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Роль системи прийняття рішень з точки зору оцінки розвитку молдовського агротуризму

В останні кілька десятиліть діяльність туризму як на міжнародному, так і на національному рівні стоїть перед багатьма проблемами, що вимагають інноваційних та оптимальних рішень для відродження туризму. Підприємство займає вирішальне місце на національному ринку сільськогосподарського туризму через певний спектр послуг, певну групу партнерських туристичних агентств, певну групу лояльних споживачів та певну політику просування. Ця стаття спирається на розслідування характеристик управління шляхом аналізу та розробки оптимального туристичного портфоліо для підприємства, який працює в конкретній інформаційно-економічній базі. У центрі дослідження - це окремі підприємства, що спеціалізуються на сільських туризмі в археологічному ландшафті Орхеюл Векь.

Відповідно до Закону №. 251 від 04.12.2008 р. Республіки Молдова для охорони, збереження та порятунку сучасного та майбутніх поколінь культурного ландшафту "Оргеюл Вечі" - ансамбль пам'яток історико-культурного та природного ландшафту в річці Раут, мікророзні Требуєв, Бутучень і Мороя з Орхейського району, що має виняткове значення для національної та міжнародної цивілізації, а також історично і науково. Застереження включає в себе наступні культурно-історичні та природні компоненти, з аналітично визначеною областю, використовуючи георефлектовані вектори в стереографічній системі національного проектування: а) Музейний комплекс Орхей-Вечі, який займає центральну область бронювання і має історичний статус бронювання - археологічна, створена відповідно до Рішення №77 Радянських міністрів Молдовської РСР від 15 березня 1968 року; б) ландшафтний заповідник "Требуєні", який займає західний сектор культурного ландшафту і є невід'ємною частиною фонду природно-заповідних територій відповідно до Закону № 1538-ХІІІ від 25 лютого 1998 року про стан заповідників, що охороняються державою; в) лісові масиви, керовані лісовим агентством "Молдсілва"; г) селища Требушень, Бутучень і Мороя; д) сільськогосподарські та пасовищні угіддя, дороги, що належать комуні Требуєні; ф) суміжні галузі з сільськогосподарськими та пасовищними землями, дороги, що належать Іванца, Суслені (Orhei), Holersani (Дубасарський район) і Mașcauți (район Криулень); г). приватні сільськогосподарські землі; h) пансіонати агротуризму та приватні будинки відпочинку.

В результаті дослідження було отримано порівняльні дані про сільський туризм у центральному районі Республіки Молдова за кількома показниками, а також розміри рішень, пов'язаних із оновленням туристичного продукту.

Ключові слова: система прийняття рішень, валорифікація, сільський туризм, Республіка Молдова, управління туризмом.

The role of the decision system from the perspective of the Moldovan rural tourism valorification

In the last few decades, tourism activity at both international and national level is confronted with multiple problems that require innovative and optimal solutions for the revival of tourism. The enterprise occupies a decisive place on the national rural tourism market through a certain range of services, a certain group of partner travel agencies, a certain group of loyal consumers and a certain promotion policy. This article draws on a investigation regarding the management's characteristic by analyzing and developing an optimal tourism portfolio for an enterprise, operating in a concrete informa-

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tional and economic framework. In the center of the investigation are the individual enterprises, specialized in the rural tourism activities in the Orheiul Vechi Archaeological Landscape.

