

DISTINCT ELEMENTS AMONG THE MANAGERIAL ENTREPRENEURSHIP OF BUCOVINA'S GUESTHOUSES. A STUDY IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT

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ABSTRACT

The present research aims to investigate the qualitative relationship between rural entrepreneurial phenomenon and business tourism in Bucovina in a dual approach, from the point of view of tourist benefits and of the level of sustainability achieved by agro hostels in Northern Romania. The study covered a total of 13 entrepreneurs in rural tourism, guesthouses administrators in Bucovina – one of the most famous and popular national tourist destinations.

In terms of interviewing methodology was used an interview sheet containing 190 items that address a range of issues related to socio-cultural values of the region, encouragement of local culture and traditions, the integration of the guesthouse in the landscape, the quality of tourism services and safety of tourists, energy sustainability, environmental management and waste management and interdependence between the guesthouses and tourists' management in protected areas of Natura 2000 Site, Rarău-Giumalău.

Most of the hypotheses were partly confirmed, but correlation tests revealed some results that suggest the involvement of external factors, independent of the daily activity of lodging houses. We appreciate that tourism entrepreneurs acknowledge the importance of sustainable tourism phenomenon within the analyzed area, but to achieve this goal, they will have to make extensive changes to ensure sustainable development of the area. In this case the reference to the criteria of standardization promoted by European legislation, summarized under the Ecolabel umbrella is beneficial and imperatively necessary.

KEYWORDS: *Entrepreneurship; EU Ecolabel; Guesthouses; Rural tourism; Sustainable development.*

JEL CLASSIFICATION: *L83, M19, Q57*

1. INTRODUCTION

For SMEs the role of the entrepreneur is indisputable, firstly because he is also the manager. (Mariotti, Glackin, 2012, p.4) He is the main actor, the active and determinant factor (Hapenciuc, 2008, p.93), who thinks globally and acts locally. From this point of view the entrepreneur is the person who goes with the change, identifies it, responds to it and exploits it as an opportunity.

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(Drucker, 1985) Through these attributes he influences to a great extent the performance and sustainable orientation of the enterprise.

In this sense – and before accepting that the responsibility for the holistic approach of these actions belongs to it largely (Elkington, 1994, p.90), and a sustainable explicit vision, will set new directions for development – entrepreneurial perception of how they can integrate sustainable principles into business strategy evolves by following a series of successive stages from ignorance to social responsibility and sustainability of the local community (Figure 1). Extremely high heterogeneity of entrepreneurs makes them position themselves differently in each of the nine stages of the evolutionary sustainable development.

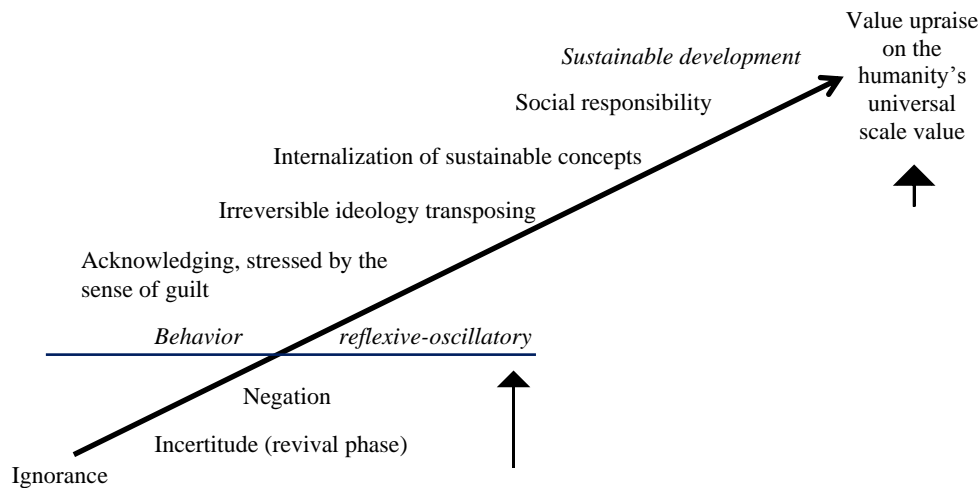


Figure nr. 1. Evolutionary cycle of sustainable management in entrepreneurial vision

Source: Adapted from J. Elkington – Towards the Sustainable Corporation: Win-Win-Win Business Strategies for Sustainable Development, California Management Review, 36(3), p.90.

Although sustainability is a concept explicitly defined in the literature, however, it is perceived differently from year to year, depending on the context, political, cultural level and understanding. In practice, the main appropriation lines drawn to the concept of sustainable development are more nuanced and often interpretable. Precisely for this reason, modern entrepreneurship must find the point of balance between sustainability and mass consumption.

The sustainable entrepreneurship means a set of economic activities that actively contribute to the harmonious development of their economic relations, while ensuring a range of environmental, economic and social benefits (Sanagustin Fons et al., 2011, p.551) integrated within the community and hence the local businesses.

