
- Internationalisation of the business of small and medium-sized enterprises and entrepreneurs;
- Support to female entrepreneurship, youth entrepreneurship and social entrepreneurship;

- Support to even regional development;
- Improving and strengthening cooperation with institutions of neighbouring countries, at both central and local levels;
- Promoting the significance of accession to the EU for the development of competitiveness of small and medium-sized enterprises and entrepreneurs;
- Improving the cooperation of public and private sectors within projects.

Based on the above facts, it can be seen that the goals directly or indirectly related to the process of acquiring necessary knowledge and skills are significantly represented.



TOPICS SIGNIFICANT FOR TRAINING IN TOURISM

MANAGEMENT SKILLS IN TOURISM

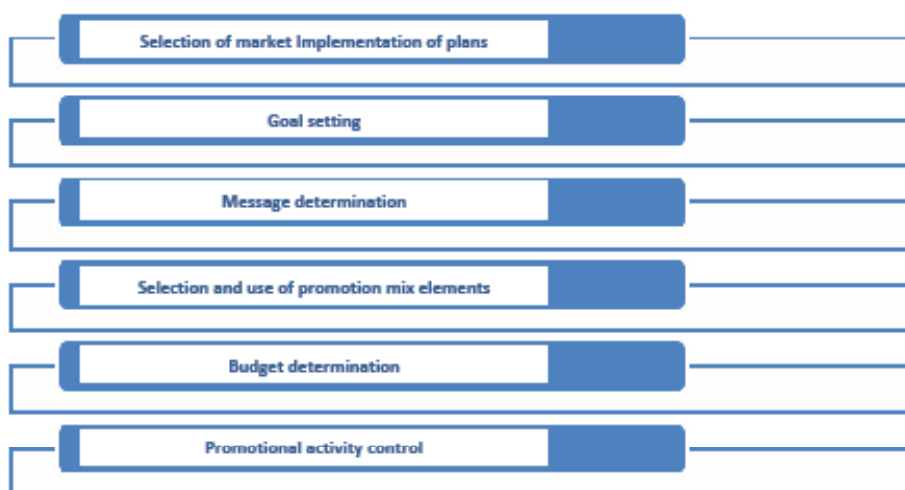
The specificities of a tourism manager are as follows:

- Profound knowledge in the tourism industry
- Analytical skills
- Creativity and determination
- Flexibility
- Sense of initiative
- Leadership
- Organisation skills
- Enterprising spirit
- Risk bearing ability.

Managerial decision-making in tourism:

The decision-making process is a process of making choices between two or more options, and the decision made is deemed the final outcome of this choice. Decision-making as a process is a wider concept in relation to a decision that is the result of this process, i.e. the act and final outcome of this process. Owing to this, a quality decision-making process is important and it includes the following steps:

