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**Article**

## Quality and Vision in the Romanian Tourism Agencies

Amfiteatru Economic Journal

**Provided in Cooperation with:**

The Bucharest University of Economic Studies

*Suggested Citation:* Atanase, Anca; Schileru, Ion (2014) : Quality and Vision in the Romanian Tourism Agencies, Amfiteatru Economic Journal, ISSN 2247-9104, The Bucharest University of Economic Studies, Bucharest, Vol. 16, Iss. Special No. 8, pp. 1298-1311

This Version is available at:

<https://hdl.handle.net/10419/168894>

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## QUALITY AND VISION IN THE ROMANIAN TOURISM AGENCIES

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### Abstract

The investments in tourism concern mainly the qualitative structure of touristic service, with mainly material character, objectively assessable, and less the qualitative conduct part. However, most important for providing high quality services in tourism is the information, good practice in the field, human resource.

Therefore, one has to invest in the selection, recruitment, training and better motivation of the staff, requiring the knowledge, experience, skills, responsibility, its entire involvement, the results being useful in the evolution of the organisation and the field.

It is noticed in the field of Romanian tourism the need to satisfy the requirements of the client as well as the existence of some patterns, requirements or quality standards, being necessary to focus on the increase in the ability to achieve the quality requirements, with a view to improve the quality of tourism services.

The reference objectives of the work's authors are the identification of optimum criteria of appreciation for the touristic services / products, the supply of some elements of good practice in the field, the conception of quality standards applicable in tourism organisations.

The authors of the work consider relevant for the academic environment to bring in foreground some fundamental elements in tourism quality, the need to perform more advanced tests related to the consumer's degree of satisfaction towards touristic services and their quality level, focusing on solutions such as: designing quality touristic products, the qualification of the staff in the field, good practice specific to organisations that implemented the quality management system.

In this respect, the authors of the work researched the normative frame, the speciality literature and press, assessed the perceptions related to service quality in tourism, analysing them on Romania's level, pointing topics and elements meant to assure the development of this field in the future. Authors also used a methodology specific to the quality management systems in the field of services.

**Keywords:** quality in tourism, quality management in tourism, good practice in tourism, tourism agency, tourism guide

**JEL Classification:** L 83, L 15, M 10

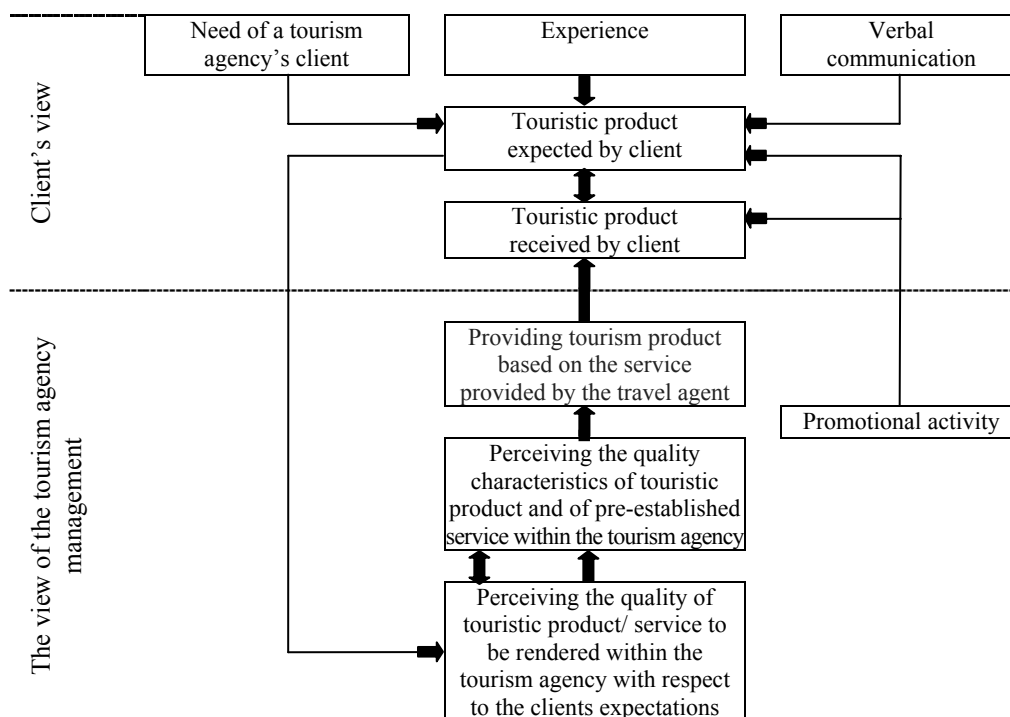
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## Introduction