For tourism entrepreneurs to be competitive significantly differs from achieving a sustainable competitive advantage (Kuratko, 2014, p.71). Searching of those variation elements implies that guesthouses and their managers to continually reinvent themselves. From this point of view, Morris, Kuratko and Covin (2011, p.8) believe that in terms of a changing environment, competitive advantage derived from five key capabilities of the economic entity:

- *Adaptability* – the ability to optimize in real time, new technologies, customer needs and expectations, regulation and other changes caused by various external factors, without losing focus or significantly disrupt activity (tourism activity) or assumed commitments;
- *Flexibility* – the ability to design strategies and tactics that can satisfy simultaneously different changing requirements of customers, distributors, suppliers, sponsors, or other relevant authorities and stakeholders;

- *Speed* – the ability to react quickly to market opportunities that arise in order to immediately develop new products and services and key operational decisions;
- *Competitiveness* – an intense approach, focused, and proactive that aims at continuous supervision and countering of the effects generated by competitors' activity;
- *Innovation* – an ongoing priority attributed to the development and periodic release of new products and services.

Accountability of the five capabilities enables the entrepreneur to better market positioning, allowing him not only to adapt to the external environment, highly dynamic and complex, but also to generate existential nature of competition changes (Heavey, Simsek, 2009, p. 1289).

Rural entrepreneurship in Romania has a number of features relating, in particular, to the main economic activities present in the rural world; subsistence agriculture, livestock, logging, crafts, crafts and tourism being the most frequently invoked.

The citizen (*the man in the street*) considers essential two sustainable directions: enhancing the natural landscape and the harmony of human nature; guesthouses managers pursue consumption perennality seen rather as an iterative process with a frequency at least weekly, and management issues/generated by economic efficiency; while the classic academic discourse considers sustainable development concept as *mondo* (Pohoăț, 2000, p.10), transcendental and formative causation principle tributary strictly ameliorative: pollution, poverty and degradation of the natural effects of consumption are industrial and economy tertiarization. Therefore, indolence and waste cannot be tolerated, regardless of the pretext; environmental resources and time are limited and perishable.

Behind these boundaries with respect to consensus on terminology, are still some disagreement about small business strategic planning grafted onto specific meaning and intrinsic motivation linked to the priorities of stakeholders (Hart and Milstein, 2003, p.56).

Many of the guesthouses managers do not see the multifaceted viable sustainable development opportunity (Hart and Milstein, 2003, p.58), but rather perceive it as an abstract dimension, unfeasible that in the long term consumes resources and brings insignificant benefits of domestic tourism. And, above all, the riskiest strategy is simply that small guesthouses to operate as usual, just as nothing can be changed.

On the other hand, the efficient exploration of current trends and future may have a viable impact on business and could mean new challenges for entrepreneurs.

This paper aims to highlight the degree of manifestation of entrepreneurship in rural areas in the vicinity of the Natura 2000 Site, Rarău-Giumalău in the context of post-crisis economic instability. Therefore, we believe that qualitative investigation of the relationship between the phenomenon of rural entrepreneurship and business tourism in Bucovina requires a double approach, with regard to the tourist benefits and the level of sustainability achieved of agro hostels in the area.

2. LITERATURE REVIEW

Once with the publication of *Our Common Futures report* (WCED, 1987), but especially by highlighting Agenda 21 – the most comprehensive action plan in the field of environmental protection – *sustainable development* has become a key concept for regional government policy and most countries. Extremely broad scope of the term sustainable development permits varied and easily interpretable approach to socio-economic direct or induced effects due on entrepreneurship.

In tourism, things should take the sustainable direction mainly because it is characterized by increased fragility and special sensitivity (White et al., 2006) compared to the small variations in the various fields of ecology and environmental management, the human resource management, management of tourist destinations, health and IT.

Some authors (Vanhove, 1997 Manning, 1999; Kokkosis & Tsartas, 2001; Chhabra, et al., 2003, Dimitriadis, et al. 2013) perceive tourism as a destabilizing factor that contributes to environmental

degradation (Newsome et al. 2004), degradation of architectural and popular culture specific to rural communities (Spilanis & Karayiannis, 2009), while Twining-Ward (1999) notes that tourists are drawn mainly from rural areas vulnerable or fragile ecosystems.

In contrast, other authors (Lordkipanidze, 2005; Hsieh & Kungb, 2013) consider sustainable development in tourism entrepreneurship a defining strategic direction for polluted regions, but are interested to consolidate, in time, a strong rural tourism sector capable to reduce the local carbon emissions (Thong, 2011) and, not least, improve the tourism destination image. For rural agricultural communities of the former Soviet space, tourism in the last decade draws additional revenue offsetting extremely low agricultural production achieved amid subsistence agriculture (Iorio & Corse, 2010).

Although seen as an important element of local development, however, the impact of tourism on the local economy of rural communities remains difficult to quantify and unclear (Iorio & Corse, 2010, p. 153-154). From this point of view, a reference to a joint assessment in the field is more than favorable. The ECO-label system can contribute to raising standards of tourism services quality and thus increase tourist satisfaction, however, in this case, the perception of tourists varies from case to case (Nilsson et al., 2004).

Altogether there are a series of scientific papers (Font & Buckley, 2001; Font, 2002; Sasidharan, et al., 2002; Petan, et al., 2007; Beccali, et al., 2009; Lee, et al.; 2010; Lebe & Zupan, 2012, Constantin, et.al., 2013 și Lebe & Vrečko, 2014) that approach the dynamics of ecologic labelling in tourism and the implications of this process for sustainable development of touristic entrepreneurship.