According to the Law no. 251 of 04.12.2008 of the Republic of Moldova for the protection, preservation and salvation of the present and future generations of the cultural landscape "Orheiul Vechi" - an ensemble of historical-cultural and natural-landscape monuments in the river Raut river, the micro zone of the Trebujeni, Butuceni and Moroia from Orhei district, of exceptional value for the national and international civilization, as well as historically and scientifically. The reservation includes the following cultural-historical and natural components, with an analytically determined area, using georeferenced vectors in a stereographic national projection system: a) The Orheiul Vechi Museum Complex, which occupies the central area of the reservation and has historical reservation status - archaeological, constituted in accordance with the Decision no.77 of the Soviet Ministers of the Moldovan SSR of 15 March 1968; b) "Trebujeni" Landscape Reserve, which occupies the western sector of the cultural landscape and is an integral part of the natural protected areas fund under the Law no.1538-XIII of 25 February 1998 on the state of nature reserves protected by the state; c) forest massifs managed by the "Moldsilva" Forestry Agency; d) the villages of Trebujeni, Butuceni and Moroia; e) agricultural and grazing lands, roads owned by Trebujeni commune; f) adjacent sectors with agricultural and grazing lands, roads owned by Ivancea, Susleni (Orhei district), Holercani (Dubasari district) and Mașcăuți (Criuleni district); g). private agricultural land; h) agrotourism boarding houses and private holiday homes.

As result of research has been obtained comparative data on rural tourism in the central area of the Republic of Moldova on several indicators, as well as the dimensions of the decisions risks implementation regarding the renewal of the tourist product.

Keywords: decisional system, valorification, rural tourism, Republic of Moldova, tourism management.

Formulation of the problem. Any managerial decision must meet requirements that the scientific substantiation adopted by the empowered staff be clear and concise in time and at the right time. In the last few decades, tourism activity at both international and national level is confronted with multiple problems that do not require innovative and optimal solutions for the revival of tourism. The Republic of Moldova has a considerable tourist potential, represented by the geomorphologic aspect of the territory - an unusual diversity of landscape reservations or natural landscapes and unique geological monuments of European and world value. Just 60 kilometers from the capital, time seems to have remained in place. As far as your eyes are concerned, see caves, caves, caverns and monks. It seems that all the history of Moldova has gathered in Old Orhei. The history says that the first people settled here 40,000 years ago, and Thracians, Getae, Dacians, and other Gentiles have been passing through.

In a competitive economy, the success of a company depends decisively on the quality of managerial decisions. Together with the development of business information systems, the decision-making process involves a large amount of data and a complex process of analysis and synthesis. The ability to collect, process and analyze the information needed for decision-making exceeds the human capacity with a large margin. In the conditions of intensifying the strategic efforts to capitalize on the local tourism potential, the knowledge of the consumer behavior represents a certain incentive in terms of the reactivity of the management system to current objectives and a better adaptation to the changes of the tourist market.

The rock between Butuceni and Trebujeni villages. The first village is Butuceni. It's a small town with narrow streets, colorful porches and wooden chairs at the gates. Besides, there is also a village called Trebujeni, a village with only a few slums in the Raut's meadow. The two localities are united by the tributary of the Nistru River. The right bank of the river is completely forested; the green area hides today many unique rare plant species. The landscapes of Ivancea, Morova or Râpa Ciobanului, less popular places are of particular interest and are well known by locals. Valley of Raut is especially loved by climbers, due to steep slopes.

This piece of land has an impressive value, archaeological sites dating back to the Paleolithic. It is a visible but hidden destination, as tourists manage to see only a small part of everything that conceals the area. The monasteries here are a rustic architecture, just as the landfill is an original one, created by the Ruth's alluviums. Orheiul Vechi (Old Orhei) is a particular illustration of the limestone landscape of the Moldavian Plateau. This landscape, besides its natural valences, also includes cultural

valences of great significance. Old Orhei is therefore a mixed heritage - cultural and natural heritage. The Old Orhei area has a variety of spectacular ecosystems and landscapes. From a natural point of view, this space maintains a rural aspect created by multiple farmland and wildlife and vegetal life. There is an organic combination of anthropogenic and natural ecosystems, there are massive groves, around which there is a rich wild flora and fauna, with a share of about 11% in the Red Book of Endangered Species in the Republic of Moldova. Orheiul Vechi is a suitable area for sustainable development given the balance between the historical-cultural elements, the ecological and biological aspects and the characteristics of the traditional way of life of the local population. According to UNESCO, Orheiul Vechi is defined primarily as a "cultural landscape", ie a "work of nature and man". As a cultural landscape, Orheiul Vechi represents a perfect combination of natural and anthropic elements, illustrating a continuous evolution of human society and settlements for millennia, in close connection with the geographic environment, domestic, social, economic and cultural relations. The Orheiul Vechi landscape is also characterized as an "organically evolved landscape", resulting from exigencies of social, economic, administrative and religious origin, reaching its present form through association and dialogue with the natural environment.

