An Outline on how to Boost the Communication of a Tourist Destination by the European Cultural Capital Program

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This paper is a case study: the town of Sibiu – Transylvania – Romania. There is no doubt that Sibiu area has already gathered the critical mass of its development capable to satisfy the requests of the tourists in order to be considered as a tourist destination according to Gunn’ criterion. A good communication is compulsory to boost a tourist destination for the both major actors: the organizers and the population – the potential tourists.

The program The European Cultural Capital is one of the success stories of EU. Its declared goal seems to be helping the locals to improve their cultural life on long term.

A closer look shows up that its first purpose is in fact to offer an effective example of the advantage to be a part of EU for local people, people of Romania (in our case. And what can advocate better than “touching” the spectaculars improvements in cultural infrastructure and tremendous cultural life in an unknown town somewhere in a newcomer country in EU: Romania, through the town of Sibiu, in our example. And its turning into a tourist destination is validating by mass media, EU’s PR spread information and the direct contact of thousands of tourists and participants with the reality in Luxembourg or Sibiu. But the EU’s financing is only half a million EURO, plus a decisive moral guarantee.

The second purpose might be the “boule de neige” effect among the towns of Romania and the neighbouring countries. Based on Sibiu’s accomplished steps to prepare the town’s infrastructure to host the event, a real competition among the towns in Transylvania - and not only - has started to reach the same standards of the infrastructure. But the financing and the decision was local, as a result of the synergy induced by the implementation of the ECC Program.

Common people of EU have hardly heard about Sibiu before this program. Usually Bucharest is taken for Budapest. Romania’s knowledge about modern tourism was not updated. “Tourism destination”, “country or destination branding”, etc. was not on the top of the list. The contacts with
the EU’s structures and specialists during the preparations for the event have brought the requisite information. And debates have started: first among specialists and involved people, and further on for the large public. The private investments in Sibiu have compelled to clarify the relation within public and private partnership (also a new concept for Romania) and to find tools to avoid the waste of resources and wrong decisions.

The destination has started to communicate with the world and is learning how to improve its capabilities of dialogue. But the world has also begun to communicate with Sibiu, and at the end of the line with Romania, after knowing what it is and who its inhabitants are. And more important, the natives started to talk one another according the nowadays global custom. The European Cultural Capital has boosted the communication of a new discovered tourist destination according to the current global routine.

This paper was intended to be a case study: the town of Sibiu – Transylvania – Romania as the European Cultural Capital 2007 with Luxembourg. I’ve planed to investigate the second of the most significant events my town, and its citizens has experienced the last decades (for the other one I cote the Romanian Revolution – December ’89, when Sibiu has experienced the bloodiest and the strangest days during the last century). My field researches have shown that “Boosting the Communication of a Tourist Destination by the European Cultural Capital Program” is a topic with too large connections, associations and implications. I was therefore obliged to stay on an outline and to carry on my work by further investigations. As a consequence this paper has to be an invitation to join the researches for anyone which can contribute to clear the problems or answer the questions that will arise.

The program The European Cultural Capital is one of the success stories of EU. My first purpose was the “boule de
neige”s effect among the towns of Romania and the neighbouring countries.

The evidence has proven once again that common people of EU have hardly heard about Sibiu before this program. Usually Bucharest is taken for Budapest. I have to enlarge my quest.

There is no doubt that Sibiu area has already gathered the critical mass of its development capable to satisfy the requests of the tourists in order to be considered as a tourist destination according to usual criteria.

I have found out that the destination has started to communicate: the natives started to talk one another, with the world, with Romania. The European Cultural Capital has boosted the communication of a new discovered tourist destination according to the current global routine.

This paper, this outline is destined for my foreign audience but also for my co citizen that might add, complete and conclude the topic (I hope so!). I am obliged to highlight some points that are usual unknown or ignored by EU people as well as by the Romanians that might have a different perceptions of the facts as they are usually used in Western developed countries. 50 years of Cold War and a decade of total isolation of Romania might have put their imprint and still might influence the common understandings.

**Methodology**

I feel methodology to be one of the main difficulty when presenting papers in Western developed countries. The scientific committees and the public want to have certitude that the facts are real, and the investigation and the results will match the standards of “the practices, procedures, and rules used by those who work in a discipline or engage in the inquiry”\(^1\). The scientific method is a body of techniques for investigating phenomena and acquiring new knowledge, as

\(^1\) The American Heritage Dictionary – definition of “methodology”
well as for correcting and integrating previous knowledge. It is based on gathering observable, empirical and measurable evidence subject to specific principles of reasoning, the collection of data through observation and experimentation, and the formulation and testing of hypotheses. Perfectly valid for classical sciences! Our field is people, society, behaviors a.s.o. If the Western developed countries have gathered, during decades enough information and have settled “patterns” that also allow them to compare the present facts with former ones, such a method is rather difficult to be used in the emerging countries or China, i.e. Psychology or the disciplines commonly categorized as social sciences can not rely only on statistics, even if they are available and trustful to be used. “Among the latter, methods of verification and testing of hypotheses may involve less stringent mathematical and statistical interpretations of these elements within the respective disciplines”². And Einstein has added that "knowledge meant proven knowledge - proven either by the power of the intellect or by the evidence of the senses." An example: many Christian Europeans left their home and enrolled themselves to save from the Hell the soles of the savages of the New World; in North America the rule was: “the only one good Indian is the dead one”. The evidence of the facts is ... evident!

To come to the point: during communists, in Central and Eastern European countries the main prove for researchers was the “line of the party” and the statistics. Starting '90 s in all the former communist countries statistics has failed. The first idea was that the figures were useless as they were fitted, as the rulers requested. And the collecting system has lost its power and as a consequence its credibility. New institutions were created to cope with the EU rules. They are far away to function as they must, and not only in Romania. In fact, the Western specialists have started the new statistics for the emerging countries with 1990, the

² Imre Lakatos - The methodology of scientific research programmes Cambridge University Press, 1995
year that was taken as reference during the negotiations to join the EU. 50 years of the history of these countries were thrown away. Even if, the global companies are competing to split and take by privatisation the “actives” that were the subjects of the former statistics! Sometimes the former statistics are actualised: almost all of these countries – according to prestigious economic institutes – will soon attain their GDP level of 1989!

In tourism, during ’70 s Romania was among the first 10 winners in incoming, with 6% of PIB realised by the international tourism. When Ceausescu has realised that he can win more by selling guns, he decided to close the bars and the restaurant at 10 or clock in the evening; and every Western tourist – “capitalists that poisoned the population” – left Romania. And the statistics have shown the process. Going further, the former statistics had to be carefully analyzed. During pick season, the hotels in the main towns were full of foreign tourist: no place for Romanians. There was a system of renting rooms in private houses, which were counted by statistics; the grey and black market was large on this area. We can just estimate it observing that during low season the same hotels were still 90-95% occupied with only a 30% of foreigners; private houses were also used. Nowadays, each new accommodation unit must be authorized by the Tourism Board 60 days prior to open. The National Institute for Statistics receives hardly a part of the reports, and sometimes with some months of delay. And a methodological problem: the Romanian system use to consider as period of operation for camping i.e. 1 April to 31 October, which for Sibiu is far from reality. All data must carefully be checked even today. It is not a surprise that during the European Cultural Capital program in Sibiu the number of tourists, according to the official statistic has hardly slowly increased, even if, it if obvious that there are plenty of tourists in the town and the hotels are full. Last argument: the pensions in Romania – according the statistics – are occupied 17% in medium per year. Counting only the
weekend, without summer and winter holidays 52 x 2 weekend days: 365 days = 28,5%!

I have pointed out a field that need a careful attention and which need further and deeper researches.

When carrying on a field research we cannot rely only on statistics when investigating tourism, culture or social phenomena. The Western developed countries have created and grown sophisticated, additional and complimentary means such as questionnaires, inquiring, etc. and the credit cards and the electronic data bases. And, in time, they enjoyed a large accumulation of such works, easy to reach and use. They were known also in Romania, but less used; or more precisely unknown for the public or civil researchers. After ’90 population get used with the polls for elections. The big retail companies made also marketing researches including field inquiring. Almost all these data are not reachable by researchers. You can imagine what can do someone who wants to investigate the effects of events, or shows upon the populations who take part. The costs to organize a “classic” information collection in Western style are prohibitive. If the event is not investigated when it runs there will be no other chance. There are several options:

“The findings are based on research using the main methods of document search, survey questionnaires and interviews. The quality of data from cities and respondents varied considerably. Based on the Commission’s terms of reference, the study focuses on factual information when it was available and analysis reflects the views of respondents...”3

“The main part of this study consisted of visitor surveys held at a number of events during 2001. The aim of these surveys was to establish a visitor profile and to examine the motivations, activities, attitudes and expenditure of people attending the events. In addition to

3 PALMER/RAE ASSOCIATES - European Cities and Capitals of Culture, Study Prepared for the European Commission, 2004, pag 16
measuring the economic spin-off of the event, an important objective was to examine the image that visitors had of Rotterdam, and to evaluate whether the event had had any effect on that image. 

I have not thought at these aspects when I have started my work. Face the reality, my option is to draw an outline and to indicate each time the facts – proven by the evidence of the senses – which I rely on, when stating. Asking people I have received always a positive answer that I have had to check every time by the question: “and the tourists (the others) what have said about?” as Romanians use to take their perceptions as valid for everyone else. Further researches, are needed; and the system must be organized in order to collect data that could be compared with that one used in Western developed countries. Not only in Romania! Think at China. You might say why I haven’t taken just a small part that I could handle? I feel that I need to know how the body is functioning to be able to learn the part. And, now, we need a system working: an “inventory” might be useful.

Particular notices about Sibiu

In order to introduce you Sibiu I have put a tourist offer as Annex 1. It is an old one as it focuses on monuments, places a.s.o. and not on local life, on experiences that might be lived. Meantime the local tourism has learnt about experience tourism. More about Sibiu you can find on www.sibiu.ro or www.cpsibiu.ro the official sites of the town and the county. On www.sibiu2007.ro you have the European Cultural Capital Program. We recommend also – there are now dozens of valuable sites – www.sibiunet.ro that was the first site for tourism made by a FHARE CERT program.

There are some ideas that I want to point out, as personal views, that might help to understand Sibiu;
- I have always considered that there are two “towns” under the name “Sibiu”: the Saxon town with red medieval walls, because of the colour of the bricks they were made of, or because of the blood lost trying to conquer it – a town of craftsmen and merchants very rich during Middle Age; and the “town” with green “walls” of woods, the villages in the neighbourhoods, in the mountains, known as “Marginimea Sibiului”, the “town” of Romanian sheep owners that mastered hundreds of herds from Crimea to Greece and Slovakia. The first were the producers, the second the supply area and the main market. Being rich they have to live together and avoid confrontations, getting use with multiculturalism, multinational, multi confessional. It is not by hazard that the first institutions of Romanians of Transylvania were located in Sibiu. The Academia Saxorum – a kind of European Parliament before the letter - of the seven Saxon districts and the powerful ASTRA society for the development of Romanian culture were located here. Later on, a beneficent concurrence has developed between the two main populations. After 1989, the majority of the Saxons have left the town for Germany, for the regret of Romanians that have realized that something valuable was lost.
- Sibiu - and the surroundings were early connected to the Western European values. Have a look on the pseudo-Guinness book on Annexe 1. You’ll find the story of a European city, even if, being at the periphery, was ignored until the last decades when the Westerns have discover their roots on the area. That has put an imprint on the locals’ behaviour, which was envied and has marginalized the town during the communists, mainly during Ceausescu. A certain attitude not necessarily against, but different, “updated”, brought to the local cultural life several “exceptions” in communist Romania.
- Sibiu was and still is the main training centre for the Romanian army. Half of the N.C.O and the officers are students at the Military Academy in Sibiu. During the WW
Sibiu was an open town and have not suffered directly. I consider that this is the reason that almost all the main visits of foreign officials have stopped here and are still visiting Sibiu. That might be also the reason that a consulate of Germany was opened in Sibiu and not in an other Saxon town of Transylvania.

- after ’90, during the new democracy, Sibiu was right orientated, as political preferences, not necessarily against the communists. Unfortunately, during the ninth decade no Lord Mayor enjoys a majority into the Local Council and the rivalries has blocked any action. In 2000, when Sibiu population become indifferent, a new candidate for Mayor House has taken the votes: Klaus Johannis, the candidate of FDGR (The Democratic Forum of Germans of Romania). In my opinion, it was again a vote “against”, activated by the respect for Saxons. He neither enjoyed the majority. But he and his team have won it, by using particular punctual programs. A specific task obliged the Local Council to pronounce itself, to approve it. Four years later, faced with the results, Johannis realised a score of near 90%. That has put himself into the uncomfortable position to be a “wise Ruler” and has turned the Local Council into an “approve” machine. And everyday, more and more touchable actions boost the support for him.