3. RESEARCH METHODOLOGY

The research was conducted among entrepreneurs in rural tourism in one of the most famous and popular tourist destination on the national level – Bucovina. Our aim is to highlight whether Bucovina as a tourist destination with international facets, is ready to become, in the next 10 years, a regional development pole, focusing on sustainable tourism. The substantiation of this line of research started from the premise that the past 25 years accounted for Suceava's entrepreneurs, not only an excellent opportunity to engage and excel in business; tourism being the most often cited in the local development strategies.

For the same period, examining in dynamic exponential growth of rural accommodation units (Tourist Breviary of Suceava County, 2000-2014), we find that Suceava tourism entrepreneurship seems to be approaching the critical point, the supply tends to exceed demand for tourism (Stanciu, 2012, p.60). However, the economic crisis, evident from the tourist arrivals chart since 2008, ought to oblige tourism managers to innovate, to seek solutions to counteract the tourism recoil. We consider that this period of change and tourism marketing policies rearrangements should be analyzed.

Therefore were pursued a number of objectives:

- O1. Systemic Analysis of socio-cultural values in the presence of tourist facilities and determining the level of preservation of local culture and traditions;
- O2: Highlighting the degree to which there is a harmonious inter-relationship between guesthouses and natural framework;
- O3: Knowledge of general assessments about entrepreneurs' tourism and environmental management and highlight the implementation status of environmental requirements in the unit;
- O4: Highlighting the level of energy sustainability of guesthouses in the area Vama – Pojorîta;
- O5: Establishing the extent to which guesthouses are prepared to adopt voluntarily, in the next years, the ECO-label.

In accordance with the purpose and objectives of the research were formulated following hypotheses:

- H1: Traditions and local culture are present in daily activities, but they became more a form of leisure tourism, than an element of oral transmission or intergenerational of folk heritage;
- H2: By tradition, Bucovina is a tourist destination where guesthouses are integrated into the idyllic scenery, specific for the area;
- H3: Although they are aware of the usefulness and necessity of an action plan, waste is not collected selectively, air and water pollution with effluents is not monitored and noise level of guesthouses is not controlled;
- H4: At least for now, there is no energy sustainability-oriented culture;
- H5: Guesthouses are not sufficiently prepared to accept European values quality of acquisition synthesized as the organic (ECO) label.

To confirm / refute hypotheses, we opted for a purely qualitative exploratory approach in order to ensure a better knowledge and understanding of the main issues covered. Although the statistical community is considered extremely high, however, given the territorial dispersion of guest houses and difficulty of interviewing in a relatively short period of two months, we opted for a pilot survey focused on a sample consisting of 13 entrepreneurs' accommodation in the area with the greatest concentration of tourist accommodation of Suceava County. Câmpulung tourist area consists of the namesake city and towns Vama, Pojorîta, Fundu Moldovei and Sadova and from a tourist point of view is influenced by the Natura 2000 Site, Rarău-Giumalău.

The interview type research was conducted during April-May 2014 and required training in discussion one to two hours administrators of rural accommodation as follows: 4 tourism entrepreneurs from Vama, 5 from Pojorîta, 3 from Fundu Moldovei and one from Sadova. Two of the analyzed agro hostels were difficult to reach because they are located at the contact between two administrative units; so that, according to the Suceava County's tourist Breviary they are falling in Pojorîta, but in administrative terms they belong to Fundu Moldovei.

This form of interviewing has a major inconvenience a high rate of refusal based on reluctance, somewhat justified, of those who manage the reception structures. To overcome this obstacle we used additional ways of interacting with rural touristic guesthouses management personnel. Approach of guesthouses representatives was chosen based on recommendation guest houses (known person in town – Mayor, Deputy Mayor, relative or close friend of the administrator) or, where this is not possible, we requested a meeting at which we were accompanied by a village man (or student personal knowledge of the locality concerned).

For the success of the interview was decided that the discussion to take place at the accommodation unit as qualitative approach has no relevance if the interviewer does not come into direct contact with the tourist supply promoted by the hostel. Thus, the discussion started in the restaurant, salon or place for serving the meal and finished with a tour of the unit which involved visiting at least one room of accommodation (for tourists), a bathroom, a kitchen, indoor recreational spaces (fitness room, billiards, ping-pong room, museum, etc.) and the court. There were also cases, two in number, while, initially, we were not allowed into the kitchen. The research involved 2-3 working visits for discussion for each entrepreneur questioned, which finally decided to overcome this impediment.

A second major drawback related to the duration of the meeting, often, covers over at least an hour. The interview's success was due to the time factor. For this reason we tried that meetings take place in the days when the hosts had not many tourists in the B & B or were less busy with housework. The most frequently required days of the meeting: Thursday, Friday and Monday.

In practical terms, job interview comprised 190 items, grouped into 15 classes, items graded with 1 to 5 according to their relevance in line with the eco-label evaluation criteria (Regulation of the

European Parliament and of the Council, on the EU Ecolabel, 2009). The most important aspects detailed in the interview referred to:

- Socio-cultural values, encouraging local culture and traditions;
- Integration of the guesthouse within the landscape (harmony tourism unit – natural framework);
- Quality of tourism benefits;
- Health and safety of tourists;
- Energy sustainability (electric energy and heat);
- Management and protection of the environment (soil, water and air);
- Waste and effluents management;
- Guesthouses' contribution to the local community development;
- Sustainable tourism and the marketing policy of the guesthouse;
- Guesthouse and tourism management in protected areas;
- The existence of a sustainable management plan.