From the numerous existing definitions of the quality in tourism, we retain only the definition provided by the World Tourism Organization UNWTO Quality Support Committee (2003), according to which quality in tourism is "[...] the result of a process which implies the satisfaction of all the legitimate product and service needs, requirements and expectations of the consumer, at an acceptable price, in conformity with mutually accepted contractual conditions and the underlying quality determinants such as safety and security, hygiene, accessibility, transparency, authenticity and harmony of the tourism activity concerned with its human and natural environment". Compared to the other numerous definitions, which expand or diminish the list of considered elements, this definition is highlighted due to it comprising the most defining representative factors of the touristic service quality, in a comprehensive presentation, with no ambiguities, while highlighting the priorities for considering the retained factors. Designed as a model for the national regulatory frameworks, it focuses on professionalism, character and measure.

In the case of tourism agencies, we have to explain and adjust the pattern of service quality provided by Philip Kotler, (figure no. 1).



Source: adjustment after Kotler, 1997, p. 595

**Figure no. 1: Pattern of service quality, applied to tourism agencies**

The representatives of the tourism agency do not sell their products based only on their quality characteristics, but also on the quality characteristics of the service rendered. The clients buy the touristic product also due to the service rendered by the tourism agency employees. It is

however possible that although the touristic product, respectively the service rendered by the tourism agents is of very good quality, the client will refuse to purchase the touristic product. In this situation, the service provided by the representatives of tourism agency although irreproachable, proves to be useless, not being remunerated. Maybe this generates the tendency to reduce the number of employees involved in the sales of touristic products/packages and the virtual approach of this process, choosing sales on Internet, within on-line tourism agencies.

A superior quality touristic product is accomplished only if all its components are performed at a superior level; the superior quality of a component does not compensate for the inferior quality of another. Even if the basic service is faultlessly performed, there is still the possibility that a major dissatisfaction occurs if one of the service components is in defect.

It is very difficult to rehabilitate a touristic product which has an altered image, usually claiming expensive efforts due to the fact that the negative impressions are very strong, persistent and contagious. Therefore, all the important touristic organisations have developed and implemented „breakdown procedures “by means of which the management of the organisation pursues a major involvement, sometimes directly, for the rapid correction of the situation and compensation of the unpleasant instances etc.

One of the sensitive issues, especially for tourism agencies, is represented by the guarantee of the services provided. The formula of the explicit contracts has been fully established; these contracts are correctly explained to the clients by the touristic company’s employees within the pre-contracting stage.

A great importance is provided to the post-selling products, complementary of the basic services, which, although well-known on the touristic service market, can still be further developed, the company itself taking responsibility for the contracting of these additional services, in this way consolidating the fidelity of the client and widening the future offer.

The concept of touristic product can even be considered a more developed design manner of a set of pre and post selling services, in which the basic offer is combined, in different ways, with other elements, usually part of the request of only a certain category of tourists, thus realizing an attractive product portfolio, with an increased degree of personalisation.

In the design of a quality touristic product, the consideration of the quality control is rigorously necessary, including: the self-control performed by the personnel responsible for the performance of the considered product, as an integral part of the professional services; the measurement and the verification of the key activities of the process especially the monitoring of the critical points, in order to avoid the occurrence of undesired events; the final assessment of the interface with the client, performed by the provider, in order to maintain a correct image of the quality of the provided service.

The authors of the work consider essential to improve the quality of services in the tourism agencies: the qualification of the staff in the field, especially tourism guides, and the implementation of the quality management system.

Furthermore, it shows some ideas of the specialists in the field of tourism, from the speciality literature, related to the quality of tourism services and their quality management.

### 1. Review of the scientific literature

Kandampully, Mok and Sparks (2001) highlighted the fact that the quality in tourism dictates the success of the tourism business, being the main driving force.