- The economy of Sibiu relied on industry. The turn back to capitalism reorganized it. The labour force was high qualified in spite of huge losses: Saxons, Romanians left West soon after the Revolution. Services had good traditions: a whole quarter (Dumbravii) was built by pensioners from Army and banks. The most important buyers were the Military Academy and nowadays the University “Lucian Blaga” that counts 25,000 students. Tourism was large developed, the lack of hotels in Sibiu adjusting the number of tours of Romania; it is usual to find on the streets someone speaking English, German, French or Spanish. The unemployment was the nightmare of Romanians during late nineties. Romania has lost between 2.5 to 4 million of workers. Sibiu was not an exception. Some Romanian economists started to predict
early twenties the shortage of labour force; Sibiu was among the first town to confront with: not only because it was and still is a promise land for people around, or from East or South Romania, that keep immigration high, but also by starting the industrial park near Sibiu, a lasted project pushed by Johannis by building its utilities.

- a new challenge has shown up: how to cover the lake of labour shortage. The experience of US and Western Europe – and soon Central Europe – shows that only the immigration was practically used. The problems that might issue are known. Romania has started to follow the same route. As long as I know there is no plan from where to “import” people, how to naturalize them, no management of integration and for the education of the locals to face the new situation. Sibiu is multicultural, multiethnic, multi confessional; the future request a much flexible psychology and attitude, still to be planed and managed. Sibiu might be one of the bridges for Romania: some particular situations can be already quoted.

These ideas might be criticized by people of Sibiu. I consider them important for the intimate development of nowadays life and, for, during and after the European Cultural Capital Program.

About the tourist destination concept in Romania

During 1998 I have approached the university life. I was surprised to find out that the manuals were not very different as those I have learnt as student. At least in economics. Even the translated books were 10 years old. There was very few information about the new global economy, few points of view comparing with the multitude ones existing on Western circles. For tourism, I have met the syntagm “tourist destination” in Rob Davidson “Tourism” in 1992. The meaning was strange comparing with what we have understood in Romania by “The tourist arrangement of the territory”, during and long after the communists. That process belongs to the mass economy, far away in the past. I
was familiar with the topic of “tourist destination” since 1994 having talking and disputing in Bled during WATA Annual Conference about the option to turn Central Europe (the formal Habsbugic area) into an alternative tourist destination in Europe. I have pleaded for domestic tourism, as the heart of the process; I had to learn and use the meaning of the words.

I have added in Annexe 2 some considerations about the new economy and the nature of the nowadays tourism. Some few words about my meanings further on:

Gunn (1994) define the tourist destination, from a space point of view, as a geographical area that has a critical mass of development that can satisfy the objectives of the tourist. The main elements of a tourism destination are natural resources, accessible transportation, attractive services, promotion and information.

In order to sell a tourist destination some specialized structures have occurred: the DMCs (Destination management companies or ground handlers). According to Rob Davidson and Beulah Cope (2003) DMCs are key intermediaries whose strength lies in their extensive and detailed knowledge of the destination where the meeting events is to be held.

Terms such as “building, organizing, managing a tourist destination” are not used since a very long time. I state that there are two capital types of their meaning:

1. the first one: organizing leisure and recreation for the local community and at the same time also for tourists that visit it.

2. the second one: developing the international tourist arrivals. Tourism is not for poor countries, like the people of Somalia or Bangladesh i.e. Such countries might earn money from tourism mainly by using “tourism destination” for international tourism.

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I have pointed out these, as, talking with Romanians, involved or not in tourism I have received every time the reply: “sure, Sibiu is a tourist destination”, but when asking them to explain, their meaning was far from this technical one.

We shall try to see if Sibiu has become a tourist destination and how its management is working.

**The European Cultural Capital Program – Sibiu 2007**

Designed to "contribute to bringing the peoples of Europe together", the European City of Culture project was launched, at the initiative of Melina Mercouri, by the Council of Ministers on 13 June 1985.

It has become ever more popular with the citizens of Europe and has seen its cultural and socio-economic influence grow through the many visitors it has attracted. The European Cities of Culture have been chosen until 2004, on an intergovernmental basis; the Member States unanimously selected cities worthy of hosting the event, and the European Commission awarded a grant each year to the city selected.

For the time being, the European Capitals of Culture are designated each year by the Council of Ministers of the EU, on the basis of the view of a selection panel comprising seven prominent independent members, each of them experts in the culture sector.

The selection procedure is laid down in Decision 1419/1999/CE amended by Decision 649/2005/CE. This Decision sets out a chronological list of Member States entitling them to host the event in turn. It defines as well the criteria the cities have to comply with to be designated as European Capital of Culture.

There have been 31 Cities of Culture to date (2004 NN). Nine cities shared the title in 2000 and for 2001, 2002 and 2004 two cities were designed to share the title.

Since the publication of the 1994 study on European Cities of Culture and Cultural Months, reports of the event
have been compiled only on the initiative of individual cities themselves. Such reports are inconsistent, and many remain unpublished. It is therefore timely and useful that the European Commission commissioned a study on the European Cities and Capitals of Culture to Palmer/Rae Associates, Brussels that were use as a good information source in Sibiu too. The objectives of the study were as follows:

1. To document past European Cities and Capitals of Culture, focusing in particular on the following aspects:
   i. Organisation of the event (structures, responsibilities, staffing)
   ii. Financing (public funding, sponsoring, other sources)
   iii. Cultural impacts, to include:
      a. Content and organisation of the cultural programme
      b. European dimension
      c. Effects on the cultural life of the city, surrounding region and country (if relevant)
   iv. Economic Impacts
   v. Visitor/Tourism Impacts
   vi. Social Impacts
   vii. Cooperation between cities when two or more cities organised the event simultaneously
   viii. Other issues as appropriate

2. To make observations on the effects of variations between cities, in relation to aspects listed above
3. To offer a factual analysis of the Capital of Culture events based on documented information

2. The study presents findings in a manner to be of value to the European Commission as well as other EU institutions, to future cities when undertaking preparations for the Capital of Culture event, and to researchers, journalists and others interested in European Capitals of Culture and related topics.
3. The study also offers a basis for future policy-making in the field.\(^6\)

I have tried to approach as much as possible the same structure. Any time when my findings were incomplete or methodological insufficient I have pointed out that further researches must follow.

Quoting the organizers:
“Sibiu 2007 represents a once-in-a-generation opportunity for a Romanian city to host the European Capital of Culture designation.

Sibiu/Hermannstadt as European Capital of Culture in 2007 aims at opening gates through which the city’s rich cultural landscape and diverse life will meet that of Europe.

The Ministries of Culture from Luxembourg and Romania agreed in 2000 to cooperate in the cultural field and the cooperation engagement was renewed in 2002 and 2004 and enriched with the agreement of sharing the role of European Capital of Culture in 2007.

This that the partnership between Luxembourg and Sibiu/Hermannstadt has a profound basis not only in the history but also in the present.

The theme chosen by Sibiu/Hermannstadt – “City of Culture-City of Cultures” - matches very well the ones of Luxembourg – “Europe of the Future” and “Discovering Yourself – Discovering Others”\(^7\).

As well as recognising the city's existing cultural excellence, 'Sibiu European Capital of Culture 2007' is designed to encourage the City of Sibiu to develop and innovate through cultural action.

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\(^6\) PALMER/RAE ASSOCIATES - European Cities and Capitals of Culture, Study Prepared for the European Commission, 2004. The study was wildly studied in Sibiu since 2004. It was included as bibliography for courses of the Faculty of Economic Studies. But the structures involved were awake of the findings of the report that allowed them to take advantage of the acquired experience.

\(^7\) www.sibiu2007.ro
The Programme is designed to promote cultural cooperation and to celebrate the European destiny of Sibiu, through a cultural programme with European dimension and significance. 'Sibiu European Capital of Culture 2007' will offer opportunities for social inclusion and cohesion, business, education, tourism, heritage and urban regeneration at every level. The Programme puts culture at the heart of city life and seeks inspiration to drive it forward. After few rounds of public meetings and debates, the representatives of the local actors decided to form an NGO which will be entrusted with the organization of Sibiu/Hermannstadt 2007.

The Juridical Department of the Municipality undertook the first steps towards establishing a non-lucrative association named “Association Sibiu/Hermannstadt European Capital of Culture 2007” and registering it in a court of law according to Romanian laws. The operations of the Association will be internally and externally audited. The Management Board of the Association Sibiu/Hermannstadt European Capital of Culture 2007 is entitled to take the decisions regarding the organization of the European Capital of Culture Sibiu/Hermannstadt 2007.

The budget at the disposal of the Sibiu 2007 Association has been put in place so far by Sibiu Town Hall and Romanian Government.

Before going on, we have to answer a question:

Why they have chosen Sibiu?

This is a pertinent question and the answer might relieve the way of thinking of those implied into this decision, which were the strong points, than the weak ones and more, the conclusions might serve for further applications. An appeal for projects for 2007 – 2013 is already opened at http://ec.europa.eu/culture/eac/index_en.html, and for this period finance is crucial to continue the program.
Theoretically, it might not be a problem to draw a list with a couple of dozens of officials from EU and send them a questionnaire. It takes time, as information is split among people involved, and soon, after the end of the program, will be practical impossible to find it. There is still time to write the list, to have the addresses for the evaluation!

There are some reasons usually admitted:
- Sibiu was the second town, the first was Luxembourg. Luxembourg was a European Cultural Capital in 1995 too. As the first on the list, its choice was imposed. Why Luxembourg has chosen Sibiu. There are some reasons: “after”, when people from Luxembourg came with aids, they have spoken using their dialect with locals of a neighbourhood of Sibiu, whose ancestors, some centuries ago come as colonists. A sort of “refinding the lost brother”! And the story has started...
- the story has multiplied with Deventer (Holland) and the surroundings, with Vienna, Germany etc. That might brought sympathy and support when decided the second town and the winners.
- after ’89 there were a lot of contacts with EU. People of Sibiu, travelling or settled in EU, (quite different of the Gipsies that were Romania’s image at the time). People of EU countries on official, unofficial or private visits in Sibiu, where they have found normal citizen, with an interesting and similar life. The German Consulate might play the role of a guarantee.
- Sibiu enjoyed a long tradition and organized plenty of events – Jazz Festival, Folk Festival, Pottery Fear, Theatre Festival, Film Festival etc. etc. and had a usual tourism. Many traditions similar with what visitors are used too.
- I add also an important element: the foreign visitors have found a society much similar to their; we have to bear in mind that the Western Europeans or the Americans of European origin do not use to change their behaviours: they have imposed all over the world their values and the societies that come in touch with them had to change accordingly. Otherwise they fail to be treated as savages, as
former “barbarians”. Starting January 1990 the civil society has grown fast in Sibiu. Associations and organisations, independent and almost private have practically exploded. The two main churches: Orthodox and specially Evangelic have come back to their role. Meantime, in Romania the state system was still powerful. Visitors of EU have found in Sibiu, beside their history and roots, also the same society that made them feel like home and turned them as being a part. Add the medieval environment, the habitude of local people, and their use to host. And you might find the reason way, in a Balkan country, in Transylvania they have found something of their immemorial spirit.

- We have not to forget that for EU a program is a tool of management, finally a business. Palmer Report has pointed out significant information that has opened my mind and has given me the idea of this research. EU European Cultural Capital Program is a performing one. EU just put a drop (1.19% = EU founding) and get the splendour of a “tempest” (98.81% = Total income)\(^8\). When the selection of candidates was done, the Eastern wave was ready to join EU and for 2007 the first two Orthodox countries were expected to follow. A successful example was well come. And looking around, in Romania and in Bulgaria too, Sibiu enjoys a unique position as I have shown before. And Luxembourg was the main town, ready to share its experience, acquired during its first nomination.

I am supposed to prove all these. Methodologically, it is theoretical possible, but practical is too costly. My considerations might be real: further researches might validate them, if they will be taken into consideration.

\(^8\) PALMER/RAE ASSOCIATES - European Cities and Capitals of Culture, Study Prepared for the European Commission, 2004. pag 167
Sibiu 2007 European Cultural Capital

I shall briefly refer on the program, budget and program management. I have collected my info until August. A detailed research will be done for sure when all will be ended (an evaluation must be done for the EU in order to get its funds). Any way, I have to underline the necessity that organisers and researchers must start today to collect data from the visitors and the real life, from the participants. After the events they will have only the archives, no “test” of the shows.

The program:

The official objectives of the Programme:
* Raising the international profile of Sibiu
* Long term cultural development
* Attracting international visitors
* Enhancing feelings of pride and self-confidence
* Growing and expanding the local audience for culture
* Improving social cohesion and creating an economic downstream
* Improving cultural and non cultural infrastructure
* Developing relationships with other European cities/regions and promoting European cultural cooperation
* Promoting creativity and innovation

are similar with those chosen by other former Cultural Capitals, as stated by Palmer Report.