On a universal basis, Orheiul Vechi is also distinguished by the features of "fossil landscape" and "living landscape". As a fossil landscape, Orheiul Vechi retains geological sediments, multiple karst forms and archaeological vestiges illustrating natural and cultural processes consumed in ancient times but preserving on the current surface of the soil important material materials from an information point of view and fascinating from an aesthetic and landscape point of view. As a living landscape, Orheiul Vechi preserves its active role in relation to the contemporary society, with the traditional way of life.

Tourism transfers its characteristics to the product / service, which is determined both by the components of the circuit and the technology of marketing a tourist product, as well as by the individuality of its consumption process. Under these circumstances, existing literature in the field of economic theory does not provide sufficient tools to address the issue of management and construction of the tourism portfolio, the discussions around the issue highlight the potential difficulties that can be encountered under the conditions of uncertainty specific to rural tourism.

Managers are usually faced with the difficulty of guiding the direction of market movements in order to meet the profit targets for the assets under their management and which impose a certain conservatism often determined by the lack of exertion in the adequate diversification of the offer which by its social requirements is called to carefully preserve and explore natural resources.

Analysis of recent research and publications. The Orheiul Vechi Museum Complex is a system of historical monuments and natural landscapes, located on the meandered promontories formed by the sinuous riverbed of Răut, between the villages of Trebujeni and Butuceni. From the Orheiul Vechi complex there are two gigantic promontories (Cave and Butuceni), joined by three other adjacent promontories (Potarca, Selitra and Scoc) placed in a chain from north to south. Both the fertile soil and the fortified character of the relief have been observed by people from ancient times, people who have always endeavored to use the natural advantages of organizing a peaceful life as long as possible in a certain territory, as it happened at Old Orhei. All these, taken as a whole, determined the permanent character of the human habitat in the Old Orhei region, starting with the prehistoric times and, with some minor interruptions, continuing in the late medieval period until today. The surface of the archaeological complex is extraordinarily small for the large number of natural and architectural monuments directly from history and legend. Sitting at a fixed point on top of the rock promontory, contoured by the ravine meanders, bluntly insinuated on the bottom of the gorge, and contemplating the surrounding skyline, you have the feeling of compressing space and time, bringing invaluable treasures to this mysterious hiding place, to keep them from any distress.

In Dimitrie Cantemir's book entitled "Description of Moldova" we find a small note about "the ruins of an old fair, which the inhabitants call Old Orhei. As it is, it is seen as answering Petrodava from the old Dacia." The author locates this settlement "on the lake shore, in the surrounding woods", the lake is not far from the Orhei fair, "eastwards", where it is also a "beautiful island". Dimitrie Cantemir, in this regard is confusing the geographic localization of the old fair, called "Peștera" on the shores of Răutului near the village of Trebujeni, 15 kilometers away from today's Orhei, to the east, where the traces of a great city can still be seen. Of course, in connection with this fortress, there was also the old church in Butuceni commune. The ravine shore, rocky in general, as it approaches the Dniester becomes so tall and steep that, sometimes even miles away, it is impossible to descend or climb it. Near

Trebujeni, the course of the river sprawls in such a way that it forms a round peninsula, "trapped" only with a narrow strip of earth from the rest of the terrain. The bank of this peninsula is smooth, with a slight slope to the tongue of the earth that connects it to the surroundings. Generally, the level of this piece of land is lower than the level of land around the river. The left bank of Raut, the opposite bank, is so rocky and steep that it forms a natural hedge wall in the form of a semicircle. On this peninsula so well defended can be seen the traces of the city that author Cantemir is talking about. Waves, remains of brick, stone and debris show that here was a big city. There is also the place where the church was, with the cemetery around.