DECISION-MAKING PROCES



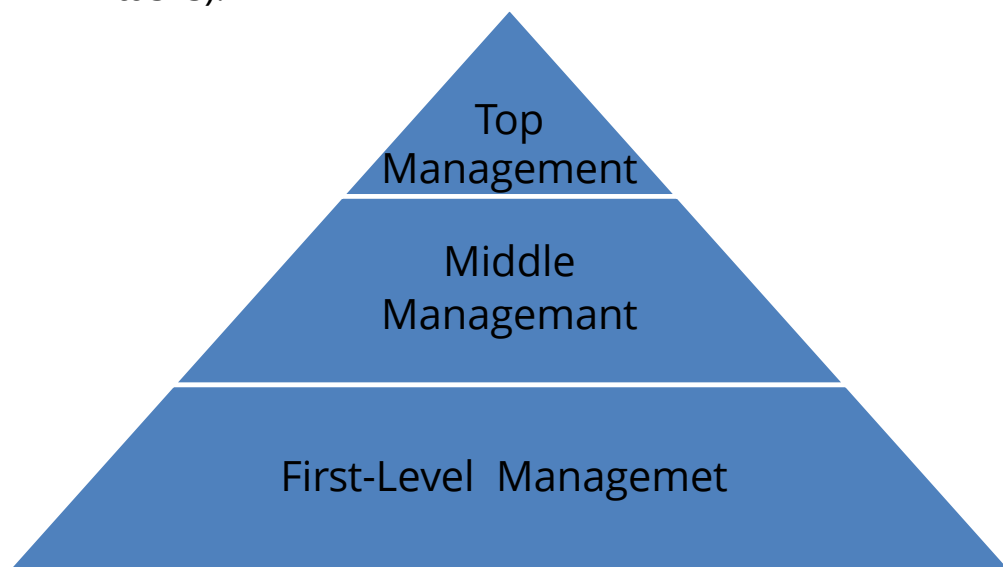
Model of Integral Management in Tourism

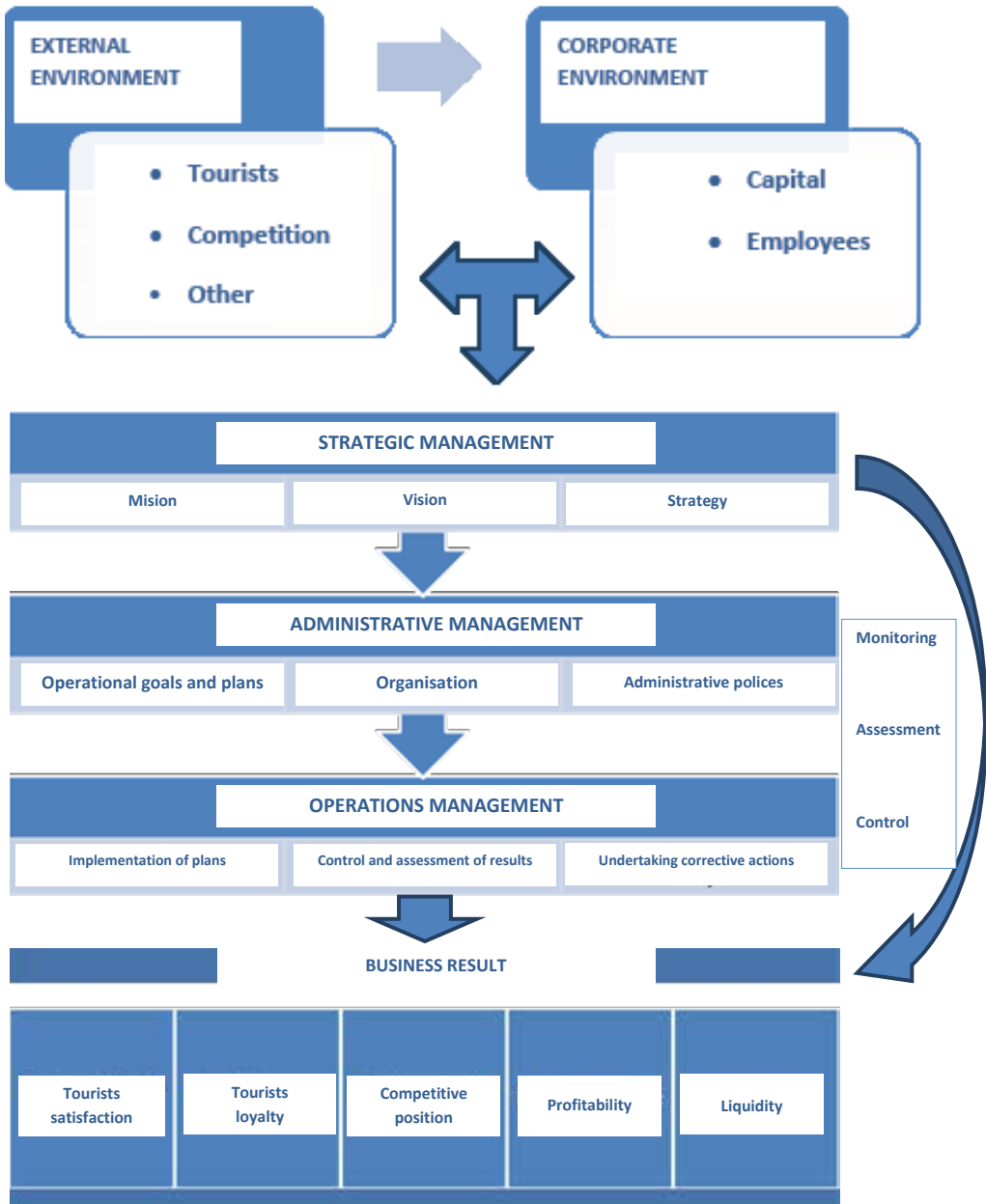
The complexity of management is reflected in the fact that managers work at various levels in an organisation and with various scopes of organisational activities. The management of a company is usually divided into the following types or levels of management:

- “Top Management”- strategic management or the highest ranking executives (a small team of managers that control the company, set strategic goals and define business policy, make decisions on investments and market appearances, represent the

company before authorities, other companies and other entities);

- “Middle Management”- administrative or middle management (responsible for the implementation of the company’s business policy and plans developed by the top management, as well as for the supervision over and coordination of activities undertaken by lower ranking managers);
- “First-Level Management” – operations management or lower-level management (responsible for the supervision over and coordination of personnel activities, directly managing the activities of employees in certain stages of the performance of assigned tasks).





MARKETING IN TOURISM AND PROMOTION OF TOURISM DESTINATIONS

Marketing in Tourism

The main artery of this branch of economy is an organised information exchange activity aimed at achieving desirable effects related to attracting a larger number of tourists to a certain tourism destination. The appropriate use of the marketing mix tools in tourism, i.e. the tools for attracting tourists, is extremely important in this fast growing branch of economy.

It is known that the marketing mix includes the aspects of marketing and marketing strategies used by the management in order to acquire a competitive advantage. This term comprises a conceptual pattern that includes marketing elements such as: product, price, place and promotion. Because of these 4 elements, the marketing mix is often called "4Ps".

Tourism Destination Promotion Strategy

A tourism destination is a space in which tourism resources and values predominate. Every tourism destination includes certain elements. There are six basic elements that comprise a tourism destination and that have vital importance in the promotion and placement of tourism products:

Attractions- Attractions are all facilities and phenomena in a place that may attract tourists in any way. They are the primary targets of tourists and tourists focus their attention on them. This is why the promotion of a destination is most frequently based on the placement of all advantages comprising attractions that may attract tourists.

- *Amenities-* Amenities comprise a wide spectrum of services and facilities intended for visitors. They include infrastructure, utility services, public transport, roads, accommodation, catering services, trade, crafts, sports grounds, guides, much information, etc.
- *Accessibility-* Accessibility is reflected in the position of a destination in terms of tourism geography, its transport infrastructure, terminals, as well as in the visa regime and country-specific entry requirements.
- *Image* – Image is defined as a unique feature, reputation and representation of a destination on the market, crucial for attracting the attention of potential visitors. It is necessary indeed that a destination has a quality range of attractions and accompanying amenities, but potential visitors must be made aware of them. In addition to the unique character, attractions and sights of a destination, the quality of the environment, environmental conservation, safety, the level and quality of services, hospitality, etc. play an important role in building its image.

- The activities of marketing, e-marketing, branding and lobbying and, of course, media, also play an important role in building and maintaining the image of a destination. In any business activity, it takes years, even decades to build a good image, and only a moment to ruin it and the same applies to tourism. This is why this sensitive category must be paid great and constant attention in order to gain as many benefits as possible.
- *Pricing*- Pricing is an important aspect of the competitiveness of a destination. Because of the complexity of a tourism offer, there are various factors that influence pricing decisions on the tourism market.
- *Human Resources*- Tourism is an intensive activity in terms of labour. In no other industry is it more important to understand the significance of human resources. Although there are modern technologies, booking and information systems offering numerous services to tourists and replacing the man's labour, the tourism industry is still based on the personal contacts between tourism human resources (employees of a travel agency, hotel staff, guides, employees in catering industry, trade, etc.) and tourists.