A slow nuance was added by the Sibiu Mayor in August in local newspapers when saying:
* to offer a fine year to people of Sibiu
* to make Sibiu better knows
* to increase significantly the number of tourists
* to consolidate the cultural institutions and to extend the existing events
* to improve our capacity of management, mainly the cultural one
You can already notice the graceful movement from the application form requirements to the conclusions based on results.

Sibiu 2007 has followed nearly the same rules as the other towns and Luxemburg. It has settled 9 sections in order to cover the whole spectrum of the culture:
- architecture, urban installations
- visual arts
- the shows’ arts
- video, movies, multimedia
- literature, publications
- music
- mobility, conferences, researches
- patrimony
- interdisciplinary
- others

Rules were established and made public for operators that wanted to participate, to organize events or ask for financial support (see www.sibiu2007.ro). The Sibiu 2007 Association has had troubles to handle the process and to realise an equilibrium in order to have diversity. As long as I remember there were no major complaints except ASTRA Museum, mainly critics of the decisions of the Ministry of Culture. The allocations of complimentary funds offered by the County Council were more contested. At least as they were reflected by mass media. Keeping the balance, 2007 Sibiu Association (whose president is the Mayor Klaus Johannis) has arrived to approve and finance near 1500 events, some a tradition in Sibiu, some new or incidentally.

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The programs organized with Luxembourg enjoyed a special attention. A lot of space was allocated for the events organised by former citizen of Sibiu living now abroad. It seems to be made in purpose in order to reinforce the ties with people in Diaspora and in this manner to increase Sibiu’s exposure abroad.

Much more details on this subject can be found on sibiu2007 site and a detailed analyze will be made after the events. There is a special group of events that must be mentioned: “imported” events, in majority of national interest that were dislocated in Sibiu in 2007 to enrich the program but also to take advantage of the mass media international free promotion: I just quote the UNITER Awards Gala (for theatre), the MTV Awards Romania, George Enescu Festival or Bucharest Romania Opera show. Much more comments have raised events performed by an international cooperation like Milan Scala Orchestra or Vienna Opera, when people of Sibiu hardly arrive to get a ticket because of the large reservations made for guests and lobbyists, mainly from Bucharest.

We can nominate a distinct category of events: popular ones, free entrance either on the Tent or on the streets. The participation was large and the involvement complete, even if the public of Sibiu is a very conservative one and hard to catch. The result was amplified by the fact that the main street and the two central squares were turned into huge open restaurants that attract plenty of public.

As Sibiu is short in cultural locations as closed halls that can be used during rain, or large rooms or halls to host

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<tr>
<th>Month</th>
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<tr>
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<td>December</td>
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* not final yet
a large number of spectators a lot of “unconventional” spaces were promoted, and so, adequate shows or events.

A detailed research on events must be carried on in order to establish which of the new ones must be promoted. Unfortunately there was made no methodological, trustful investigations to allow a comparative evaluation. The results will rely only on future deciders. Even local media have allowed few spaces for such a large number of events and they have presented only the great or distinguished ones. The evaluation’s maps, requested by Sibiu 2007 Association prove always that the event was gorgeous.

**The budget:**

It is a subject that will be detailed analyzed in the future. I want to border on the widespread part of the financing of Sibiu 2007.

According to the official records the budget of Sibiu 2007 European Cultural Capital is of 21,404,200 EURO. This is the amount handled by Sibiu 2007 Association. It comes: 3,654,200 EURO from the Romanian Ministry of Culture, 16 millions EURO from the Local (Sibiu) Council and 1.750,000 EURO from Sibiu 2007 Association as administration and staff expenses. The EU will contribute with 0.5 million EURO at the end, after having the results of the program evaluation. In fact this money is the part dedicated to organize the events. If a little bit more than 1% will be financed by EU I am interested on the other 99%. Mathematically we stay now on 2.3% to 97.7%.

If we stay only on the objectives stated by the program, like the rehabilitation of cultural infrastructure, I shall cote only ASTRA Library, Gong Theatre, Astra Museum\(^\text{10}\) and the information centres of the list of investment made in the town Sibiu by the Sibiu County Council with 6.4 millions of EURO. We can add Thalia

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\(^{10}\) Due to their importance they are administrate by the County Council, not the Local one
Theatres finished last year that took so much money that nobody wants to remember. You have to add also the funds for normal activity that are important too. Important events are financially helped by the local public authorities by Public Private Partnership or as they are their own bodies: The County Council has allocated for 22 events (Carl Filsch Piano Festival, Gypsies festival, Folk Festivals etc.) 0.74 millions of EURO\textsuperscript{11}. A closer look will find a similar situation by the Local Council.

The promotion budget of the Local Council (the Mayor House) and the county Council are not dedicated to Sibiu 2007 event. But only the AJTS (The Association for Tourism of Sibiu County) has spent during the first semester of 2007 33,000 EURO to participate to 8 international fairs were the main subject was compulsory Sibiu2007. We have to add the transfers made for the traditional events as International Theatre Festival, ASTRA Film Fest, Jazz Festival etc. and the amount will increase substantially. What is more surprising is the high degree of self financing of local main events by sponsorship, sells, media cooperation. I could not have a total amount, even approximated, as anyone was busy with the next event.

There still is a large part of direct funding: the national sources for national level events i.e. 1.4 million plus 0.28 million allocated by the government and the Ministry of Culture for the Ecumenical Meeting in September – as declared my the ministry of culture.

It is rather uncertain we can have a total amount in next months, even if this is a compulsory operation, if the Sibiu community wants to carry on the events for the next year. This year’s events were prepared since 2005! I suppose I can say that the collateral funding has at least doubled the budget of Sibiu 2007 Association.

This was the small pie. And we have already found out that Sibiu 2007 meant a stronger effort of the local community in funding the chance EU has offered.

\textsuperscript{11} For the time being the RON was turn into EURO as 1 EURO = 3,3 RON
Romanians have a strange obsession: what Europe will say about us, about our facts? Or better formulated: we have to “face”, to be at “standard” when meeting Europe, or strangers. Last major renovation of the medieval part of the town (old of 8 centuries) was in 1968-1970. Since then, practically nothing was repaired, even the maintenance works ceased during the last decades. But Sibiu has to be dignified for such a trial as being the Cultural Capital of Europe...with Luxemburg! That has turned into a challenge. When Mayor Johannis has realize he can use this opportunity; huge works to rehabilitate and to modernize the town have started. And in Saxons manner: to last! Only one figure will give you the level: 135 millions only for investments in 2007 Sibiu budget. People that have visited the town some years ago will not recognized it. Natural, this money was not allocated for Sibiu 2007 event, but without these works there would be no scenery! We might add the international airport with 55 millions. And 5 hotels of 3 - 5 * that is near 1,000 beds, plus pensions, restaurants etc. etc.

We need a total for historical records, but also to create a data basis for further marketing plans. Someone must allocate the funds to carry on this work.

**The management:**

Management is vital for such big operations. There was no practise, no precedent in Sibiu or Romania, no events literature or special training available nearby. Luxemburg has already experienced such an event but the habitudes and mentality of Sibiu population was different. Several visits – criticized at the time – of officials of Sibiu abroad and foreign delegation in Sibiu, having as main purpose the Cultural Capital Program have gathered a minimum of information. It is the mayor that has imposed finally the principles.

First one: to avoid any political involvement. In Romania, Romanians, more than other people worry about political influence. The experience of the first decade of democracy in Sibiu made locals more susceptible. The
Mayor’s FDGR is a small organisation and has no influence in Bucharest where the funds are allocated. Total neutrality might be the key for success.

Second: clear separation of the Program of the daily activity of the local power structures. An NGO: the “Association Sibiu/Hermannstadt European Capital of Culture 2007” was registered where the main institutions and local personalities join together and the Ministry of Culture delegate. To enable quickly communication with local authorities the Mayor was elected as president. The Mayor is also the leader of FDGR that enjoy the majority in the County Council and several local councils in Sibiu County that helps!

Third: the executive work was conferred to employees hired by the Sibiu 2007 Association under the direction of a manager that is also the secretary of Sibiu 2007 Association.

The principle was to leave the carrying on of the projects to the cultural operators (the events applicants and organizers). The Sibiu 2007 Association staff should hang on only on major activities: selection of the projects, supervision of the contracts, surveillance of the events and final evaluation for last payment. The rule of EU was applied: full grand is paid at the end of the events, if and when the contract requests were fulfilled. To keep control on the activity – but also because of lake of qualified or trained persons – the team was as small as possible; around a dozen by now. The start was difficult (the ATLAS Winter University project has to face it in January) because of lake of experience and because Romania just joined the EU and new rules were applied i.e. public electronic auctions using EU system, for services, eTickets, etc.

1400 events, among which we can count the International Theatre Festival with over 2,000 participants that had to be accommodated, lead, assisted etc. or Vienna Opera etc. suppose a lot of work, very diversified, asking for various skills, and large amounts of money that must be observed. The events funded or organised by the Ministry of Culture was the task of the Sibiu Council for Culture and the
events funded or organised by the Local Council was the task of the House of Culture of the Town of Sibiu. The direct management and the proceedings of every event were the task of the two bodies.

In this way, any political involvement was avoided, the information flew quickly and real, the money are double controlled and checked and paid only on results, the power spited. After the hesitation of the beginning a weekly meeting of Sibiu 2007 Association on each Tuesday play the role of the headquarter of the program, and information and decisions are spread in due time.

I have also to point out the management efforts made by each cultural operator, the rules that were established and imposed by experience; some of them will be mentioned above.

Additional help has come from several directions. Once Palmer Report made public, during 2004 – 2006 17 graduation’s thesis were drown up only by the students of Economics Faculty, and conference were introduced into curricula and attended by 1,700 students each year. This is only an example on how the local forces have added their expertise, information and efforts for the program.

As the project must go on the next years, I find compulsory to carry on researches on management system now, as long as the project is running and “actors” are present, in order to valorise the collected experience and identify the problems to avoid and draw a new system for further developments.

The results:

I have not analyzed the results of the European Cultural Capital. This is the subject of the evaluation of EU. I have tried to outline the “boule de neige” effect of the program and the collateral incidents as close as possible to the Palmer Report. The goal is to argue if Sibiu is a tourist destination and how this program has boosted it, if so.
Infrastructure:

One of the main objectives of the European Cultural Capital was the rehabilitation and the development of the cultural infrastructure. The same for Sibiu.

Sibiu enjoys one of the largest medieval areas of Europe. The cultural facilities were (and are) wide, well fitted and in function. I.e. there are several museums, three of them of national importance. Brukenthal Museum was opened 3 years before Louvre. In ’70 s all of them were well organised for tourism as a collection of artefacts. Late ’70 s, as an exception, ASTRA Museum (former Museum of Popular Technique – “an homage for man’s brain and hand”) has already turn into “experiences” space: an inn was moved in, at the entrance tourists could see movies with all technical installation working, artisans performed in situ etc. It was a prove of the quality of local cultural people. Since ’70 no rehabilitation was made, even maintenance was an unsolved problem.

In 1968 the former region Brasov has spited into counties. Sibiu County was a kind of “elephants’ cemetery” for Brasov communist nomenclatura. It was the time of huge town development in Romania. The new Sibiu leaders need nothing: no stadium, no sports hall, no theatre and no public building as they already existed. They made few requests for new investments. Except the Cultural House of Labour Union, compulsory in every town! No one thought for future!

In ’90 s the infrastructure of Sibiu was in a critical position: the medieval areas near to ruin, the public buildings too, no new collections, no large hall for performances, under financing. In 1990 the first big business of the new power was to sell the apartments in the block of flats. After a couple of years reinforcement works were necessary. The majority of the streets were not asphalted.

In the same time, large quarters of private houses have kept the standard. And many cultural events have managed with the existing facilities.
This was not a problem of the Mayor, of the Local Council or local parties. It concerned the whole population. There was no leading force in spite of the votes “against” of the population. The civil society was awaked: to choose (or designate) the town as Cultural Capital was easy; to find the forces to carry on the task it was much more difficult. A lucky time has come. Johannis’s team has started with two projects that lasted for years: the bridge across Cibin River and the bridge over the railways. No one could stay against. They added water supply rehabilitation (critical problem for the town) and the facilities for the Industrial Park. Those have brought jobs and prosperity when people of Romania looked to find a job abroad. And votes 4 years later, near 90%!

The rehabilitation of the cultural units was compulsory. The only one problem was to find the money, as in majority they belonged to local authorities. The local administrations have to boost the cultural facilities at international and global level: lucky, there were local people to do it! How they have found the money? I am still waiting the memories of Johannis! And those of the cultural managers too, as, in order to over cross the lake of facilities they have substituted them by “unconventional” areas; and the shows went on! New units were built: Thalia Hall, ASTRA New Library, etc. and all were rehabilitated and modernised in order to fit the new living cultural spaces.