Theoretical Background. In the last decade, tourism has become an extremely dynamic system². Decision-Making in tourism is one of the core factors in the service industry that connects tourists to other actors from tourism market. Any technology able to manage information in an effective way is vital for the tourism sector³. The objective of the investigation was the management's characteristic by analyzing and developing an optimal tourism portfolio for an enterprise, operating in a concrete informational and economic framework. In the center of the investigation are the individual enterprises, specialized in the rural tourism activities in the Orheiul Vechi Archaeological Landscape.

The enterprise occupies a decisive place on the national rural tourism market through a certain range of services, a certain group of partner travel agencies, a certain group of loyal consumers and a certain promotion policy.

A decisive role is played by the decision-making system in solving management problems related to tourism activity. In the practical conditions for many reasons, including the error and the high cost of time of the calculations, the most frequently used method of expertise is to provide each expert with a list of potential simple risks for the project under review and the next rating scale:

- 0-risk is considered non-existent;
- 25-risk with almost zero probability;
- 50-risk non-timed;
- 75- certain risk;
- 100- absolutely certain risk.

Three evaluations can be made on pairs, where the final value of the risk is calculated as a weighted average. In the present study, the risk of implementing a new tourism product for Moldovan rural tourism using the expertise method for the summer season 2018 was assessed. It was based on several criteria: the risks of the company's activity (R1 - rising fuel prices; R2 - the technical condition of the transport fleet; R3 - deficit of circulating means; R4 - unforeseen expenses; R5 - LPA's attitude; R6 - insufficient payroll; R7 - staff qualification

R8 - insolvency of customers; R9 - raising the tax rate; R10 - disagreements with local partners; R11 - partners bad faith; R12 - lack of alternatives; R13 - product design shortcomings), the probability of the risk, the share of risks, the analysis of the consistency of expert opinions.

Presentation of the main research material. In 2018 there are 59 years of Moldovan tourism, being elaborated during 27 years several strategic documents for the sustained development of tourism, as well as editions of the Tourism Law. At present, 6 innovative forms of tourism in the country are promoted: viticulture, balneary, ecological, rural, religious and cultural tourism; including a general tourism promotion guide and 6 guides for promotion on different forms of tourism.

Increasing the economic performance and tourist attractiveness of the Republic of Moldova. It is considered that in order to improve the regional competitiveness and increase the economic performance and the country's attractiveness is needed to reform the tourism industry in the country through 5 areas of intervention⁴: 1. Increased capacity to manage the tourism sector in Moldova; 2. A coherent framework for tourism development; 3. Sectors specific to the tourism industry; 4. Domestic and receptive tourism; 5. Promotion of Moldovan tourism.

It is noted that there are a number of management-marketing issues that prevent the promotion of rural tourism in Moldova, as: few promotional activities of the country and its destinations; foreign

² Farrell B.H, Twining-Ward L. *Reconceptualizing Tourism*. Annals of Tourism Research, 31 (2), (2004, p. 274-295).

³ Baggio R., Caporarello L. *Decision support systems in a Tourism destination: literature survey and model building*, (2005) <https://www.iby.it/turismo/papers/baggio-dss-tourism.pdf>.

⁴ Miron V. *Alternativa la strategia de dezvoltare a turismului in perioada 2013-2020*, (ADTM, 2013).

tourists come from 1/3 of the CIS and 2/3 from EU and US countries; insufficient public sources to promote tourism; few tools applied to attract tourists to Moldova from the regional market and target markets; under 1% of the turnover for commercial tourism advertising; private sources only for commercial advertising; modest participation in specialized tourism exhibitions; lack of the concept of tourism visibility of the country; insufficient thematic guides; and insufficient media coverage of Moldova⁵. The SWOT analysis of the rural tourism sector in the Center area, conducted by the author, demonstrated the distribution of the common issues of Moldovan tourism (Table 1).