The tourism companies will have to make efforts to answer to the competitive challenges of the future. Many of these companies deal with the intensification of competition, that forces them to search for a competitive advantage, efficiency and profitable methods to differentiate (Atilgan, Akinci and Aksoy, 2003).

The service quality management in hospitality can be the system allowing the differentiation between the tourism companies. Chan, Wan and Sin (2007) shows the importance of the customer satisfaction/dissatisfaction, related to the quality services in hospitality.

Deepening the process of customer satisfaction, Wan, Chan and Su (2011) demonstrated that the hospitality service failure occurred in companies will have negative implications on the evaluation by the observing customers, greater the more they resemble customers involved in the incident.

State and Istudor (2009) identifies, using the Servqual standard procedure, differences between the perceptions and expectances of tourists and that the biggest dissatisfactions of customers start from readiness, seriousness and empathy.

Popescu, State and Atanase (2012) shows that the low quality of services remains the main problem of touristic services in Romania. Beyond the deficiencies established by the inspections made by the authorities, the following bother: the almost total lack of training of the management of tourism companies in the field of quality management, the attitude, often hostile, of the employees in tourism to the consumer requirements, the low level of endowments and interior design in many accommodation structures.

It must be noticed that a possible index of the final quality of the tourism product does not necessarily result from adding the index of its components quality. There is rather the risk that the overall expression is at the level of the weakest link. "The over-quality" of one of the components cannot always compensate the inferior quality of others. The perception of the tourist in relation to the quality of the service received will depend on the degree of involvement of providers (Laws, 2002).

Țigu and Călărețu (2013) emphasise that, besides of the quantitative indicators, qualitative indicators measuring the customer satisfaction also need to be analysed.

In Romania, the number of tourism agencies has been increasing until 2008, year after which their number has been constantly decreasing. In February 2013, there were 2932 licensed agencies, of which 88% of them were tour operators, the rest being retailers (Stănciulescu and State, 2013). The importance of travel agencies derives also from the fact that they can offer customers advice and special rates. Education and awareness can help them to choose a package that best meets their expectations, so as to reduce the number of complaints expressed, especially, in the online environment. Intensifying competition in the tourism sector, diversification of tourism products and their complexity and technology progress have determined increased responsibilities towards customers of touristic products and services, who have become a priority for agencies wishing to maintain and grow in the market (State, Baicu and Popescu, 2014).

European Commission (2014) drafted Proposal for a Council Recommendation on European Tourism Quality Principles for tourism organizations to apply the following Principles to their activities, if appropriate to the location and business concept: Ensure the training of employees (including appointment of a quality coordinator in order to ensure a coherent approach towards the quality management of the services provided and the involvement of the relevant employees in the quality process); Apply a consumer satisfaction policy; Keep and adhere to a documented cleaning and maintenance plan for the facilities or equipment where appropriate; Make information available to consumers (information on local customs, heritage, traditions, services and products; information on accessibility with respect to the services provided; information on sustainability aspects with respect to the services provided; information on the Principles); Ensure that this information is correct, reliable, clear and accessible in at least the most relevant foreign language.

Lupu, Tănase and Tontoroiu (2013) shows that the ecolabel can be an advantage for a company's image and a differentiation element between rival companies. Although the costs connected to the ecolabel are not high, when compared to other environment tools, and are much lower than the expenses involved in the sale promotion and building the clients' loyalty activities, the ecolabel seems to remain the attribute of the companies having a healthy environment policy and a long-term vision on business, the vital elements of the sustainable development.

## 2. The tourism guide

*The achievement and the provision of the touristic product* represent the essential functions of an actor which develops its activity of the tourism market. There are three elements involves in this process: the physical support (the material basis necessary for the performance), the personnel which is in direct contact with the targeted public and the client.

Taking into consideration that the most delicate problems are connected to human resources, it is easily understood that the selection and the training of personnel must be rigorously performed. It has become a wide performed practice to highly standardise the behaviour towards the clients and still of maximum interest of the touristic organisations for making the personnel friendly, good professionals, well perceived and highly appreciated by the clients.