There still remains a hole! The streets: the medieval area and the Sibiu’s quarters. Sibiu has no ring: 24,000 vehicles transit the town daylily, 16,000 trucks. Try to be a house’s wall for a day or too, or the owner! The “vote machine” – the new local council – started working; and the local architects and the civil society too. According to my information, the main effort focus on the central area and the medieval area in surrounds, in order to have the environment for the Cultural Capital. The former renovation has relied on walls. The new one focused on changing the facilities (water supping, canalisation etc. which is a more expensive work when the walls are 2 m large and 7 hundreds
years old), and on getting underground the lines and to rehabilitate "the ambient". Inside, as private properties, the owners bear the responsibility. And they were persuaded, convinced, helped. A new furnishing concept has arisen. And "experiences" could be lived in the old town of Sibiu!

Sibiu quarters have to pay for central area. But they need restoration too, not only the transit streets. Where to find money for? The political choose has paid off. Or the chance to be designated as Cultural Capital? Or the local civil society active’s existence! Any way! BERD has approved several loans, a sort of premiere in Romania. I quote two of them: one of 15 million and one of 10 million EURO: the first one to REMADE some of the main streets and squares and the second one for 3 groups of 36 streets in the quarters: changing facilities, underground the lines, new asphaltic cover, etc. Not too expensive? That is 15 EURO per year per inhabited for 10 years, or 49 EURO per year per working inhabitant for 10 years. It seams reasonable! According to Local Council data the total loans are 1.09 % of the local budget. And the town have a European look, and is an adequate place for enjoying the Cultural Capital events. Methodologically, I have to prove it to you. For people living in Sibiu is common sense!

The population of the town have not waited the Mayor to work for them. There were new building even before. People of Sibiu use to be more discrete, and has avoided exhibiting themselves, as used in other areas of Romania. Walking on the streets, on the neighbourhoods, during my documentation I have found, for my pleasant surprise, a new town: each house, on each street shows a new image: either it was modernised, a new garden or at least new colours. I know for sure that there was no campaign or obligation on the matter. I have no evidence that it is a consequence of the European Cultural Capital program, but the change is simultaneous. It is a new STAND!

Last, but not the least! The town of Brasov has started to rebuilt its medieval centre early ’90 s. There were no follow up. The first marry-go-round has raised many
debates in Sibiu 6 years ago. Now you can find them all round Transylvania. That can not be a consequence of the globalisation: the funding was local! The large exposing on Romanian media of the preparations of Sibiu for the great event might give the idea.

To summarise: the investment in rehabilitation and new cultural facilities is only a drop compared with the ones made to build a better place to leave and visit.

**Social perspective:**

This is a sensitive subject: we have to settle what we put on it. We can not follow Palmer Report ideas, even the EU requests as the local environment is quite particular. The social impact is a vast question since almost all programme outcomes can be seen in social terms. Even the promotion of tourism or the creation of jobs, both common aims will be felt in the social fabric of the city.

We can not focus on minorities problems as this is not a hot subject in Sibiu. The town is the head quarter of the King and the Emperor of Gypsies all over the world. As long as the civic rules are observed – and they are – any one can proclaim himself as he wants and can be recognized by anyone who wants to. That means not that there is no problem, but it is commonly handled by all involved parts.

There are poor people in Sibiu. There is plenty to do for them. The access to the events is open to anyone; there are also enough free entrances. This subject will be analyzed during evaluation and further researches.

Unfortunately we have not the tools and the “accumulations” - the archives of regular field investigations - to can compare the evaluations. And even during this program no attention was paid to it, no application was submitted on that regard. All I can tell are just “stories”, my collected information and my conclusions I have reached based on them. I am in the same position as Adam Smith or David Ricardo (I keep the proportions!) when approaching this subject. I hope that financing will be found to start.
More, the feelings of my interviewers were so different that it is hard to make an average. As a common perception I can quote that people of Sibiu are proud of living in the city and hosting the event; I have to mention my observation that local people “stand” more vertically, with reserved proud. And much more “happy”. I have to approach the subject as during the ATLAS Winter University, in January, a group of students has chosen as a characterizing colour for local people the “grey”, motivated by the observations made during some days that the majority of the by-passers were looking to the ground. We have discussed the subject not only in our university but also during official or unofficial meetings. It was winter, cold, but... Meantime, the main street and the two central squares host 25 terraces with near 2,000 sitting places. The streets are full of people enjoying their free time. You ca easily note the tourists for the locals; all together share the pleasure to be here.

I also noticed that Romanians have become more envy, sometimes jealously about people of Sibiu, not on a bad manner but begrudging the fact of living here and being selected.

Obvious, I have no scientific evidence. My foreign readers will not believe my saying, but people of Sibiu will find it as normal by common sense.

A special mention must be dedicated to people living the central area. Almost everyday, during daylight, but mainly during evening, sometimes all weekends, until midnight have to support the noise of the crowds and of the shows. And fire works! Since March at least! No complaints.

**Communication, promotion and media response:**

It is an other sensitive subject in spite that one of the main goals is to increase Sibiu and Romania exposure. I have found no organised records and no methodological evidences according to Western standards. The direct perception of local authorities and people involve, even
people on the streets will definitely affirm that Sibiu is now well known and the relations made are large and Romania - as a country - is more known and has improved its image. How can I prove it?

The Mayor Johannis has a special gift for good communication. I have to mention the communication inside the Mayor House. A new management and a open communication has facilitated that the large number of staff has a clear vision on what is going on and are able to explain to others.

A special attention enjoys the communication with people of Sibiu. The main way was to talk directly with people involved or concerned. Comparing with the former leaders, before or after ’89, Jahannis performs an open approach, a “Saxon” organisation that allows people to get simple and unrestricted access to information. The management system stimulates communication between the members and keeps in the same time the decision on one hand. Any one can have an initiative – the Mayor even use to ask for a good legal solution – and once it was adopted the one who proposed will be in charge to carry it on.

The main idea of people working in mayor House or Sibiu 2007 Association is that they are public staff and their task is to assure the success of the events they are involved to. More, they all know that they are handle public money and there for they have to pay special attention.

There are several bodies that are in charge with the communication about Cultural Capital. Each of them on its competence: the press office of the Mayor will handle the information as the Mayor House speaker; the 2007 Sibiu Association will handle them as the body in charge with the program; the County Council press office as the county administrator; the cultural operator as the organizers a.s.o. In spite of such many sources, the information is pertinent and unitary as the management system checks it at least once a week and makes necessary corrections. Any one involved was “educated” to act free and hospitably with any one, including mass media. Everyday, the press office of the
Mayor draw up a press review using around 25 newspapers. It is also true that there is little info from abroad; at least systematically collected.

The main source of news and means of promotion are the foreign visitors, official or not, that have easily access to anyone involved in the program, including the Mayor. The visits abroad are also used to promote Sibiu. For my regret I have found no “tangible” source. When asking how they can prove the opinion of their guest the reply is “I was there and I heard and saw”.

We can see an explosion of good Internet sites presenting, even life, the events and the town.

The organised promotion action will be analysed during evaluation; the same observation that that time will be no way to check the specific effect. Only the whole image!

**Tourism perspective:**

In a recent interview (August 2007) the Mayor Johannis has declared that he was disappointed by tourism leaders as there is too much amateurism and no sectorial politic (management). He also pointed out that anyone can see that Sibiu is assaulted by tourists, many from abroad. And it is true. What show the official statistics?

Number of tourists in accommodation units during the first semester: 2006 = 60197; 2007 = 75545 that is 125.5%

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In Sibiu there are near 2000 places in classified accommodation units, majority hotels. When analysing the data we have found out that the average occupancy is near 40% per year. Verifying by alternative sources I have concluded that the whole system must be checked. A further research will be organised.

The main problem since 1989 was to have detailed information about the tourism facilities in Sibiu. Several programs were carried on by Trier University, CHF International, AJTS, and other structures. We are in the same position. Even if several associations and structure are active on tourism field no one can have a “big picture” detailed.

When talking with actors in local tourism I realised they know the meaning of “tourism destination” and are aware they have to conjugate their efforts. But there is no public consciousness about, no motif to act. The tourism operators act selfish, on daily perspective. As long as there is a lack of offer (starting with accommodation) and enough demand to allow them reasonable profits, they have no intention to invest to organise the management of the tourist destination. The information desks (much more present and active as in other part of Romania) play between getting and offering information and supplying reservation of tourist services.

When 2007 approached, some years before there was an intensive work to find and organize a brand for the town?, for the county?, for the region? During 2005 - 2006 CHF International (USAID) has developed a program and brought American experts to get things starting. Ile et Villain, GTZ etc. has carried on similar projects. No results till now; and now, the big event on, not a word on the subject.

Local business men have detected the future opportunities. Several hotels have opened or are ready to get stating next months. Former 2* Bulevard Hotel turned into 4* Continental Forum, Continental will be a 3* Ibiss, the new 4* Ramada, a 5* Palace and 5 more hotels. Several pensions have opened and there are other authorizations to build some more. By September Sibiu will approach 4,000 places.
The future is MICE tourism. The first expat has come in Sibiu in Ramada. Finally the Mayor will realize that he is the only one person that can ask the hotels owners and managers to join. And Sibiu needs a DMC quickly. Almost of Romanian travel agencies are allowed to work both as tour operator and detailer. Eurohost Group, the only one tour operator, still waits the reconstruction of transport infrastructure to connect Sibiu and Romania with its other divisions: Austria, Check Republic, Hungary, Bulgaria. It has encouraged the participation to international fears as long as no offer was available on the market knowing that the clients that could not have a place might be its future one. Since 2006 Sibiu was hosted in the national stand but as a distinct presence. That has imposed a new presentation level for the whole stand. And starting 2007 the presence to international fairs was accompanied by large promoting campaigns that have boosted the impact on visitors and partners. Unfortunately, the travel agencies present to fairs have not prepared offers at nowadays standards. In fact, the main problem of Romanian tourism is the online payment and reservation. Romanian Banks have not joined the online payment international system and no hotel of Romania (except the brands) can be listed on international online reservation sites.

Sibiu 2007 has exploded the restaurants business. Some dozen of small pubs and clubs have flourished. Just to mention the main street and the two squares where 25 terraces offer near 2,000 places. During summertime, downtown is full of people. Wintertime will look different.

Since 1985 there was penury of promotion materials all over Romania. Sibiu 2007 has solved the problem: plenty of guides, maps, books, postcards and souvenirs. In order to keep a standard of quality but to avoid direct command, Sibiu 2007 Association has allowed the right to use its logo only after a prior evaluation of the products or services offered by the interested ventures.
And there is a missing piece: the guide, the qualified and professional guide to join his tourists on the same EXPERIENCE, unique for each of them.

**Conclusions:**

As far as we are, the European Cultural Capital Program Sibiu 2007 is a success and has the opportunity to be closed well.

The “boule de neige” effect is large and Sibiu has take advantage of it to get a new face. Large investments have completely changed not only the facilities for culture but the whole town.

Sibiu has a good image and starts to be known. Romania has also improved its image through this program. The process must be continued to keep what was won and go further.

The communication was improved inside the town as well as with people of Romania or foreigners mainly by mass media and tourists.

Sibiu has all necessary elements to be a tourist destination. It felts the knowledge and the unity of tourism operators to be sold as a brand. It still has to wait to valorise its whole potential because of lake of infrastructure in the country, especially for transportation that cut its connections.

Organized and methodological researches in the field of tourism are compulsory and urgent.
Annexe 1

**SIBIU / HERMANNSTADT**

The county located "in the heart" of the country is called Sibiu / Hermannstadt, named after its capital, the town of Sibiu / Hermannstadt.

Founded upon a neolithic settlement, on the ruins of the ancient Roman city of Caedonia, whose traces are still preserved, the town was mentioned in documents as far back as the 12th century, under the name of Cibinium. When the German colonists ("Transylvanian Saxons") came to Transylvania, in the 12th century, they found the Romanian population organized in specific political forms. The "Transylvanian Saxons" called the settlement Hermannsdorf, then Hermannstadt, and the Romanians called it Sibiu / Hermannstadt – a name reminding of the original "Cibinium".

In the 14th century Sibiu / Hermannstadt was a flourishing trade center. Documents of the year 1376 mention the existence of 19 guilds (associations), whose members practiced 25 crafts. They carried on active commercial relationships with the Romanian States to the east and south of the Carpathian Mountains, even though Turkish invasions hindered them at times.

Enjoying the economic power of its guilds, Sibiu / Hermannstadt played an important part in Transylvania's culture.