Table no. 1.

SWOT Analysis of the Rural Tourism in the Moldovan Center Area

Strengths	Weaknesses
<ul style="list-style-type: none"> -experience in the field of tourism and services; -constant and customer-friendly relations; - good positioning; - high qualification of staff; -the competitive prices. 	<ul style="list-style-type: none"> - poor marketing policy; - the quality of accommodation and domestic excursions; -the quality of partnership relations; - a small number of foreign partners - poor awareness of the benefits of rural tourism by the local population and sometimes local administration
Opportunities	Threats
<ul style="list-style-type: none"> -widening market segments; - attracting investments in the repair and reconstruction of tourist objectives; -reaching the quality of tourist services; - creation of new tourist packages, new tourist services; - expanding the range of tourist goods; -development of the marketing system. 	<ul style="list-style-type: none"> -solid regional competitors (Ukraine, Romania, Bulgaria); - aggressive policy of competitors; - intense changes to the legislative framework; -the emergence of new competitors at lower costs; - strong dependence on demand reduction; - growing customer exigencies.

Source: author's investigations.

The decision-making system from the perspective of exploring rural tourism. In the investigation was evaluated the risk of implementing new tourism products for rural tourism in order to track the possible impact on the quality of the managerial decision to modify the tourism portfolio. Thus, in order to assess the risk of implementing a new rural tourism product for the 2018 summer season in Moldova, we relied on several criteria. The results are presented in the tab.2.

Table no. 2.

Risks of business activity

Risks	Influence on profit	Priority group	Σ Priorities, G	Risk share, W	Experts			Average probability, P	Scoring
					I	II	III		
R1	Decrease Profit	G1	G1	0,133	85	80	80	82	10,91
R2	Increase repair costs	G1		0,133	80	85	75	80	10,64
R3	Reduced profit due to low rotation	G1		0,133	70	75	80	75	9,98
R4	Increasing attracted funds	G1	G2	0,067	70	65	70	68	9,04
R5	Additional charges	G2		0,067	50	45	45	47	3,15
R6	Personnel fluctuation	G2		0,067	40	35	40	38	2,55
R7	Arithmicity of activity	G2		0,067	30	35	40	35	2,35
R8	Profit decrease	G2		0,067	30	35	30	32	2,14
R9	Net profit decrease	G2		0,067	25	30	35	30	2,01
R10	Discipline of terms, sanctions	G3		G3	15	15	15	15	15
R11	Transferred deadlines	G3	0,033		15	10	10	12	0,40
R12	Profit decrease	G3	0,033		10	5	10	8	0,26
R13	Increase of expenses	G3	0,033		5	10	5	7	0,23
	Total			1,0					54,15

Source: author's investigations.

⁵ Ibid.

Thus, the estimated risk of the project risk is 54.15 points, it is found that the level of risk is medium, in terms of the consistency of expert opinion of 12,3 ($160/13 = 12,3$).

Table no. 3.

Analyzing the consistency of expert opinions

Risks	Ai -Bi			Max Ai -Bi
	I	II	III	
R1	5	0	5	5
R2	5	10	5	10
R3	5	5	10	10
R4	10	5	0	10
R5	5	0	5	5
R6	5	5	0	5
R7	5	5	10	10
R8	5	5	0	5
R9	5	5	10	10
R10	0	0	0	0
R11	5	0	5	5
R12	5	5	0	5
R13	5	5	0	5

Source: author's investigations.

Determining the simple risks (per product) is of practical interest also because of the low level of competitiveness of tourism products according to the *quality and price criteria*, especially those for internal programs: excursions/transport, accommodation, meals, etc. Our analysis shows that the reason for this problem is the lack of tourist infrastructure in Moldova, which lacks the tourist product as attractiveness; the risks being generated in turn by each component of competitiveness: quality, applying modern technologies in the development of tourism products, adequate "quality-price" matching, constant demand and qualification of staff.