Unfortunately, material and financial difficulties did not allow a comprehensive research addressing the extensively Suceava rural tourism entrepreneurs, but study results are considered preliminary and will be a foundation for the design of subsequent postdoctoral research conducted within an European funding program.

3. RESULTS AND DISCUSSIONS

After tabulation and processing of data shows that only part of the hypothesis are confirmed. The results (Figure 2) confirm that, in terms of culture, crafts and local customs are still to be found in the architecture of the household, guesthouse facilities, kitchen accommodation in the way of being the hosts, especially within recreational component (Hypothesis I1).

As a distinctive touch, traditional values are well represented in the periphery of analysis area (mountain villages) and fade in the vicinity of the main access roads. We reveal two distinct categories of tourist accommodation; classic agro hostels within the upland area Fundu Moldovei and most of 'commercial' guest houses in villages of Vama, Pojorîta and Sadova. The first category focuses on preservation while the second segment is channeled to recreate specific elements of popular culture. It should be noted that although has made its presence felt, the mix of native and local cultural elements is not so evident as in the Prahova Valley or corridors Rucăr-Bran, but there is a tendency to betray the intrinsic affinity of Bucovina culture to western European countries decorative elements, which are interested in relatively cheap labor.

From aesthetically point of view, the building materials at sight are, in 11 of 13 cases wood and stone, parking and on-site network paths are often gravel or grass and not concrete, appearance of guesthouses falls broadly to the architectural style of Bucovina, specific for cooler and moist climate and traditional wooden fence and gate decorations are widespread.

Relatively high incidence of insulated joinery windows, white or mahogany in nonspecific shapes (round or triangle), coupled with the presence of bright colors on the front of the guesthouse (lime green, lemon yellow, etc.) or hipped roofs with skylights are the most common deviations from the local style. Inside there is a tendency to replace the wood with plasterboard, ceramic and tiles.

Certain items such as traditional style loom, dowry chest, crocheted doilies and towels became simple décor / entertainment, as happens with some pets. As a pale consolation, there is a tendency that every entrepreneur questioned in the rural hospitality industry to arrange an exhibition of antiques. Good examples of this are Pojorîta– House Museum managed by guesthouse Villa Izvor (Vila Izvor), all guesthouse exhibitions inside Bud Whistle (Mugur de Fluier), exhibition of tubes of former miners from Fundu Moldovei etc.

A number of occupations previously widespread in Bucovina are increasingly rare and there is a risk that over time may be lost. Blacksmiths, farriers, coopers or shepherds are met increasingly less in the landscape of the four analyzed areas.

Taken together, Fundu Moldovei and Vama accommodation units have achieved a score of 28 and 27 respectively out of a total of 40 given to socio-cultural values present in guesthouses, while Pojorâta structures (22 points) and Sadova (24 points) and thus were able to aggregate less than 50% of the score.

Wide representation of forest floor in Bucovina made that, from a strategically point of view, most tourist guesthouses to be considered to be located in the vicinity of coniferous forests. Exceptions are accommodation units positioned in the central area of the localities (30.77% of total units).

On the other hand, it points out that there are situations where fruit trees and native plants have been substituted by a series of ornamental aliens shrubs, the most common being white cedar (46.15% of guesthouses). There is also the false impression that spontaneous vegetation (mountain grass) has to be replaced with grass.

The most commonly used materials are wood sight (88.46% of cases) and stone (67.31% of guesthouses), various combinations between the two units giving a distinctive touch.

The strategic location of the mountains Rarău and Giumalău in Bucovina make tourists be very interested in the possibility of making visits within the Natura 2000 Site, Rarău-Giumalău. Although the vast majority of guesthouses in the Vama – Sadova – Fundu Moldovei – Pojorâta area have included in their travel programs offers for visiting this protected area, however, none of the examined accommodation units have specialized personnel to provide route guidance and group but only at the express request of the tourists, a representative from the accompanying unit (only 38.46% of managers polled have supported such an initiative). Physical collaboration with certified mountain guides and mountain rescue personnel from Câmpulung Moldovenesc is almost inexistent, in the discussions have resulted only 2 such collaboration in the past five years.

The general perception is that, once they are in the protected area, tourists are on their own and the owners believe that it is not their responsibility to disseminate information about the conduct and behavior of visitors, even if they are staying in their tourism accommodation units. From this point of view, managers of Vama guesthouses are the most willing to accompany travelers on their journeys through Bucovina, including the mountainous area Rarău-Giumalău.

We believe that in this case the H2– hypothesis is confirmed only partially and we recommend that, in the future, it is one of the strategic issues to be addressed by guesthouse administrators in the area if it is to gain a competitive advantage over competitors.

In terms of environmental policy (Figure 2), tourism entrepreneurs show a tolerant attitude towards issues of non-renewable resource consumption and pollution. In very few cases (2/13), guesthouses have designated a responsible for environmental issues, but according to their own statements, employees are regularly informed about technological processes, the manner of use of equipment and equipment under guesthouse endowment so that pollution environment is minimized.