Sibiu / Hermannstadt became the political center of the Transylvanian Saxons, where the "Academia Saxorum", the parliament of the 7 Saxon fortresses was elected. The council in Sibiu / Hermannstadt had the privilege and the power to judge and decide over life and death, the king himself not being able to change its decision. Thus, Sibiu / Hermannstadt became the most important economic power in Transylvania, its "cultural capital", even its political capital for a short period of time. The town with
brick walls, red with blood, was actually never conquered. In time it became the aristocratic town of Romania and later a thorn in the side of the Communist Ruler. They forced it gradually into decadence.

"Marginimea Sibiu / Hermannstadt-lui", the neighbouring villages around Sibiu / Hermannstadt, is an area which dared to resist cooperativization, building with its forests a second defence wall around the city. It is a very rich area, renowned for its numerous herds of sheep from the Volga to Albania through, Slovakia, Switzerland and Yugoslavia. Together these two forces, the Saxons in the towns and the Romanians in the villages withheld the repeated attempts of the Communists to extinguish a culture which had resisted over centuries. Sibiu / Hermannstadt continued to be the host of many cultural events, renowned for the yearly Jazz Festival, The International Photography exhibition, The National Pottery Fair etc.

The museums constitute an important national patrimony, the most famous being the Brukenthal Museum which opened in 1790 (3 years earlier than the Louvre). The Museum of Romanian Rural Technology is the second in size in the world. And also the old town which was built between 1200 and 1400 and still preserves a medieval atmosphere. It is a place were the youth of Old Europe mingles with the exuberance of a University town.

**TOWN HIGHLIGHTS**

1. - The historical area: the largest preserved medieval area, comparable with Prague.
2. - the Brukenthal Palace named after Samuel Brukenthal, Governor of Transylvania in the late 18th century who gathered a large collection of printings, antiquities and rare books. The building sheltering the museum is an architectural monument in the Austrian-baroque style. It is situated on
the western side of.
3. - "the Large Square", in the centre of the medieval Sibiu. The buildings on the southern side of the square have also been declared "architectural monuments" and preserved their medieval characteristics.
4. – The tower of the Town Hall - "Turnul Sfatului" - was built during the 13th -14th centuries. It owes its name to the building next of it, which was the first town hall of Sibiu.
5. – The Parochial Catholic Church, built between 1726 and 1738 in a baroque style, with classical features.
6. - "The Small Square" surrounded by buildings belonging, to a great extent, to the Gothic epoch and protected as medieval architectural monuments.
7. - The Fingerling stairway - "Pasajul Scarilor" also an interesting sight, linking the "upper town" and the "Goldsmiths' Square". The old district with its narrow picturesque streets, bearing the seal of by-gone times, deeply impress the visitor.
8. - The Parochial Evanghelical Church, built during the 14th and 15th centuries, on the place of a Roman basilica dating from the 12th century. This monument combines, for the first time on Romanian territory, the archaic basilica with a mature Gothic work.
9. - The old Town Hall was built in the 15th century, in the Gothic style. In its courtyard there is a gallery leading to a small tower with a chapel and a weapon room. In the tower there is a little bell, called "the bell of the poor sinners", as it used to be tolled only when a person sentenced to death was taken to the execution place.
10. – The Orthodox Cathedral on the Metropolitan Street ("Strada Mitropoliei") was built in 1906, on the model of the St. Sofia Cathedral in Constantinople.
11. – The Museum of Romanian Rural Technology exhibits old artifacts, testimonials to the past. There are few monuments in the world dedicated to the brain and the hands which created the tools to master nature. Technical installations of various kinds, from gold mines, windmills, workshops to home distilleries etc. extend over an area of
40 ha. Over 200 authentic peasant households from all areas of the country bear witness to the techniques used in the Middle Ages. Everything is set amidst the forest which surrounds a beautiful lake. It is a piece of heaven. You'll regret that you must leave. An original inn is open for reserved lunch or dinner.

TOURS STARTING FROM SIBIU / HÉRMANNSTADT

SIGHTSEEING TOUR OF THE TOWN

First Part: walking through the Old Town: Starting from Hotel Boulevard, crossing Astra Park (Luther Hospital, the Astra Library and Museum, the school for deaf-and-dumb children, the former monastery and Confirmation Church - today the Student's Cultural House). Continuing along Metropolitan Street - the Orthodox Cathedral, the Post Office and the National Bank. Stop at the wall: excellent view over the Old Town: the Parochial Evangelical (church, downtown, the bastions). Passing the Puppet Theatre, Art School, up and along the Old Town Hall (today History Museum), Fingerling Stairway - Pasajul Scarilor (the present and the past, arm in arm, go up and down these stairs, built in the 13th century). The Old Tower and the Evangelical Church. "Podul Minciunilor" (called the bridge of the liars because in former days lovers used to make promises here of eternal love.) The "Little Square" (the house of the butchers, the Pharmacy Museum, the archway). Passing under the old Town Tower (Turnul Sfatului) to the "Large Square" (Academiae Saxorum, the Catholic Church, the Jesuit Gymnasium, the School for Trade and Administration of the Saxons, the Nun School, the private post to Paltinis, the Brukenthal Museum, the Blue House, The Roman Emperor Hotel). Free time for visiting the museum and shopping on Balcescu Street.

The second part: by coach: the defence walls of the fortress - Noica Street - V. Aron, Dumbrava Street, Stadium,
Alder Tree Park, residential quarters - visit of the Museum of Romanian Rural Technology.

**SIBIU - CISNADIE - CISNADIOARA - SIBIU**

**CISNADIE - CISNADIOARA:**
A few kilometres from Sibiu, hidden among huge forests, the two towns were built by Saxon colonists in order to help protect Sibiu from invasions. Actually both towns were meant to be secret defence citadels. Being skilled craftsman the inhabitants made the best use of the raw materials which could be found in this region: wool, wood, stone etc.

**Tour's highlights:**
- the fortified church of Cisnadie dating from the 13th century; a “strange” stone as that of a church near Luxemburg. Half there, half here?
- the machine made oriental carpets;
- the cherry - tree orchards;
- the citadel of Cisnadioara;
- the picturesque landscape;
- the quaternary limestone.

Optional: climbing the hill of Cisnadioara to the medieval citadel (13th century).

**Details regarding the program:**

taking the South exit from Cisnadie the road passes by the town cemetery were Romanians, Saxons, Hungarians, Gypsies, Catholics, Orthodox, Jews etc. are buried side by side since the Middle Ages. Nearby is the military school for dog training. Both were bombed with missiles during the 1989 Revolution in search for terrorists.Just before entering Cisnadie you can enjoy a beautiful sight of the town from the hills (don't forget to turn on the warning lights). The guide explains a few details about the history of the town of the textile workers: carpets, silk, fabrics, the female majority etc. visit to the fortified church. Typical elements: the first lightning rod in this part of the world, the wire being shaped as a real lightning; the secret treasury; the stairs to the tower; the old school.
- the cherry and apple trees orchards on the way to Cisnadioara.
stop for snapshots from the hill over the village and the citadel.  
- stop at the exit of the village for a panoramic view.  
- the road back to Sibiu leads through the forest which shelters the quaternary limestone hiding maritime fossils (on the right side of the road). Returning to Sibiu by the West entrance you pass by the Museum of Folk Civilisation. You can go in for refreshment at Domar's, a private little restaurant on 82 Cisnadie Street.  
Optional:  
visit the citadel on the top of the hill (3/4 h walk) or visit the Village Museum.  

SIBIU - SLIMNIC - COPSA MICA - MEDIAS – BIERTAN  
This is the route the Transylvanian Saxons took to their ecclesiastical centre in Biertan in the Middle Ages. The same way leads to the former communist "hell" in Copsa Mica.  
SLIMNIC: a medieval fortress, a wealthy fortified Saxon church opened and closed the way to the agricultural area of the Saxons in Northern Transylvania.  
Optional:  
DUMBRAVENI: may be the largest Armenian church of Transylvania  
BIERTAN: the former ecclesiastical centre of the Saxons (which later moved to Sibiu) preserves a splendid cathedral – fortress in a typical German style, famous also for its wine cellars with a large supply of exquisite wines; tasting the local.  
COPSA MICA: the so-called "hell" of communist industrialisation, maybe the most polluted area in Romania. The rich methane deposits favoured the development of industrial giants for producing sulphuric acid, chlorides and carbon black. It has sediment in thick layers on houses, on trees and in the "lungs" of the population.  
MEDIAS: Lying on the Tirnava rivers, the former medieval capital still preserves old buildings from past ages. But today it has become an important industrial centre well known for products such as: China, glassware, window panes, enamel
ware, fabrics, and trailers and, a typical Romanian paradox, the Sibiu Salami.
Afterwards: SIGHISOARA and TG. MURES

**SIBIU - CIRTA - BILEA - SIMBATA**

**CIRTA:** A Saxon village preserving the ruins of the Cistercians monastery of the Temples' Order. A testimony to the fierce battles that were fought between the West and the East at the border of these worlds separated by the Fagaras Mountains in the Carpathian Chain.

**BILEA:** also called "the Romanian Alps" one of the favourite places of Ceausescu. He ordered that a road be built over the high mountains at 2000 m which cost thousands of lives (The Transfagarasan - Ceausecu Road). The hunting chalet on the bank of the Bilea Lake was his hunting residence. Here he used to shoot chamois that were protected by law even at that time. Visiting and photographing His and Her room followed by a lunch - in Dracula's style.

**SIMBATA:** The old Orthodox monastery was built by the Wallachian King Brincoveanu, as refuge in war times. Nevertheless all his family was killed by the Turks. The monastery was recently rebuilt. Nearby is the famous Simbata farm breeding "Hutuli" race horses.

**Details regarding the program:**
leaving Sibiu the road leads over Bradu Hill and through Radu Mamii's forest.

at Avrig (optional): the summer palace of Brukenthal. Native town of Gheorghe Lazar, the first modern Romanian teacher.

**Porumbac** a village with a large Gypsy population gives you the opportunity to get more familiar with their way of life, political life, ethncial structure, "naturalisation" etc. and their King and Emperor who are presently living in Sibiu; waiting for their Padishah!

**Cirta:** the Cistercians Monastery with its typical architecture, the parochial house, the strategic position during the Middle Ages.

**Bilea:** passing through Cirtisoara you will find interesting details about the Romanian immigration to the US between
the two WW. Stop for taking snapshots of the Orthodox Church. Following the road you get to Bilea Cascada (Fall). You can reach Bilea Lake by cable car or driving up the Transfagarasan Road. Here you can climb up the mountain peaks and then rest at Ceausescu's hunting chalet and enjoy "Dracula" 's soft drink (tomato juice, vodka, tzuica, gin, pepper, salt, and a snack peasant bread, cold dishes, garlic, onions).

In summer time you can descend the road on the other side of the mountain to Curtea de Arges.  
**Simbata**: visit of the monastery. (For a visit to the race horse farm a prior arrangement is necessary).  

**SIBIU - CRISTIAN - SIBIEL - SIBIU**

**CRISTIAN:**  
This road was used to transport salt from the mines of Ocna Sibiului to Mures, Tisa, Budapest, Vienna, and Rome as well as trading westwards from Sibiu. The Saxons who colonised in Transylvania created several villages. The most attractive of them is CRISTIAN, still preserving the traits of the Saxon Medieval village.

**SIBIEL:**  
The legend says that, the Dachian King had hidden a treasure in the area of Sibiul after the Roman conquest. This treasure was found in the houses of the habitants consisting of a wide collection of icons painted on glass. It is the second in number in the world. Sibiel preserves the typical characteristics of the Romanian traditional old village of the south Transylvanian mountains.  

**TOUR HIGHLIGHTS:**  
*the opportunity to see and compare a Romanian and a Saxon village, both keeping the atmosphere of the late Middle Ages.  
*the fortified church in Cristian.  
*architecture of the Saxon villages.  
*the architecture of the Romanian villages in the "Marginimea Sibiului"
*the church and monastery in Sibiel, with their valuable collections of icons painted on glass, the cemetery, the mysterious Cumane Cross.
*the peasant houses with their specific interiors invite inside. Optional: Saliste - Tilisca - Poiana - Jina - Apold – Sibiel.

**Details regarding the program:**
the first village in the tour is Cristian. Details regarding colonisation, the Saxon Village Administration, consequences of the immigration of the Saxons.
stop at the church (before and after the bridge) for taking snapshots of the architecture (legend about the storks).
visit of the church.
genuine elements: double row of walls, the entrance tower on the South, the secret flight of stairs inside, the vertical defence system.
then: through Orlat to SIBIEL
details on Marginimea Sibiului.
the legend of Decebal's treasure
stop at the church, the mystery of the Cumane Cross.
the collection of icons painted on glass: Byzantine influences, major themes (St. George, Saint Nicola, the Dinner, Mother Maria etc), dominant colours and graphic styles in different schools and area - to insist on the theme of "God's blood" and the wine and Burebista.
then the church and the cemetery: were peasants and the great historian and academician Otetea are buried in the same native earth.
Optional:
**Saliste:** formerly an important Romanian political centre in Transylvania (details regarding the form of village administration, relationships with the Saxon Authority, the school and the printing house).
**Tilisca:** the Dachian mint: the first money counterfeiters in history.
**Poiana – Jina:** the highest situated villages, colonisation in the South and the institution of the frontier guards, the first tourism association in the world, the folklore festival on the top of the mountain in Jina.
visit to a peasant household: a light peasant dish.
the road from Saliste to Jina leads through a marvellous countryside but it is advisable to drive only terrain vehicles.
**Apold**: Vineyard area where Dacia Cognac and Champagne are produced.