The quality of services rendered by the tourism agencies depends to a high extent on the qualification and motivation of their employees. Therefore, the requirements asked of the staff of tourism agencies include, for instance: detailed knowledge of the services rendered; knowing the language spoken by the client; irreproachable presence and education, inspiring trust and sympathy; understanding and tolerance in dealing with difficult clients; spirit of initiative and adjustment to the most unusual requirements; capacity to have immediate insight on the psychology of client etc.

The most representative exponent involved in providing a quality tourism product of a reputable tourism agency is **the tourism guide**.

The work of a young geographer author, appreciated by Romanians due to his pleasant presence in national TV shows (who died during the events from December 1989) deals, in a binding and elevated manner, with the tourism guide. „Everywhere in the world, in the countries where tourism is a basic element of economic-social development or where it has a certain magnitude, the profession of „tourism guide”, has maximum rigors, enjoys a

certain scientific and also state administration collaboration, fully certified, with all legal regulations and resulted rights“ (Pop, 1976).

The authority of central public administration liable in the field of tourism (2004) issues for economic operators and staff in the field of tourism, among others, the certificate of tourism guide for incoming, outgoing, mountain, exploration, thematic., based on which operates tourism guide (individual authorised to coordinate and assure the development of touristic programs).

The tourism guide is an individual who may work permanently within an agency, based on collaboration contract or as an authorised individual. The most frequent touristic activities involving the guide are the tours. The guide, qualified and specialised, accompanies and supports the tourists during the full touristic programs, provides touristic services based on the contract concluded by the tourists with the agency, assures complete achievement of the touristic program on the agreed quality standard, prepares informative materials for the tourists.

The tourism guide must be the encyclopaedic type, must know history, geography, sociology, geology, architecture, art, music, folklore, religion, archaeology, botany, zoology, mother language and literature, at least one language of international circulation or more rare, because he/she provides cultural or economic information to the group members, both before and during the program. He/she organises, on demand of tourists, optional trips and entertainment activities. He/she solves the unpredicted situations which may appear during the trip.

During the entire term of touristic action, the guide is the proxy of the organising tourism agency, this statute generating all its rights and obligations. Declared or not, he must do, and he does, everything in order to assure a good evolution of the action, satisfaction of tourists, and in order to prevent, by all means, the unpleasant events. If such troubles still happen, he shall master the situation, he shall act with cold blood, exemplary and mobilizing so that the dimension of event stays minimum.

Practically, there are many differences from one action to another. An organized action with pupils within a mountain camp is different than a Sunday walk with pupils, on Danube and completely different from a route by coach within a leisure trip with retirees visiting the monasteries in the north of Oltenia (or Moldova). Special problems appear on a tour by coach when you find out during the route, that the members of the group are from Police Academy and are during a training exercise. You are visibly affected, although you shouldn't, when you are taking a group of young artists on a well-known route and, on stops, they sustain small recitals obtaining applauses from the occasional spectators. You are highly challenged when you coordinate a group of one hundred tourists and you find out that, after two hours of walking against snow blast and fog, you have missed the route... You cannot forget that you scolded a child from the group who ate raw mushrooms encountered on the route, mushrooms that made him have intoxication symptoms, carrying him on back several kilometres up to the Ambulance and returning to the group in complete darkness, without light, scared every step by the forest animals. You feel helpless when you notice that, once arrived at the remote cabin after several hours of exhausting effort, one of the young tourists heart gave out!

We do not intend to make a list of the guide duties as they should be presented in a specialised manual. There are many variants, different every time. But the guide should have flair, spirit of observation, intuition, be always in a good mood, amiable, collected,

polite, calm, punctual, he/she must adjust to and integrate within every group of tourists (sometimes of different nationalities) and always consider the interests of the tourists. He / she must be rigorous in the relation with providers and with the organisation they represent (the clear, correct, operatively filling in of the documents; honest final report), in good collegial relationship with the providers with whom he collaborates (drivers, personnel of restaurants, receptionists and room attendants, staff of museums, sometimes police etc.). The guide must also know how to face the most unexpected and difficult situations, to be up to date to everything that is going on and to rise up to the challenge and to the expectations of his/her statute.

Being a guide does not only imply knowing and meeting the written regulations and obligations, but also to possess solid knowledge on local customs / common law. In this respect, if he goes to a new place/environment, he has to previously prepare himself: to gather information, to discuss, to visit relevant environments.