None of entrepreneurs approach has installed Grease, but at least in words, 46.15% of guesthouses (6/13) collects used cooking oils and refurbishes them, using them as animal feed. Also anywhere near the laundry / washing machines or dishwashers are not displayed informative messages about the local water hardness in order to optimal dosing of detergents.

In counterbalance, guesthouse's employees get involved at least once a year, in greening floodplains of rivers and forests in the village. Spiritedness is still limited to the area adjacent to the guesthouse and access path to unity.

Although they are aware of the usefulness and the imperative of environmental action plan, guesthouses analyzed don't sort household waste for the building because locally, they are collected selectively. On the other hand, biodegradable wastes are usually burnt or composted.

Local tourism entrepreneurs address differently issues related to waste management and effluents. Most receptive are entrepreneurs from Vama that have cumulative assessment 75% (15.12 points

out of 20) of reference points, compared to those from Fundu Moldovei (10.6 points) and Pojorîta (9.33 points).

Unfortunately, many of the analyzed accommodation units' managers minimize the strategic importance of environmental protection considering its environment and natural resources management is costly financially for them and also for tourists as insignificant and imperceptible. Thus appear a series of environmental anomalies such as sewers and hygiene conditions in the hostels are good and very good, but often septic tank is uninspired located (near a source of drinking water) or non-organic (manure seeps into the cloth groundwater) or sewage emptied dispersed on agricultural land, debris and other construction materials from store / thrown at random (7/13); many household structures are still covered with slabs of cement (given that asbestos is a carcinogen banned by the EU) (2/13) etc.

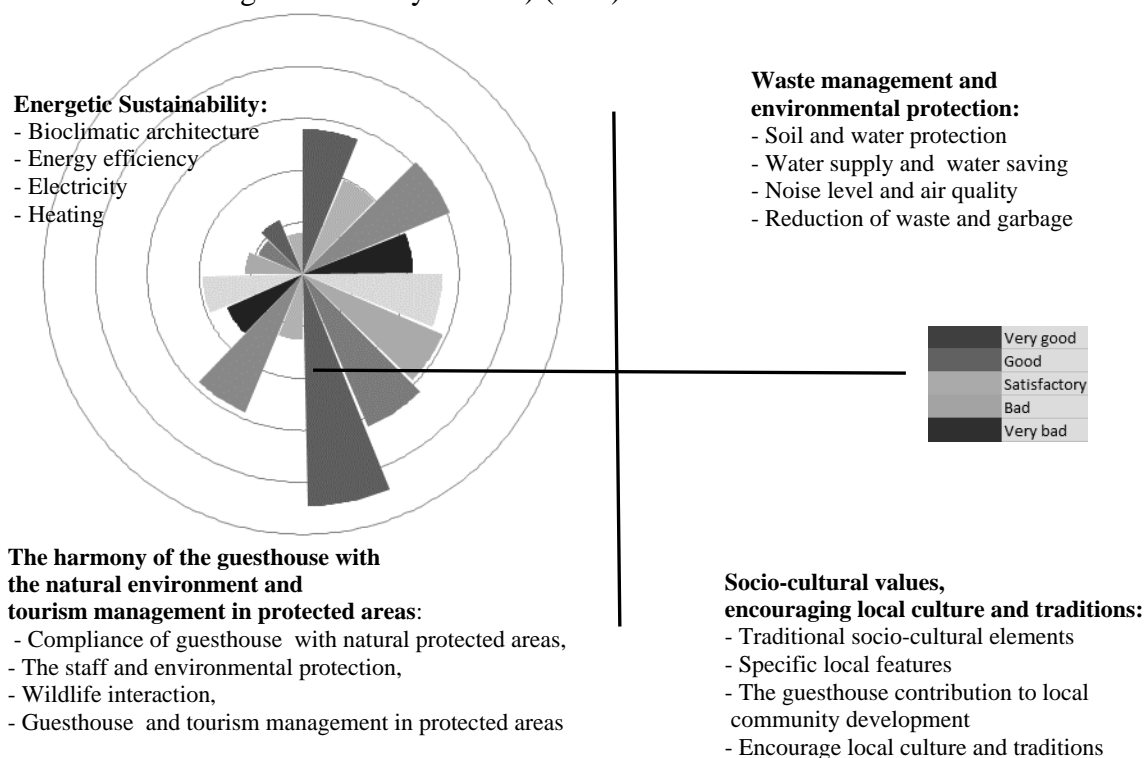


Figure 2: Representation of main analyzed indicators within the tourist guesthouses in the area Vama – Sadova – Fundu Moldovei – Pojorîta, Bucovina

Source: Authors, based on the research data

In terms of energy sustainability (Figure 2), is seconded (differs) from other analyzed guesthouses Casa Baci (28.5 / 65) from Fundu Moldovei and Mugur de fluier (25.5 / 65) in Vama. Bioclimatic architecture with sustainable energy attribute is the most commonly found in 65.38% of cases. Getting electricity from renewable sources requires high operating costs and financial support from the state. Only two of the 13 units visited rely on electricity and heat produced by solar panels. Also, Casa Baci guesthouse is the only one that has a heat recovery system for refrigeration and pool, is equipped with an air conditioning system for buildings, appliances are in range A +++, highly energetic efficiency and sauna is equipped with a timing device.