When all materialized products, services and tourist attractions such as travel, food and accommodation services, car rental services, sun exposure, relief, landscape, cultural and historical monuments and other attractions, are taken together and included in an entity, a *tourism product* is obtained. When the image of a destination, its human resources, all the amenities it offers, and the price of the respective tourism product are added to this, a tourism offer for a destination is obtained to be placed on the tourism market. *The tourism destination promotion strategy process has the following stages*

TOURISM IN THE FUNCTION OF RURAL DEVELOPMENT

Rural Tourism and Its Significance

In Serbia, rural tourism is defined as tourism offering “rural environment” to the visitor and enabling the visitor to experience the network of life comprising nature, culture and people in a unique way. This means that the visitor should be enabled to enjoy authentic, original experiences while returning to the roots or essence of rural life. Rural tourism is based on sustainability principles and it includes a series of activities and services organised by the population in rural areas on the basis of elements characteristic of such rural areas.

The rural tourism of Serbia is represented throughout its territory and it offers various visual and emotional experiences. The refurbishment and revival of existing facilities in the villages of Serbia, in the function of rural tourism, have been recognized as favourable developments. According to the plan of rural tourism development in Serbia, the following clusters of rural tourism have been defined:

- Central Serbia and Western Serbia;
- South Banat and the Lower Danube River Basin;
- Eastern Serbia;
- Vojvodina.

Rural tourism is highly correlated with other types of tourism products that have already been developed in the Republic of Serbia, including nature-based tourism and cultural tourism. Rural tourism can support the further development of these products and can improve them. The general objective of the rural tourism development in Serbia is to develop a socially, economically and ecologically sustainable product within short and medium terms, which will bring benefits to local communities in rural areas. If there is no interaction between the social, economic and ecological components, and if these components are not balanced, the benefits from rural tourism will be limited.



RURAL TOURISM

Sustainability and Rural Tourism

Sustainable tourism attempts to have a low impact on the environment and local culture, while helping local people to find employment. The aim of sustainable tourism is to ensure that development brings positive experiences to local people, tourist organisations and tourists themselves. There are twelve goals of sustainable tourism: economic viability, local prosperity, employment quality, social equity, visitor fulfilment, local control, community wellbeing, cultural richness, physical integrity, biological diversity, resource efficiency and environmental purity. Rural tourism is an important channel for raising awareness on the values of rural areas and on the necessity of their conservation.

Local Micro Enterprises as a Means for Strengthening the Rural Tourism Offer

Based on researches carried out in some rural areas, it has been established that for most newly founded companies, the stabilization of income and increases in profit have been the key factors that motivate them to become involved in tourism. However, the respondents think that the main criterion for business success is the satisfied cus-

tomer/visitor (65–90%), and then profit and engagement of own labour force. All the participants in these researches consider the tourism offer modest, recognizing that various improvements are needed. They see the improvement of infrastructure, advertising and widening the list of services and tourism products offered by the main regions as the key factors for such improvements.

According to a research carried out by the OECD, there are four key requirements for the success of companies in rural areas, understood as a socioeconomic network: flexibility, competence, efficiency and synergy.

- Flexibility is needed in order to respond to changes in the market and to anticipate such changes by strategic planning.
- Competences can be shared with other companies at a local level or in a wider region, through networking. Exchange of information can assist the development of joint business strategies, identification of the best practice and movement towards higher efficiency.
- Efficiency includes the development of economies of scale through consolidating ideas and resources in order to attain joint goals (for example, encouraging joint processing, distribution and retail sale of products to ensure that the added value remains on the local market).

- Synergy is best achieved where information, innovation and business transactions flow most freely.

Priority activities of a company, which contribute to rural tourism and which are crucial for its development, are as follows:

- Cultural tourism: cultural heritage, ethnic villages and events, rural way of life, gastronomy, wine and alcoholic drinks;
- Nature and environment: mountains, rivers and lakes, ecotourism, agro-tourism;
- Sports tourism and adventurism: nautical tourism on lakes and rivers, mountain tourism, aero-tourism;
- Health tourism: spas, medical tourism;
- Family and child tourism: family vacations, children and youth camps, farm life, school and educational tourism;
- Tours and visits: organised tours;
- Special interest tourism: fishing, hunting, bird-watching.