The assertion that tourism is the business card of a country is neither a novelty nor a nonsense. „But as long as the tourism guide is ALONE, facing his/her own tourists (sometimes guests from other countries), the noble business card is gradually restricted, intermingling with the tourism guide, who automatically becomes the amount of intelligence, professionalism and quality of all tourism professions, namely, symbolically speaking, the possible image of a country, the Ambassador of the country“ (Pop, 1976).

Issues such as tourism guide activity and other specialists involved in tourism activities it is imperative to be found / recognise in the documentation of the quality management system in a tourism agency.

### **3. Quality management system documentation and criteria in a tourism agency**

In order to assure a unitary level of quality within an organisation in any field, the processes must be conceived as reproducible, and the logistics must anticipate, avert or even prevent the occurrence of errors.

In the strategies of the organisations implementing the quality management system (QMS), the following are present and deemed of maximum importance: involvement of employees in the process of organisation, documentation of some work procedures and mainly optimum design of product/service.

#### **3.1 Research methodology**

The implementation of an optimal quality management system involves the orientation towards documents and registrations meant to allow the fluidization of the work manner within a tourism agency, taking into account the situation and fluctuation of human resources, motivated more by the enthusiasm towards this extraordinary field which is tourism.

Based on these considerations, the authors propose a method for managing the documentation of the quality management system in a tourism agency.

Data required this method were collected during the design of the quality management systems within tourism agencies (2010-2013), the results obtained by this method are validated at the internal or at the certification audits, required by these tourism agencies.



To the logically present of the data, more precisely of the documentation required in this method, to facilitate the application of the method, understanding of the criteria and that verification and validation of results through audits, a synthesis of required documents and records was carried out (table no. 1 and table no. 2), ordered by the reference standard, EN ISO 9001:2008, Quality management systems. Requirements.

**Table no. 1: Documents of quality management system for a tourism agency**

QMS' Documents	
Obligatory documentation	Policy and objectives
	Quality manual (with annex: map of processes) which may or may not include the documented procedures of the quality management system. The documented general system procedures: Control of documents / records; Internal audit; Control of nonconforming service; Undertaking corrective / preventive actions
Process procedures	Selection, evaluation and re-evaluation of suppliers; Evaluation of the satisfaction of clients
Specific procedures	Procedure specific to the Department of Internal Tourism; Procedure specific to the Department of External Tourism; Procedure specific to the Ticketing Department; Procedure specific to verification, maintenance of IT equipment and site updating
Work instructions	Searching for hotel services and completion of booking in HotelCon system; Conceiving and transmission of offer; Introduction of offers on agency website; Archiving the documents specific to a tourism agency.

*Source: adjustment after International Standards Organization, 2008*

Based on written procedures, accessible to the entire trained staff, confusing situations are eliminated and the staff is assigned liability. This organised work manner saves valuable time and the relations with clients improve, who then acquire trust in agencies that know and offer services on the same quality level. Therefore, in time the agency gains fame as well.

The importance of risk evaluation has to be considered for the tourism agency, the existence of work procedures permanently reviewed depending on the needs of company being also very important.

The internal documents commonly used by the tourism agencies are integrated to the quality management system documents, so the documentation of the quality management system does neither involve doubling the number of these documents.

The documentation included in tables no. 1 and no. 2, together with the documents/records considered to be necessary by the tourism agency in order to assure the effectiveness of its

planning, operation and control of the processes constitutes the documentation of the tourism agency, which is subject - randomly - to internal or external audits (to the supplier or to certification/supervision audits).

**Table no. 2: Records of quality management system for a tourism agency**

<b>QMS' Records / criteria relating to:</b>		<b>Evidence</b>
1	management review / analysis performed by management	convener, work agenda, report, protocol, plan of measures
2	education, training, skills and experience	file of employees with: diplomas, certificates, job description, training protocols, training plan, tests, evaluation / re-evaluation of employee
3	planning the service realization	planning Charter touristic packs, per semester – supply contracts; planning summer offers, 1 <sup>st</sup> trimester – supply contracts
4	review of requirements related to the service	convener, protocol
5	design and development	conceiving touristic products (ex.: circuit)
6	evaluation of suppliers	questionnaire - criteria, scores; evaluation record, report
7	validation of service provision	infotrip
8	unique identification of services (when traceability is a condition of the client and even of the organisation)	specific names for programs, circuits, touristic packs offered
9	customer property	confidentiality agreement, personal data
10	verification of the means (the basis used for verification) by which the service quality is monitored / supervised	questionnaires, feedback forms to customer satisfaction evaluation, which contain criteria for assessing the services provided by the organization, reports
11	internal audit	audit plan, list of auditors, audit questionnaire, audit report, non-conformity report
12	service monitoring	reports, records signed by authorized personnel, records handed over to the client
13	control of nonconforming service	non-conformity report
14	corrective actions implemented	reports and action plans
15	preventive actions implemented	report of preventive actions for hypothetical situations identified