The other guesthouses are less equipped with respect to sustainable energy, the scores obtained on the use of energy saving light bulbs, parking sensors, efficient appliances, range A +, soundproofing construction, etc.

Thus, at least for now, there isn't a culture oriented towards energy sustainability and therefore H4-hypothesis, originally formulated, is validated.

Although the concept of eco-label is explicitly funded at the European level since 1992, when it became functional the label award scheme, since 2002 criteria for the granting of this award have undergone a number of revisions and were subsequently implemented by EU states, including Romania. Simply comparing the evaluation sheets filled by guesthouses with the European criteria for Ecolabel highlights clearly and unequivocally that rural accommodation units in Bucovina, are not yet prepared to adopt the European system of standardization in quality (hypothesis -H5).

From the analysis of correlation diagrams presented in Figure 3, it appears that the variables *Quality and safety benefits of tourists (V1)* and *Energy sustainability of the accommodation units (V2)* are directly proportional. Indicators of nonparametric correlation (Kendall's tau_b = 0.560 and Spearman's rho = 0.742 – Appendix. 1) show a clear line guaranteed with a probability of 99% (Sig. Was less than 0.01), but not very strong. Link can be fully validated as both values indicate a undeniable causality, despite the relatively small amount of data analyzed.

Bioclimatic architecture, thermal and acoustic envelope of buildings, the use of heat recovery systems, outdoor lighting and public spaces of the site are genuine sources of competitive advantage, especially for units of Vama (22 to 25 points out of 65 possible) or Casa Baciú from the Fundu Moldovei (28.5 / 65). Mainly for accommodation units previously profiled the unique way to present a tourism supply by highlighting promising results in sustainable sphere is reflected, finally, in the quality of tourism services and charged taxes.

Implementation of modern energy-saving electrical and / or thermal cameras based on card / thermal sensors, obtaining cogeneration or certification units based on energy efficiency can be key elements of a new level of standardization of services.

Pojorîta entrepreneurs were less receptive to leverage conferred valences of energy sustainability in quality management, 2 of 3 hostels obtaining a score below the trend (14 and 15.5 of 65, maximum possible).

At the level of the two pairs of variables *V1 – Quality and safety benefits of tourists* and *V3 – Promotion of local socio-cultural values, encouragement of culture and traditions*, the bond is somewhat weaker, more records distancing themselves from central trend. Of the two types of coefficients only those parameters meet the representative values (Sig <0.05 – Pearson 0.618) (Figure 3). Given that the data used is grafted on ordinal scale, we cannot guarantee the existence of certain statistical interdependencies, but rather an empirical one. The Pearson indicator value suggests a possible connection relatively strong, but the lack of representativeness of nonparametric coefficients (Kendall's tau_b = 0.066 and Spearman's rho = 0.066 – Appendix. 1) suggests that the relationship is not fully validated. Unfavorable results of nonparametric indicators can be explained, however by the small volume of sample analyzed.

From the correlogram analysis we can see a large cluster of city establishments in Pojorîta and significant differences between guesthouses analyzed in other communes. Absolute amplitude (18.5 units) is found in Fundu Moldovei, where values range between 20.5 and 39 of 40 possible points. This situation partially invalidates hypothesis-H1 that considers promoting socio-cultural values, preservation of traditions and customs, encouraging popular culture and local traditions of the area's as strengths. It follows that a positive perception of the quality of tourism services is subject to a greater extent to other factors.

In the case of the three pairs of variables *V4 – Sustainable tourism and marketing policy of the guesthouse* and *V5 – Harmony guesthouse – natural framework and tourism management in protected areas*, the results are comparable to the previous situation, in that parametric indicators are representative values (Sig. <0.05 – Pearson 0.719) but uncorroborated, while nonparametric coefficients were unrepresentative values (Sig.> 0.05, Kendall's tau_b = 0.065 and Spearman's rho = 0.053 – Appendix. 1). Of the four pairs of variables analyzed in this case met one of the highest values of Pearson coefficient, suggesting that we can suspect an agreement pretty intense between marketing mix, sustainable management of protected areas and ecological and aesthetic interest expressed by local entrepreneurs in tourism.

Trips in the Natura 2000 Rarău-Giumalău only at the express request of the tourists, lack of experience or gaps in the mountain guide working with local guides are certified as urgent problems that may find resolution by promoting marketing policies channeled in this direction. With one exception, Bucovina Lodge guesthouse in Vama (18/30 possible points), all units analyzed are deficient in terms of sustainable management, although discussions with local entrepreneurs showed that they realize the usefulness of correlating in a greater extent, their tourism supply with forms of active tourism practiced in the Rarău - Giumalău. Suceava County Tourism is not restrained only to monasteries visits in Bucovina style and hearty meals; it involves more than that; relaxation, urban stress path discharge and outdoor recreation.

Synthesizing the results of the correlation variable *V4 – Sustainable tourism and marketing policy of the guesthouse* with *V3 – Socio-cultural values, encouraging local culture and traditions* (Figure 3) suggests a situation somewhat comparable to the previous (Sig. <0 , 05 – Pearson 0.650, Sig.> 0.05, Kendall's tau_b = 0.385, Spearman's rho 0.549) (Appendix 1). Based on empirical observations, we appreciate that this correlation should be the most intense, but the values obtained were not up to expectations.