Most of these activities depend on special skills, knowledge and experiences related to their performance, which must be available at a local level, but they also depend on small-scale agriculture and households that maintain it, as well as on the provision of accommodation, food

and a good base or environment for these activities to be performed.

Regardless of how possible activities are grouped, they may be offered in an organised manner in an enormous number of combinations, in accordance with human and physical potentials at a local level available for ensuring additional income and the possibility of employment.



ENVIRONMENTAL PROTECTION AND TOURISM

One of the basic standards regulating the field of ecotourism is the international standard "Green Globe 21." The purpose of this Standard is to regulate the field of tourism in conserved and protected natural areas, as well as to assist the restoration of those natural areas that have been degraded. Therefore, this Standard regulates the following:

- Business management and operational planning
- Business ethics
- Responsibility in marketing
- Customer satisfaction
- Focus on the nature of an area
- Environmental management
- Interpretation and education
- Contribution to the conservation of an area
- Cooperation with local community
- Respect for the culture and sensitivity of population.



Along with this Standard, “ISO 14000” is mandatorily applied as a basic standard protecting the environment. The European standard for ecotourism, known as “The European Ecotourism Labelling Standard – EETLS”, requires special consideration and an analysis.

The European Ecotourism Labelling Standard (EETLS) has been developed because of the need to harmonize the existing initiative for ecotourism and to strengthen the position of ecotourism on the tourism market. The harmonization is based on an integrated concept of the European ecotourism, which brings together different services offered to the tourist, i.e. accommodation, food and nature-based outdoor activities.



Therefore, each of the services – components of eco-tourism may have a different quality label, but an “umbrella” labelling standard should assure the basic quality to the tourism product and harmonize the existing labels while recognizing their specific experiences and background.



CONCLUSION

Under the conditions of the globalization of markets and contemporary international marketing environment, the quality of available human resources and developmental potentials in education and professional training of staff are some of the key factors the tourism industry and its competitive position depend on.

Because of this, the development and education of tourism management practitioners and employees in the field of tourism are especially important and emphasized.

Today, when knowledge rapidly becomes outdated, while the use of modern technical and technological devices is a prerequisite for conducting business, great emphasis has been placed on the concept of lifelong learning.

Trainings whose thematic contents are aimed at providing new knowledge and improving the business skills of management practitioners and employees in companies, institutions and civil society organisations in the field of tourism, represent a necessary prerequisite for the future development of this business activity.

Regarding the above facts, the purpose of this Brochure is to indicate the importance of training and knowledge revision processes in the fields relevant to tourism.

Useful Documents and Literature

- Government of the Republic of Serbia – Ministry of Trade, Tourism and Telecommunications / www.mtt.gov.rs
- Documents: Tourism Development Strategy for the Period from 2016 to 2025;
- Government of the Republic of Serbia – Ministry of European Integration
www.mei.gov.rs
- Documents: National documents, EU documents, Agreements with the EU;



- Publications: Negotiations between Serbia and the EU, Development Aid, cross-border and transnational cooperation programmes, European Integration, Sector Policies, Communication and Training on the EU;
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- *Marketing for Hospitality and Tourism* / P. Kotler, J.T. Bowen, J. C. Makens/
- Ruralni razvoj i ruralni turizam / D. Simonović Agromreža
- Marketing i ruralni razvoj i turizam /SKGO - Stalna konferencija gradova i opština - Savez gradova i opština Srbije - M. Kostić-Stanković/
- Međunarodni standardi upravljanja kvalitetom u turizmu /J. Lazić, J. Cvijanović, I. Ljumović – Institut ekonomskih nauka – Beograd/



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Project partners

Centre of volunteers' and nature
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www.pgcvp.rs



Chamber of Commerce and Industry of Serbia
Regional Chamber of Commerce and Industry
of the South Banat Administrative District
www.pks.rs



Miltonia Association, Romania, Timiș
www.miltonia.ro



Association for Tourism Promotion and
Development in Timiș, Timiș
www.turismtimis.ro



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Attractiveness for sustainable tourism

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