*Source: adjustment after International Standards Organization, 2008*

The documentation of tourism agency is wide and depends on the complexity of its activity. For instance, an agency, performing incoming and outgoing operations, must have documentation related to the touristic services to be provided: visiting routes of the main touristic attractions; the tours performed by car, coaches; the calendar of cruises and air touristic trips; hotel endowment, holiday houses, hostels; restaurants and characteristic venues, gastronomy, national foods, specific drinks, mineral water springs; spa treatments; different sports; hunting and fishing sessions; folkloric, artistic manifestations; festivals etc.

The files in a tourism agency may be organised based on the names and addresses of the clients who frequently purchased trips or services from the agency (indicating: first name, surname, sex, age, profession, home address), or based on the names and addresses of potential clients, taken from different publications. One may choose to distribute the addresses per countries considering, for every country, the alphabetic order of localities.

The development of main processes within the tourism agency must consider the requirements of internal and external clients and the market study. The efficient processes are directed towards the client, add value, are under the clearly defined responsibility of some persons, are understood and respected by the whole staff of the tourism agency, are correctly measured and permanently improved.

The existence of difficulties in assessing the service quality is higher when we deal with information focused on client's satisfaction. Modern research must use increasingly sophisticated tools to know human ethology (knowing the customs). The actual / concrete elements (tangible part of offer) add facility and objectivity.

### **3.2 Results and Discussion**

The main purpose of the quality management system implemented in a tourism agency is to improve the quality of services.

Among the tourism agencies in Romania with the biggest turnover, respectively prize winners, there are tourism agencies certified according to the requirements EN ISO 9001:2008, by the accredited certification body. Among these tourism agencies are distinguished: Perfect Tour and Accent Travel & Events, certified by Germanischer Lloyd Certification GmbH; Exim Tour certified by SGS; Nova Travel certified by TÜV Rheinland România; Happy Tour and Paralela 45 certified by TÜV Austria Romania; Cocktail Holidays certified by Certrom; Marshal Turism and Go Travel certified by Certind; Danubius Travel certified by SRAC; Romania Travel Plus certified by AEROQ (Accent Travel, 2014; Cocktail Holidays, 2014; Danubius Travel, 2014; Exim Tour, 2014; Go Travel. SunMedair Group, 2014; Happy Tour, 2014; Marshal Turism, 2014; Nova Travel, 2014; Paralela 45, 2014; Perfect Tour, 2014; Romania Travel Plus, 2014).

Criteria for assessing the quality management systems of all these tourism agencies, used in certification audits by certification bodies above, are specific to the standard EN ISO 9001:2008, being represented by the standard's requirements.

The most important criteria for assessing the quality management system of the tourism agency were synthesized in table no. 1 and table no. 2.

The implementation of quality standard requirements in the tourism agency and proven by records of the operation of the quality management system tourism agency may ultimately lead to obtaining / getting certified quality management system tourism agency, improving the image of the tourism agency market.

The number of tourism agencies which have implemented and certified their quality management systems is very low, this situation can be explained through the following items: the non-understanding of the benefits brought by the implementation of a quality management system; the lack of training in the field of quality; the lack of a strategy; uninterested / not involved managers; undersized organisations etc.