Thus results that promoting specific local elements don't capitalizes the most important vectors of marketing, Social Media component (Facebook, WhatsApp, forums, blogs, etc.), online booking sites (Tripadvisor.com, Expedia.com or Booking. com), their presentation sites, travel portals and advertising impressions indirectly, from tourist to tourist.

Also in this case, Vama entrepreneurs are better positioned both in relation to reference points and to the managers of Pojorâta, Fundu Moldovei and Sadova guesthouses; guesthouses Bucovina Lodge (74/90) and Bud Whistle (63.5 / 90).

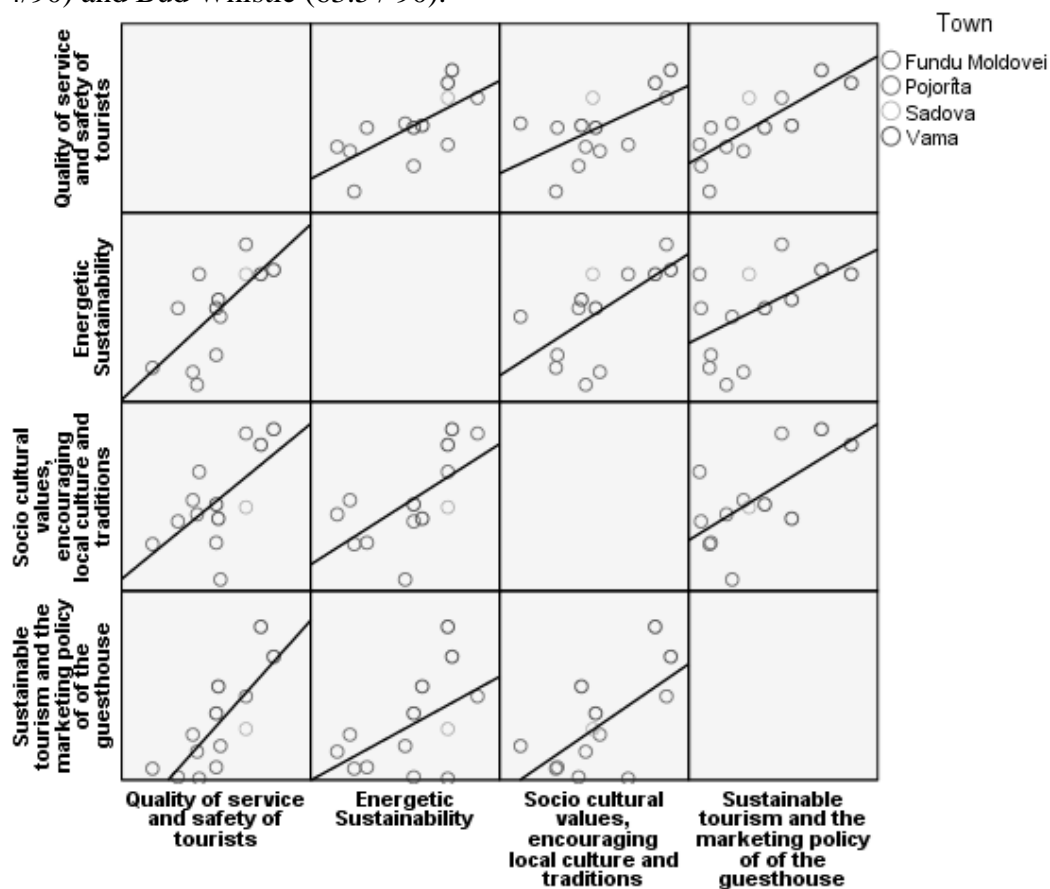


Figure 3: Correlations between main sustainable attributes identified in tourist entrepreneurship in the area Vama – Sadova – Fundu Moldovei – Pojorâta, Bucovina

Source: Authors, based on the research data

The essence of successful professional development and sustainable rural tourism is to articulate the following: urban residents need to find balance through quality tourism, the need for maintenance/preservation of the collective heritage that is the rural area and refferencing to an European set of values (ecologic label) capable of producing a qualitative growth of tourism services. If they achieve to understand this, guesthouse administrators in Bucovina have the chance to evolve from local householders into hosts recognized and appreciated by the professional tourism. Switching from occasional hosts to sustainable rural tourism is only a first step that involves breaking national barriers and prejudices related to multiculturalism.

For rural world, globalization should not involve loss of traditions and environmental degradation, but their preservation through creativity, practicality, and rigor in everything and everywhere.

Supreme value of sustainability in rural entrepreneurship is not built but is acquired, and in this case, family and informal transmission of knowledge play an important role. But above all, the most risky strategy is that the guesthouse to work just as usual.

4. CONCLUSIONS

Following the analyzes it appears that the vast majority of the assumptions made were only partially proved, the results highlighting a number of issues which suggest that local tourism supply has not yet reached maturity stage of entrepreneurship.

One of the inadequacies identified by data processing refers to the way poor business management in rural tourism in Bucovina, while the agro guesthouses in Vama – Sadova – Fundu Moldovei – Pojorîta area are affected by relatively limited ways of leisure, which encouraging transit tourism, seasonality and side effects of post-crisis period.