**SIBIU - PALTINIS**

**PALTINIS** (Hohe Rinne) celebrated its 100th anniversary on 10 June 1994. Built by the SKV (Siebenburgischer Karpatenverein) Paltinis is the highest resort (Kurort) in Romania. At that time it already had a daily "omnibus" line, a private post-office, electricity supply, and connection to the telephone network, a medical house and also accommodation facilities for tourists in a public chalet.

**HIGHLIGHTS:**

- the fresh mountain air rich in ozone (the second in concentration in the country) indicated for stress and cough therapies,
- the forests and the alpine pastures an ideal world for walking and tracking,
- the Cibinium Gorges,
- the resort itself, an example regarding the present "transition" and reconstruction of a touristic resort,
- the silence, hospitality, natural drinking water and the local special dishes.

**ROUTE:**

From Sibiu:
- Rasinari - Curmatura - sightseeing spots Poplaca, Valar - Paltinis.

From Paltinis:
- walking and tracking
- going up the Oncesti Peak by cable car
- Oncesti Clearing - Gitul Berbecului
- Aleea Dorul Clujului (called the :"Path of Longing for Cluj" by the students who sought refuge in Sibiu during the German occupation) - the Cibinium Gorges – the Cindrelul Peak

Details regarding the program starting from Sibiu we pass by the Museum of Folk Civilisation
stop before leaving the Dumbrava forest with a great view over Rasinari for photographing - then crossing the so-called "varzarie" - a region which provides the town with fresh vegetables.

**RASINARI:**

is one of the richest villages in the "Marginimea Sibiului", the native village of Octavian Goga, Emil Cioran and other famous Romanian intellectuals.

passing trough the village: halt after the tram stop, before the bridge for taking snapshots.

photographing from the bus: Cultural House, Village Hall, Village Medical House.

**OBJECTIVES:**

"The Village Museum" a "replay" to the Saxon Village Museums in Cisnadioara which exhibits household items donated by the locals and a valuable collection of historical documents.

The Octavian Goga Museum - one of the most popular Romanian poets, much discussed and temporarily interdicted because of his partaking in the first Pro - German Government during the 1930. On the way to Paltinis: the present road was built in 1971 taking the place of the second road which winded up the Steaza Valley, the first road being on the other side of the mountain passing through Christian - Cheile Cibinului. Routes for walking and tracking.

stop for taking snapshots a view over Poplaca at km 12 and a view over the Oncesti Peak at km 21

further, the road winds up over the alpine pastures with sheepfolds and huts where the hay is stored.

**PALTINIS:**

The 70 ha of forests shelter:

3 one star hotels (of 70, 60, 150 places in double rooms with shower) ("Cindrelul" – former Romanian Communist Party hotel, Casa Turistilor - Military sanatorium before WW II and Oncesti)

the Paltinis Chalet next to the ski track

further 5 chalets 1* and a restaurant in the old part of the resort- the main square of the resort
other 17 villas 1* scattered here and there in the forest and a small convent just before the resort. Visit to the convent recently modernised shelters the grave of Constantin Noica (1 1/2 hours). Filming is allowed. Visit to the Constantin Noica Memorial House, one of the great Romanian philosophers who decided to stay in Romania to write philosophy and create a philosophic school (called the School of Paltinis) ONLY with prior request.. Tour of the resort: Casa Turistilor - old road - Police Station - back through the forest – passing by the villas - villa no. 20 - Casa Turistilor. (3/4 hour) The Oncesti Peak: by cable - An excellent opportunity to take snapshots of the splendid panorama of Transylvania. From the foot of the ski track – excursion to the relay - back through the "Milk Pot" to Hotel Cindrelul. (2 hours). The Oncesti Clearing: by cable to the top of the mountain - then following the cross country ski track to the clearing - the descending side of the cross country ski track to the winding road that leads to the Paltinis Chalet (4 hours)

Gitul Berbecului: an excellent hunting area (stags, wild boars, bears). The waters of the Sadu river were used by the Thread Factory in Talmaci as well as the Beer Factory in Sadu and for the transport of wood. Between WW I and WW II there were built several Water Power Stations along the river. On the barrage Sadu I lies the Gitul Berbecului Chalet. optional: lunch - picnic pre-prepared dishes USD 8.00. For hunting opportunities fax to us: Mountain Racing: The country road which crosses this area is one of the tests in the Danube Car Race. The road leads to the South to Voineasa and the path on the verge of the mountains to Novaci. (on request) The Cibinium Gorges: following the Aleea Dorului path through the forest – descent to the gorges. Return on the road or tracking to the Fintinele Chalet. (1 day) The Cindrelul Peak: - the highest peak and also the central motive in the local folklore – a 1 day trip - check up to date information in the resort.
Vlad Tepes, the King of Walachia who stemmed from the feudal family of Draculesti is the real historic personage behind the legend of Dracula. He was nicknamed Dracula (which is the Romanian correspondent for devil) on account of the ruthless punishments he inflicted on traitors, thieves and enemies. The first to mention his name was a Saxon from Sibiu who had witnessed and afterwards written down the punishment of some inhabitants from Sibiu who had dared help the enemy against "Vlad Tepes of Draculesti". The manuscript was discovered by Carl Joung who wrote the book that made Dracula famous and thrilled the ladies. At Poienari, on a single peak, was the citadel where Vlad Tepes used to hide his conquered treasures. The church in Curtea de Arges is a masterpiece of Romanian architecture and shelters the graves of the last Romanian Kings. In Cozia you will then have the opportunity to meet with the history of the very first of Walachia Kings.

Details regarding the program:

We cross the tunnel at Bilea Lake at 2000 m height and stop at the other end to enjoy the gorgeous view over the Southern Carpathians. Then we descend to Lake Vidraru and the hydroelectric power station. You won't miss the opportunity to take some marvellous snapshots.

Poienari: 1001 small steps cut in stone lead to the citadel where the treasure of Valachia was hidden: an eagle's nest. It is said to have been Dracula's last refuge and it served as the model for Jules Verne's story "The Castle of the Carpathian". Ceausescu used to hunt at Bilea! Optional with Bilea: picnic lunch.

Curtea de Arges, resembles an embroidery in stone. The legend of the master mason Manole represents another view on Icarus' sacrifice. The church shelters the graves of the Hohenzoller Royal Family.
Following the road we leave Rimnicu Vilcea on the right and reach Calimanesti, a resort in the communist style: empty "silos", but also famous for the sulphurous mineral water springs very efficient in the therapy of digestive diseases. **Cozia**: the monastery houses the grave of Mircea the Old, King of Wallachia, who fought the Turks and conquered all the territory up to the Black Sea. He finally signed a peace treaty to the advantage of the Wallachians. He was the uncle of Vlad Tepes (Dracula) but in ways and manner his positive opposite.

Back to Sibiu.

**PSEUDO GUINESS BOOK**

- After the Roman conquest of Dacia in 106, a Dacian „mint” in Tilisca, a village next to Sibiu, already coined Roman Dinars. We might say, they were the first native counterfeiters in this field.
- The Tatar invaders in 1241 left only 100 survivors behind.
- Gradually the medieval city strengthened its defence walls; thus, its 5 bastions and 39 defence's tower made it the most powerful fortress in Transylvania in the 14th century.
- In the time stretch between 1432 and 1436 the fortress had to face several besieges by the Turkish troops under the lead of Murad II, the conqueror of Constantinople. Nevertheless, the inhabitants withheld all the attacks.
- In 1292 the first hospital in Romania was build in Sibiu.
- The existence of a manuscript library goes back to the year 1300.
- In 1376 the number of guilds in Sibiu had already reached 19. During the same period, other cities such as Ulm, Augsburg, Cologne and Strasbourg had 17, 15, 22, respectively 25 guilds.
- The first Romanian school was opened in 1380.
• The medieval city of Sibiu stretched over an area comparable with that of Viena.
• Thomas Altenberger wrote the famous „Codex Altenberger” in 1480.
• An official mint was inaugurated in 1456.
• In 1472 an scholar named Toma the Transylvanian is one of the first to print books in Mantua and Modena.
• The year 1493 witnesses the birth of the well known humanist Nicolaus Olahus who was later a friend of Erasmus of Rotterdam and counsellor of Queen Mary.
• In 1494 the first pharmacy in the Romanian Counties was opened.
• Theobaldus Griffius from Reutlingen, together with the printer Filip Moldoveanu and Lucas Trapoldner laid the cornerstone of the first printing house in Transylvania. Great works such as Thomas Gemmarius' "Latin Grammar" and the first treaty for the healing of plague were printed here.
• In 1529 the leader of the city arsenal, Conrad Haas, is worldwide the first man who made experiments with dirigible rockets and "delta" wings.
• The first peppermill was built in 1534.
• Georg Reicherstorffer, born in Sibiu, draws the first map of Moldavia in 1542.
• 1557: the first bookshop in Sibiu is opened.
• 1585: the first organ is installed in the cathedral.
• 1699: Morando Visconti draws the first map of Sibiu.
• The writer Valentin Frank von Frankenstein mentioned in a poem written in 1671 the discovery of methane by Romanian peasants who lived in the area of Sibiu.
• 1673 - 1676: the Sibian chemist Georgius Vette publishes the first studies on natural sciences.
• 1717: the first mining treaty is published.
• Martin Hochmeister published the first theatre magazine in Romania in 1778. He also set the foundations of the first theatre in Transylvania.
• After years of experiments and work the chemist Franz Joseph Muler discovered Telur in 1782.
• 1789: the Romanian physician Ioan Puiariu Molnar lays the based of the first Romanian newspaper. He is also the first Romanian ophthalmologist who publishes a medical study.
• Hahnemann Samuel, the founder of Homeopathy experiments his method for the first time in Sibiu.
• German newspapers in Sibiu.
• „Siebenburger Zeitung” (since 1748).
• „Der Kriegsbote” (since 1788).
• „Siebenburgische Quartalschrift” (since 1789).
• 1817: the Brukenthal Museum opens its gates to the public.
• 1821: Michael Blitz and the painter Franz Nauhauser founded the first lithographical printing house in Transylvania at Sadu.
• 1844: the Law Academy is founded.
• During the years foregoing the 1848 revolution Sibiu becomes the centre of the Romanian revolution. The Romanian National Committee organizes 15 armed legions which start fighting for the rights of the Romanian.
• 1859 the first cast – Iron Bridge in the country was built in Sibiu.
• The German Bishopric moves from Biertan to Sibiu under Bishop George Daniel Teutsch.
• 1868: Visarion Roman founded the first society for the assistance and financing of the peasants.
• 1870: the insurance company "Transylvania" is founded.
• 1871: the most important credit institution of the Romanians in Transylvania, the "Albina" Bank is founded.
• 1872: the railway between Sibiu and Copsa Mica started functioning.
• 1894: birthyear of Hermann Oberth, the founder of astrophysics.
• 1896: the first hydroelectric power station in Romania was built in Sadu.
• 1898 - 1908: the first Romanian Encyclopaedia is published in Sibiu.
• 1905: the first tramway is built.
• Sibiu is the headquarters of the Romanian Transition Government until 1919.
• Romanian crystal is manufactured in Medias.
• Formaldehyde was discovered in Copsa Mica in 1941.
• Saliste, a village in the district of Sibiu, is the birthplace of seven Romanian academicians.
• Sibiu is also the city where 3 forms of government co-exist: Republic, Monarchie (represented by His Highness Cioaba, the king of the gipsies in Romania) and Empire (in the person of Iulius the I, Emperor of the gipsies over 5 continents).
• 1990 December: the first and the only one arrested terrorist of the Romanian Revolution was judged. Later he was discharged.

This year - we have met!
Annex 2

The new economy

The only statistics you can trust are those you falsified yourself – Winston Churchill

The mankind had passed in a new stage of its development: may be a strange one. “The soul...of populations with an historical background and well settled spiritual institutions... contains supra biological realities which must be explained on a plan of a spiritual finality...This is the case of the populations we called cultivate populations or nations creating spiritual originality... The populations that rise up to a national culture have the particularity, the power to crystallise their historical experience into institutions of a spiritual nature, institutions that once naturalised and well settled take over the leading of their spiritual life. Those populations arrive to convey, according to rules dictated by their will, the actions that are under the hereditary influence but also the actions under the geographic factor influence. Those population mainly, known as “developed” peoples are that ones that have created the “new economy” and so the nowadays society.