**Table no. 3: The results of the tourism agencies implementing the quality management system**

The tourism agency		The Certification Body	Excellence awards <i>Tourism &amp; Leisure Investment Conference</i>
1	Accent Travel & Events	Germanischer L'loyd Certification	"Best tourism agency business & MICE": I <sup>st</sup> Place / 2012
2	Cocktail Holidays	Certrom	-
3	Danubius Travel	SRAC	"Best incoming tourism agency": I <sup>st</sup> Place / 2013 I <sup>st</sup> Place / 2014
4	Exim Tour	SGS	"Best Tourism Agency": III <sup>rd</sup> Place / 2011
5	Go Travel	Certind	"Best tourism agency business & MICE": II <sup>nd</sup> Place / 2013
6	Happy Tour	TÜV Austria Romania	"Best Tourism Agency": I <sup>st</sup> Place / 2011 I <sup>st</sup> Place / 2012 I <sup>st</sup> Place / 2013 II <sup>nd</sup> Place / 2014 "Best tourism agency business & MICE": II <sup>nd</sup> Place / 2012 I <sup>st</sup> Place / 2013 III <sup>rd</sup> Place / 2014
7	Marshal Turism	Certind	-
8	Nova Travel	TÜV Rheinland Romania	"Best incoming tourism agency": I <sup>st</sup> Place / 2011
9	Paralela 45	TÜV Austria Romania	-
10	Perfect Tour	Germanischer L'loyd Certification	"Best Tourism Agency": III <sup>rd</sup> Place / 2012 III <sup>rd</sup> Place / 2013 I <sup>st</sup> Place / 2014 "Best tourism agency business & MICE": III <sup>rd</sup> Place / 2012 II <sup>nd</sup> Place / 2014
11	Romania Travel Plus	AEROQ	"Best tourism agency business & MICE": III <sup>rd</sup> Place / 2013

*Source: Tourism & Leisure Investment Conference, 2011; 2012; 2013; 2014*

There are also cases where the quality management system doesn't work properly.

The most frequent causes which prevent the good operation of the quality management system implemented within a tourism agency, which requires implementation of corrective actions, are the following:

- the superficial training / monitoring of the personnel – the employees do not understand the way in which the overall process operates, which is their role within the company and what is the impact of their actions;
- the defective design of the touristic product, the incomplete / superficial verification of the components of the touristic product provided, the non-validation of the touristic product;
- the irrational increase in the number of interfaces between the processes, the employees becoming responsible for several processes, in cases of the tourism agencies where the number of employees is decreased and the work volume increases exaggeratedly; this leads to an increase of the risks or even to an increase of the number of errors;
- the non-trained management management with respect to the development of a strategy, a policy, of quality objectives which are correspondent to the tourism agency's activities.

The implementation of the quality management systems in the tourism field is encouraged by accessing funds for different projects and by the need of some tourism organizations to trust the suppliers that it selects, assesses and continuously re-assesses.

### **Conclusions**

It is noticed in the Romanian tourism the need to satisfy the requirements of the client as well as the existence of some patterns, requirements and quality standards.

With other methods, the implementation of the quality management systems in the tourism agencies leads to improvement of the tourism services quality.

There is need to clearly defined the quality requirements, the observance of these requirements may not assume improvisations.

The leaders in the field of tourism should: not ignore the development opportunities (for example the ones represented by the funds' accessing for different tourism projects); not isolate or break-up the organisation, but eventually establish solid collaborations with similar firms, with suppliers who observe the quality requirements included in the contracts; conceive well-planned touristic services which have clear performance requirements, with interfaces established between the design process, the purchase process and the service providing processes, with criteria concerning the acceptance of the touristic product, with the specification of the characteristics of the touristic product, with analysis and assessments of the capabilities of the conceived projects in order to observe the requirements, with verifications and validations of the touristic products, in order to demonstrate that they are capable to observe the requirements for the desired utilisations, with a rigorous control of any changes which occurred, which would include the assessment of the modifications upon the components or the delivered touristic products.

In order to establish the objectives and to determine the improvement opportunities, profound and systematic assessments of the touristic services quality are necessary; the analysis of the data refer to the following items: the satisfaction of the clients, the suppliers, the conformity with the requirements of the touristic products; evolution, development and tendencies of the touristic products; management reviews, implementation of corrective/preventive actions based on the conclusions of the audits etc.

The personnel are essential for ensuring high quality products in the field of tourism; the personnel's knowledge, experience, abilities, responsibility and complete involvement is necessary. This is the reason for which investment must be made for the selection, recruiting, training and a better motivation of the personnel, its results being useful to the evolution of the organisation and to the domain.

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