The insufficiently diversified palette of leisure services of guesthouses makes recreation opportunities for tourists to be without consistency, they being resumed to monasteries tour, winter skiing, horseback riding, carriage rides, short art performances, culinary barbecue and other gourmet local cuisine choices. Although all managers of surveyed guesthouses declare unanimously that the Rarău-Giumalău area is with propensity targeted by tourists, there are very few situations in which they organize thematic tours, guided in the Natura 2000 Site, Rarău-Giumalău. A strategic approach focused on the needs and expectations of tourists, by offering specialized packages, well individualized, which to highlight the natural tourism potential, exceptional in every way, would ensure increased length of stay, at least one day, of tourists in Bucovina. This strategic position involves a small increase, but safe in economic-financial terms, both for tourism establishments and the local community.

From this point of view we believe that the local hosts' perception of tourism in Bucovina is erroneously based on passive tourism (sedentary tourism) – food as much, contemplation and playful activities without intense calorie consumption (table, cards, rummy, walks etc.).

A second problem identified in the present analysis lies in the lack of concern of rural entrepreneurs towards energy sustainability of the tourism facilities. A similar situation occurs in the case of waste management and unrestricted consumption of water. This lack of concern raises in the short term serious questions of how to ensure sustainable development of the area. There is, however, an awareness of the necessity of such a strategic approach with sustainable valence which suggests that environmental protection and preservation of local community values are imperative to the future of rural entrepreneurship in Bucovina.

We must accept the fact that this research presents some limitations. It derives from the small volume of sample, the method of variables measurement (to use an ordinal scale, grading them is difficult in some cases) and lack of local authorities support.

For the immediate future we intend to continue the research, but to extend the analysis to the entire community. Another goal would be to achieve a similar research also for other tourist regions (i.e.

Neamț, Maramureș and Chernivtsi areas) so that, from the data obtained we can achieve a cross-benchmarking analysis.

In the next 10-15 years, small service providers in Bucovina and local tourism entities will have to counteract the aggressive policy of attracting "hyperECOsensitive" tourists segment which is promoted by central-European tour operators (on the background of economic globalization and standardization of tourism markets) and dilution of culture-nature harmony.

For this reason, identifying the current state of tourism sustainability of guesthouses in Vama – Sadova – Fundu Moldovei – Pojorâta, standard area of accommodation with many representative facilities of Bucovina and identifying those levers of development for eco-tourism destination that can give added value must be achieved by reference to a set of values widely accepted and adopted across the European Union – Ecolabel.

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APPENDIX

- V1 - Services quality and tourists safety
- V2 - Energetic sustainability
- V3 - Socio-cultural values and encouragement of local customs and culture
- V4 - Sustainable tourism and marketing policy of guesthouses
- V5 - Harmony guesthouse-natural framework and tourists' management in protected areas

		V1	V2	V3	V4	V5
V1	Pearson Correlation		.694**	.618*	.797**	.663*
	Sig. (2-tailed)		.009	.025	.001	.014
	N		13	13	13	13
V2	Pearson Correlation	.694**		.641*	.522	.421
	Sig. (2-tailed)	.009		.018	.067	.152
	N	13		13	13	13
V3	Pearson Correlation	.618*	.641*		.650*	.538
	Sig. (2-tailed)	.025	.018		.016	.058
	N	13	13		13	13
V4	Pearson Correlation	.797**	.522	.650*		.719**
	Sig. (2-tailed)	.001	.067	.016		.006
	N	13	13	13		13
V5	Pearson Correlation	.663*	.421	.538	.719**	
	Sig. (2-tailed)	.014	.152	.058	.006	
	N	13	13	13	13	

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

Tabel 2: Kendall's tau_b

		V1	V2	V3	V4	V5
V1	Correlation Coefficient		.560**	.390	.597**	.613**
	Sig. (2-tailed)		.009	.066	.005	.005
	N		13	13	13	13
V2	Correlation Coefficient	.560**		.526*	.342	.297
	Sig. (2-tailed)	.009		.014	.110	.173
	N	13		13	13	13
V3	Correlation Coefficient	.390	.526*		.385	.132
	Sig. (2-tailed)	.066	.014		.067	.539
	N	13	13		13	13
V4	Correlation Coefficient	.597**	.342	.385		.395
	Sig. (2-tailed)	.005	.110	.067		.065
	N	13	13	13		13
V5	Correlation Coefficient	.613**	.297	.132	.395	
	Sig. (2-tailed)	.005	.173	.539	.065	
	N	13	13	13	13	

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

Tabel 3: Spearman's rho

		V1	V2	V3	V4	V5
V1	Correlation Coefficient		.742**	.523	.791**	.665*
	Sig. (2-tailed)		.004	.066	.001	.013
	N		13	13	13	13
V2	Correlation Coefficient	.742**		.664*	.501	.484
	Sig. (2-tailed)	.004		.013	.081	.094
	N	13		13	13	13
V3	Correlation Coefficient	.523	.664*		.549	.254
	Sig. (2-tailed)	.066	.013		.052	.402
	N	13	13		13	13
V4	Correlation Coefficient	.791**	.501	.549		.547
	Sig. (2-tailed)	.001	.081	.052		.053
	N	13	13	13		13
V5	Correlation Coefficient	.665*	.484	.254	.547	
	Sig. (2-tailed)	.013	.094	.402	.053	
	N	13	13	13	13	

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).