Based on this, we consider that the Moldovan tourism market will maintain three current directions in business development: the direction of outgoing, incoming and domestic tourism. Practically rural tourism is an unrepresentative field for the domestic tourism market, concentrated in the central area of the country. Risk diversification is possible by maneuvering the directions. There may be variants: 1:1:1; 2:1:1; 2:1:0.5, determined by the economic, demographic and political situation. The lack of one of the current directions will mean the sudden increase of the general risk in the range from 30% to 50%, which is not admissible at least on the basis of the current results of the analysis of the financial indicators in tourism, but it does not ensure constant coverage of inflation rates.

The rate of branch risk is quite stable over the last 2-3 years, the risk of loss of tourism agencies' incomes was reduced to 80% (our study data) due to the concentration and specialization of branch activity, and the risk of income diminished to 67% (our study data). However, we considered that out of 10 well-known rural tourism agents, 8 had problems in obtaining income at the forecasted level, a situation that calls for revision of decisions on changes to product policies and tourism portfolios.

The evaluation of tourism agents' portfolios was performed on the basis of the characteristics of tourism products, which allowed them to assess their level of competitiveness. The results are shown in Table 4.

Orheiul Vechi became the visiting card of Moldova's rural tourism, being the most popular destination for foreign tourists along with wineries. The statistical data show that more than 2000 tourists from the country and abroad visit Orheiul Vechi monthly and in the summer period the number of visitors reaches up to 3000.

Table no. 4.

Evaluation of the competitiveness components of the tourism products

No.	Component of tourism product competitiveness	Share	Value			The value weighted		
			1	2	3	1	2	3
1.	Quality	0,2	6	8	5	1,2	1,6	1,0
2.	Applying modern technologies	0,2	6	8	5	1,2	1,6	1,0
3.	Quality- price ratio	0,2	8	8	4	1,6	1,6	0,8
4.	Constant demand	0,2	6	10	6	1,2	2	1,2
5.	Qualification of staff	0,2	7	10	6	1,4	2	1,2
	Total	1,0	-	-	-	6,6	8,8	5,2

Source: enterprise data.

Conclusions

1. The efficiency and competitiveness of enterprise management is conditioned by the achievement of economic objectives, first of all by identifying the needs and desires of consumers. The assessment of the probability of the moment of risk in the activity of the enterprise, carried out by the method of expertise, allowed the risk classification in the activity of the enterprise, their weighting and the calculation of the general risk level - 54,15 points, as well as the determination of the simple risks (per product) because of the low level of competitiveness of tourist products according to the quality and price criteria, especially those for domestic programs: excursions, tours, rest at resorts, etc. Our analysis shows that the reason for this problem is the lack of tourist infrastructure of Moldova, which lacks the tourist product.

2. We believe that competitiveness depends on the following components: quality; applying modern technologies in the development of tourism products; adequate "quality-price" matching; constant demand; qualification of staff. We believe that the business will maintain these three directions in business development: outgoing, incoming and domestic tourism. Risk diversification is possible by maneuvering the directions. There may be variants such as: 1: 1: 1; 2: 1: 1; 2: 1: 0.5, determined by the economic, demographic, political situation. Depriving the agency of one of the current directions will mean the sudden increase of the general risk within the limits of 30 to 50%, which is not acceptable at least on the basis of the current results of the analysis of the financial indicators, which tend to be in tensile conditions, but not and constantly ensure inflation coverage.

3. The evaluation of the tourism portfolio was performed on the basis of the characteristics of the tourist products offered to the customers or potential customers of the enterprise (quality, application of modern technologies, quality-price, constant demand and qualification of the personnel), thus the value of the competitiveness level of the enterprise is 6,6 above the level of an enterprise from central area (8,8) or local enterprises from Orheiul Vechi (5,2).

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