The microelectronics and the biotechnologies have separated the socialist system from the capitalist one and segregate the last. This was and still is crucial. Let me explain it by an example: Holland has obtained near half of its territory from the sea. They cultivate about a quarter of the potential land. 3.5% of the population is feeding the whole population and make also exports. About 10-12 % of the population is manufacturing the goods and produces all the merchandises required on the market. As a result, the majority of the population might be considered as throwaway

12 Motru R - Psihologia poporului român – text edited in 1937 by Societatea Română de Cercetări Psihologice, București – Paideia 1999, București pag. 7 și 8
for production, valuable only as consumers. They were near 45% working in the agriculture: what happened with them? If we subtract the children, pupils, students and pensioners it remains some 60% that work in the new economy, the services of nowadays generation, the post-modern invisible. Moreover, it might be a menace for the society if it does not manage fruitfully its resulted “free time”. To “keep peace under the olives” the new post-industrial societies have had to settled the “efficient bureaucracy”, splitting the administrative and management work into small pieces, perfect carried on by several peoples and to develop the “management of the disposal time” that has turn on the course of the tourism from 3S (sand, sun, sea for crowds of people) to 3E (Excitement, Entertainment, Education for crowds of people too!), and further more to the life style concept that was extended over the whole individual and social life, not only its economic side\textsuperscript{13}. The new economy is in Hans van der Loo of Samhoud Service Management – Holland’s view the result of passage from PRODUCT => SERVICES=> EXPERIENCES. He distinguishes an American way versus a European way of interpretation of the “experiences”. According to the American way, illustrated by Thomas H. Devenport and John C. Beck in “The Attention Economy”, the experiences are the new modern religion, “the cathedral of consume”, the new hard currency of the businesses. As these concepts are known in informed media we shall just insert a visual schema of commoditisation of the economy, that illustrate the evolution of the real economy (not the economic theory and mainly the economics).

\textsuperscript{13} We can add as contra example the 3D (dirty, dangerous, difficult) that might be the other side of the medal.
To make my view much clear: merchandise is a good I have trade for its utility. When this merchandise is more sophisticated, like a wash machine it becomes a product. A car is even more: I need gas pomp, a service to repair, insurances etc. that means I need services, values that I can not touch but worse money. In time, services become distinct domains, independent of the matter. One special merchandise has risen immensely and in a special way: money, as we have already shown. When the raw materials fail to lack, the new economy reduce their quantity and upraised their quality. Simultaneously, as we shall explain further on about new tourism, in order to give occupation to the grown population gifted with free time it was compulsory to put value (in order to create the source of the profit) on the consummation, of the time of consuming and the feeling the user experiences. Water will be sold no more for its utility; still water will be sold for the please of drinking still water and sparkling water for the pleasure of drinking sparkling water (it is obvious that having thirsty is compulsory, but as water is abundant, easy and all over
available the merchandise water seams to be mean - and - value - less without the “experience”, that is the final result of a long, hard and costly process of “education” of the population, that is the consumers. Next stage: I am interested to see which way the consumption of still water will transform my buyer and mainly what will be the differences between those drinking and experiencing still water and those trying sparkling water. The purpose: we might suppose, that in order to add value, thus profits, the businessmen can predict the reaction and the evolution of the consumers. This information will help them to cut the costs and might allow them to sell to the buyers a “controllable future appearance or way of life, finally of happiness” that is an efficient entropy. Future will tell us soon.

I shall put the main stages of the process like this:

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<thead>
<tr>
<th>Work and recover</th>
<th>Fulfill the needs, basic ones on home economy.</th>
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<tr>
<td>...</td>
<td>Merchandises, good production</td>
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<td>... + weekly free time</td>
<td>Goods, later products exchange</td>
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<td>... + yearly holidays</td>
<td>... services</td>
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<tr>
<td>... + holidays</td>
<td>... tourism (mass, 3S)</td>
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<td>... + “disposal free time”</td>
<td>... organisation of tourism destination</td>
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<td>... + disposal free time turned into work”</td>
<td>... 3E</td>
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<td>Life style</td>
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<td>... transformation</td>
<td>?! (experiencing leisure by a slide of the humankind?)</td>
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<tr>
<td>Continuum peace-war time</td>
<td>New economy = symbiosis of noesic and silicon complexes?</td>
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</tbody>
</table>

Such a theory is valid, naturally only in the developed countries enjoying large accumulations, that ones that are the generators of the globalization too. Some of the rest of the world can be attached using the utilities that become available and fit to their possibilities.
There are theories that state that in the new economy the nations arrived to be so interdependent that the desire to fight one the other slow down. “Commerce, not the military force is the way to power” – said Bill Clinton. (Bush has changed the opinion because? of the terrorism). The major conflict, in a uni-pole world is replaced by niche wars (local wars) that have led to changing the type of economy. Since recently the civil and military activity (production, or selling etc.) were separately. Now, the global giants like to have on the same line and in the same order both of them: military AND commercial products. In fact, the military and civil teaching system has already approached their curricula but mainly their syllabus. (even if not admitted and checked)
Appendix:

The passage from socialism to capitalism: Romania’s case. Romanian tourism

*there are two types of television: intelligent television which makes people difficult to govern, and the television of imbeciles which makes people easy to govern - JEAN GUEHENNO*

Sometimes I surprise myself given lesson about swimming in the Ocean even if I am a beginner. But I am also often confronted with ideas or Western people who are teaching me how life in an aquarium is like. And more, how life is like, how it must be lived during the transition.

With all risks I dear to make my first statement:

First: the real history of the two blocks: the “communists” and the “capitalists”. We, from the Eastern block, not only the Romanians knew that the Soviets were different from the communists; even Lenin and Stalin did not tried to start the communism only in Russia, waiting the communist Revolution to start in Germany (making abstraction of the Russian imperial desire). We also knew that the West counts many people “of the left”. We also knew that worse than the Soviets will be the red bourgeoisie that “will accede to the power through free elections (I.V. Stalin). By the end of the 60 s the mass production was generalised in the two blocks and the life level was comparable. I have learnt it from my tourists as I was a tour guide. For example with half of a monthly wage Romanians could spend 2 weeks at the Black See Side as the Germans. Only after ’89, having more fresh information I was sure that this was based on the war booty (materials, plants, workers, scientists) taken by the Soviets from the conquered countries. Their empire was a closed one. Romania was the most isolated country. Tourism has developed in Romania and for more than a decade we enjoy a certain liberty in the relations with the Western countries, as a reward for 1968. Only at the level of
3S! We knew nothing about the new economy and life in this day and age! Our main problem, as economists was how the capitalists manage to have no stock in production. We have discovered them, once allowed to travel, on the hypermarkets, later in the houses of greedy Western consumer educated to continuously use the credit card in order to “exist” for the system and latest on Internet commerce. In Romania students have learnt about classical services, but Internet, ecommerce, leisure, IT, soft industries, e-banking, new telecommunications, new mass media means etc. were unknown. Today we are in a better position, capable to compete.

Second conclusion after ‘89: the new configuration of the contemporary world. We called globalisation as “mondialisation” from the French. The new geography of the power that has taken shape after ’89 was a global one. The actors were acting out of our ordinary expectations. The Soviet Union crashed down, the China took-off in an unexpected way, the US started the new wars, Japan and the Asian Dragons changed, the Arabians started new politics and the EU has received green lights to play over its production costs on the countries called to integrate into their union. Romania was alone again: a small country, taken as the poorest in Europe by mass media, may be in purpose. The Romanian Revolution has allowed me to find out that it was the rehearsal for the first on line war: the first Gulf war14! I was obliged to look carefully around. What I have found out: the Romania’s liberty of choice was none. More, its new rulers have assumed the way of the former medieval ones preserving and adding the reflexes acquired in the “aquarium”.

I am going to start by noticing a state of facts: Romania has joined EU. Either EU people like it or not. The EU emissaries keep telling us that Romania has to be able to face the standards of the concurrence of EU market. So, we like it or not we are the same family.

14 see http://www.ilierotariu.ro/oldsite/old/ro_whodidlies.html
I think that no member of a family would like to have a competitor among his owns people. The EU peoples do not need new rivals. They have to face US, Japan and the Asians, Australia and soon China. They need fellows to boost their competing power.

It is obvious that Romanian companies must be at least as good as the EU’s ones and joint them in the battles with the developed world to face together the competition and increase the EU power. This must be our contribution. This is a common sense conclusion and the point I shall start my particular presentation. Romanians - poor or not, stupid or not – are now together with the Western Europe. EU need a co-worker, not a millstone problem, they need partner not to “pay the peace under the olives” in the future Europe.

I find convenient a short inside and informal presentation about Romania and its people.

Romania is a gifted land. When I say gifted I mean the both senses of the word! It has a well assorted land: 1/3 mountains, 1/3 planes and 1/3 hills. The Back See and the Danube, a dense net of rives. That means a huge agricultural potential thanks to the natural high quality of its soils. It has a large variety of mineral resources large enough for its needs, for its population, even small quantities for export. I have to point out the energetic resources: oil and natural gas. Romania is an oil producer that can satisfy the needs of its population (not economy) from its own resources. And it has a numerous population: hard working, skilled and obedient. I mean the mass is obedient till the end of its patience: during rise-ups or revolution it is one of the cruelest of the earth! In spite of all these resources history was not so generous with this country and people.
The early Middle Age stayed under the sign of the survival under the pressures of the Byzantine Empire, the Slaves who encircle the young political counties issuing in this territory and the Hungarians who push on Transylvania that have forces the only stable social organisations – the villages’ communities – to get into isolation and pay obediently the requested tribute. May be that was because the prince was elected among one of the numerous royal descendants.

The three resulted principalities: Moldavia, Walachia and Transylvania have grown up and lived under the domination of the empires that surrounded them:

- the Turks that later on had involved directly in Moldavia and Walachia by imposed princes Greek of Fanar, a quarter of Istanbul.
- the rivalry between Hungarian and Hapsburg emperors will allow a certain liberty to the Hungarian and Saxon rulers of Transylvania, and later on to the Romanian majority
- The Russian empire has follow its goal to posses the Bosporus passes by creating the Slaves community of Central Europe

The countries were wealth (not the crowd!), the tributes rose staidly; but the soil was rich and the population have no hard problems to pay them. From time to time they rose up to temperate the requests. There are two major consequences: the accumulation was not possible, so the economy remain at Middle Age level; the ruler class has mixed itself by the newcomers: Greek, Armenian, Polish, Jewish, Russians in Moldavia and Walachia and in Transylvania the Hungarian have incorporated the Romanian landowners. The result: a Romanian working people and a cosmopolite aristocracy passing from landlord ship to capitalists in less then a century. And even more: the law and administration was borrowed from old-fashioned Russia in outside Carpathians Romania and from Hapsburg Empire in Transylvania (both backwards economies and administrative systems).

In order to point out my present excursion of the subject of my journey I shall just highlight that the Danube Agreement first signed in 19 th century. The main parts: Turkey, Russia, Austria, France, Prussia, England; missing Slovenia, Bulgaria and Romanian Principalities that lay along the Danube.

Some of our Western interlocutors reproach us we have changed the side in the both World Wars, so they would have reasons to doubt our present declarations. They have forgotten their grand fathers had decided for us those times.

We have to see how Romania is nowadays and what it can become in order to reach any conclusions on our subject.

The modern Romania is very young. The United Romanian Principalities (Walachia and Moldavia) became independent only in 1877, under a German king. The national
united state has risen up after the First WW in 1918. Romania is less than 100 years old, as a national state, just a little younger than Germany.

But it had a backward economy, an uninstructed population and 80% of peasants. A cosmopolite upper class, versatile and in majority with strong foreign roots! There was practically no tradition of entrepreneurial skills: the bourgeoisie was built as a budgetary one.

In spite of these poor conditions it gathered a large thesaurus that was lost in Soviets’ hands after the 1st WW.

And more: Romanians have very little democratic practice. Romania was a kingdom, a parliamentary one, but soon dictatorships will cover half of the period of the modern state: (King Carol the II nd, General Antonescu, and the communists).

After the 2nd WW Romania was offered to the Soviets. The Romanian agriculture, as backwards as it was, using the medieval plough and the horses arrives to supply the resources for industrialisation and electrification and although the peasants have paid with the lost of the property over their land by collectivisation, almost the whole agricultural land was worked using mechanisation, irrigations, fertilizers, etc.

It arrives that on ’70 the life level was comparable with that one in Western countries. It might be surprising such an affirmation. I have already explained for the whole Eastern block, as we need this information for the analysis of the present and a possible base for the future trends.

Romania had almost all the natural resources to satisfy itself and its labour fulfilled the that time level qualification.

The Romania’s economic system was antique. Romania has to join one of the world powers to face the future. Its place was settled by the world powers into EU. But EU was not prepared for such a large effort to integrate Romania; I shall explain it soon!

The Iraq war and the Yugoslavian first war have pushed US and its Allies to enrol Romania into NATO. The
Yugoslavian ’99 war determined EU to go for Romanian’s integration in 2007. Again Romania plays two parts: with US and with EU. Again not as its deliberate decision!

In ’89 we could say “rien va plus”. I have said that EU was not able to integrate Romania at once. Also I have put a question mark on assertion Romania was poor. How was it?

The agriculture of Romania, even if old fashioned, using only mechanisation, irrigation and chemicals and no biotechnologies was able to supply the whole demand of the population, in spite of high costs and low productivity that would have blocked its competing power for exports.

The industry was the surprising sector. Just after December ’89 we have heard a chorus stating that the Romanian industry is just garbage, scrap iron. It seems that everyone has forgotten that Romania was among the first 10 producers and competitors in guns trade, steel, chemicals, oil drilling, cement, tractors, refineries and oil refining etc. The global politics of communist Romanian rulers boosted by Ceausescu’s megalomania turned Romanian’s industrial system into a huge one, largely exceeding the national market and fitted to compete on to the global markets. They should have first asked the opinions of the world economic powers!

Romania’s large variety of natural resources and a vast manpower moved from the villages into the blocks of flats of the towns and well trained and qualified allowed Romania to recover quickly after the WW. The politic of independence towards Moscow opened the access to the western modern technologies of late 60s and 70s decades. The strategy of using the “aquarium” boosted the energies to large economic relations with Third World materialised in large export of plants, considerable industrial and civil constructions and substantial exports of goods and guns. Many of these exports should have been paid by barter in raw materials. Huge plants were constructed in Romania to manufacture them and finally to export the final products on the western markets all over the world.
A new competitor on several markets was unconceivable. Even if not all the Romanian plants used the last technologies the costs’ advantage for a long transition period should have been an advantage. The reconversion of the Romanian capacities, only to fit their size with the EU structure would have cost more that EU could afford. So, the “transition” was decided. The average people has only the information supplied inside the aquarium and the glittering windows of Western supermarkets – once the borders opened for a short while after ’89. Even intelligentsia has woken up slowly as, after a life of isolation it needed time to analyse and compare.

First question: what kind of transition? A short and harmful one, or a gradual one, more smoothly for the population? Romania’s leaders have chosen the later one. We think that it was not of the sake of the population (that is not to be excluded, taking into account the feeling of illegitimacy of the new rulers) but mainly as EU and globalised powers need time to turn Romania’s economy and population to the new economy rules, to “digest” the small but complex and deep acquisition.

I shall just point out some actions and events that are generally ignored but are significant in judging the present. Agriculture was the issue of Romanian economy. In order to slow the agriculture potential and actions the cooperatives farms were closed, their assets vanished and the lands returned in nature to the former owners. The process of returning the land is not even today finished and has blocked the small and middle farms. These have allowed EU to postpone the integration in order to transform the Romanian agriculture. The large state farms were privatised and for the lost land the peasants have received shares to the new farms. The process of privatisation of state farms has brought usually no endowments towards the biotechnological and environmental agriculture. Otherwise, EU plus Poland and Romania would have at once an agricultural potential as US, but the last means 70% of the agricultural products’ exportation.
Real estate was the huge first business after '89. Half of the population were living in towns concentrated in blocks. Almost all of them were near the guarantee deadline. The state sold them and took the money and turned towards the population the basic repairs of the majority of the housing.

The main tool – in our opinion – to convey the large industrial sector was the bank system. The state companies and banks were transformed as share ventures with the purpose to be privatised. The state enterprises that were supposed to belong to the whole people were organised as shares companies. 30% of the assets of the state companies were distributed freely, equally to the whole population. This action has blocked the absolute power in their general assemblies. Many of the shares were bought low under the market’s price and gave a place to a minor shareholder in the boarding. The most of them get to financial funds organised by the state and run by “independent” technocrats.

Still, private banks and businesses have started. The state owned ones, lake of liquidity as their capitals were only their assets. The companies needed desperately cash flow. But the National Bank has risen the refinancing rate gradually even over 170% that induce a payment blockage that turned the state owned companies to bankruptcy, that have led to massif restructuring, selling on one dollar etc. I do not put into discussion the ways the economy was privatised – as it has to be done and has also beneficiaries – but the results

Source: estimated using the Year Statistics of Romania 2001
and perspectives offered by the new Romanian capitalists, the rhythm we have moved that affect my life spending too.

A similar, but most costly situation that one concerning currency. If we have started early 1991 we are the last in the matter between the former socialist countries.

National capitals: I spite of notable grey or black savings made before ’89 none of them have any way to buy openly and legally even closed or broken ventures or start new middle-sized businesses. The thin Romanian middle class has to grow slowly and accumulate its capitals mainly by cross borders trade. Many of the large Romanian capitals are subject to investigations.

International direct investments: came slowly and late in Romania after the Romanian state has adjusted the former huge plants to the suitable size that can cope with the EU and world market. Romania has passed through the usual processes of buying for disassembling, “lohn”, etc. Now is the time of “screw plants”

Legislation: from war to peace economy the command power must be dissipated democratically. The privatisation is just partial. On the way back from socialism to capitalism the privatisation must affect practically the whole economy. This means new laws, and naturally new rules, new riches, new pours…I hope not!

Romanian leaders have faced the traditional dilemma of Romania: what was to construct first: the “forms”, the institutions, or the “background” – teaching the people! The issue: fast and bulk approval of EU aquis. Today Romania is de facto an EU member: Its legislation is harmonized, the markets are opened, the capitals are free and the labour force is also free - one direction.

Democracy: since Romania has enjoyed only some years of democratic system it is easy to understand that Romanians need time to learn and practice democracy and slipping is easy and easy to be organised. In spite of tensions and a long period of transition no major problems have arisen. More over: the Romanian capitalisms, in its primitive forms, was strong enough to destroy the old landlords class
(high boyards) but was also weak enough to be able to founded instead a new ruling class.\textsuperscript{15} A major roll will be played by the state bureaucracy largely enforced by the dictatorial regimes during the XIX th and the first half of XX th century. Not only the obedience of the Orthodox Church, comparing with the resistance of other Christian churches of Eastern Europe but the even weakness of the Romanian capitalist class facilitated the soviets task and favoured its extinction and replacement with the new red bourgeoisie: the nomenclature. Even this one, crushed by Ceausescu personality was too week to lead the people to the new society, as it happened in other former socialist countries.

The average result of the transition: after 16 years of transition also the actual government’s goal is to reach the GDP of ’89. Near 10\% of the population collect over 40\% of the income and about 3 million people (15\% of the population) live under the poverty line. But the country meets the conditions to join EU!

Romania is the poorest country in Europe. Its image: gipsy beggars in Western town, street children, community dogs. And nothing about the crowd: the skilled people hired in constructions, agriculture or by Microsoft. And still there are happy people in Romania!

But a new face takes shape and a new generation grows up with a new mentality.

The costs: for Romania they mean 16 lost years for many of its inhabitants. Huge accumulations and no foreign debts, lost credits, dismantled settlements sold by pieces, sacrificed pensioners, etc and about 40 years to attain the average GDP of EU

It seems that my conclusion is sad. The reality is too. We have learnt that there is no Romanian on the top, among the technocrats who take the decisions. There was none in Yalta, none at Malta, they are hardly invited to Crans-Montana and there is none in the boarding of trans-national structures.

\textsuperscript{15} Zeletin S. – Burghezia romana, Humanitas reprinted the 1925 edition
Integration is not an option: it is survival, both for us and for the west Europeans. Lionel Stoleru stated in an inquiry entitled "The State Tomorrow" (published in L'Expansion No. 422):"Europe doesn't have an organized backup. The US have established an integrated economic area together with Canada and Mexico (...), Japan (...) has attached an "area of the Dollar" through its "four dragons", Thailand and other South East Asian countries. Europe could have done the same with Eastern Europe on the one hand and North Africa on the other. These two areas should have allowed Europe to "play" with production costs and other comparative advantages for the profit of the entire area..."

The first part is becoming real.

The 2004 wave brings to the Union near 100 millions inhabitants and rich natural, built and labour reserves. But also a lot of problems to be solve. There was hard work on both sides: for the states and inhabitants of the Union and for the states and the inhabitants of the applicants. The results are now expected to show up. That was only the beginning, as the hard period is just starting. The new comers – and we count here Romania too – have some common particularities; that is why the rules of developed economies can’t be applied at once and a transition is necessary; not only in the economical field, but also on social and cultural life. Braking with the communist people’s mentality they need time and evidences to recover and build a new beginning. The presence of the EU messengers is not only a touchable example but also the real model for our concitizen and motivates them to increase their efforts to reduce the gap sooner.

The low level of indeptment is an advantage for the new comers. The opened economies act in the same direction. But the low buy-power of their population might be a problem. The low wages might encourage the investments and as a consequence the rise of the buy-power. The use of the credit – very few for the time being – will increase the size of their markets. New rules will govern the new Europe:
the free circulation of people and of the labour force will change the present economic geography: plants will relocate, agriculture will reorganize. This is not a challenge: it is the new life in Europe. In its way to integration, Romania concluded official agreements for Romanian labour force with several European countries. The travels of Romanian people are now better organized and their work is safe and profitable. Romanians apply to official recruiting structures and avoid the former ones. In the same time the number of Europeans working in Romania has largely increased.

As tourism is concerned I start by stating that tourism is a means of mass communication. Of all the mass media it is the most powerful due to its range and especially its force: it is governed by the "principle of Apostle Thomas: touching means believing". This force is ignored because it doesn't bring a quick return on investment; the future is sacrificed for the sake of the present. The power to awaken the sense of history and values is lacking. And more extensive efforts should have been made, especially in Europe, in order to avoid the image deterioration of the rediscovered brother countries.

When talking about tourism in the new Europe we must point out that – according to international statistics – 80% of the tourism is domestic and only 20% is international. In the new Europe of 24 we have to consider as domestic tourism all the tourism activities in the new space. For people of Holland travelling Check Republic, Hungary and Romania by example must be like travelling in Deventer’s neighbourhood. We need a new statistics system, the border counting is lost! To reach this state there is a lot to work. We have to learn to build and manage our destination; EU has started to teach us to do it. This will be the main gain of being in the Union. Cheaper holidays, easier and safer! For both sides: new comers and Western citizen.

The Union will give a new dimension and force to the touristical offer of Europe in the international competition. Around the year 2005-2010, the length of a transpacific flight
will be much shorter. In addition, several millions of millionaires form the USA, Canada to China, Korea, and Thailand etc. will desire holidays. Western Europe already prepares its touristical offers in order to meet their exigencies. The Central and Eastern Europe started the same process. Europe is modernizing its touristical base and prepares to adapt its offer to Asian tourists. In order to integrate Romania should look for those services that are not offered on the market and build up its offer. All this, after it meets the domestic demands, which could be solved very quickly if the buy power increase. The main problem of Romanian tourism was the lack of a political will, of a "sector policy" as it is called today, which should catalyze energies and simultaneously cleanse legislation. Many steps were already made and the enrolment of transnational companies present in Romania is speeding the process.

What tourism is concerned, in Romania usually only business tourism was a subject, meaning the tourism industry capable to become a development factor. The lack of communication before 1989 has brought us disastrous advice and measures leading to the immediate and complete withdrawal of the state which deserted its responsibility as tourism administrator. After 50 years we gave up tradition and took over the American system of the "free market" which generated fierce competition and a primitive search for wealth. The history of these past years records that the Romanian political factors, while waiting for foreign investments, often deliberately encouraged a savage tourism market and the destruction of the existing touristical base by faulty management. The good example has come from non-governmental structures from Western Europe. The involvement of people of EU in the efforts to reorganize the tourism in Sibiu county might be a good proof of what can be done. And we hope that we are only at the beginning of the cooperation. There is much to be done in order to build the destination SIBIU. Know-how, investments, specialists, high qualified workers are some of the fields were money will
come and a better life standard will be granted for local people and their hosts.

What was the Romanian tourism like?

If you shall look carefully the figures in Annexe 2 you shall be surprise that a country with so large population and strong economy play such a fable role in the international tourism comparing with its Eastern competitors. (Do not forget that it is only about international tourism, but even so!) It looks like Romanians do not care of tourism if we wouldn’t knew that agriculture and tourism were proclaimed soon in early 1990 as the two chances of development of Romania. Annexe 3 shows that the picture fitted to the whole economy. As for tourism we notice that the situation was not the same. During the ‘70s Romanian international tourism enjoy quite an other position: Romania was among the first 10 beneficiaries of tourism business. We have to point out, never the less that the income and the market share hold by tourism in the ‘70’s was lower that guns exports.

We have to point here a very important aspect of economic researches from methodological point of view. Almost all the works use and analyse only the period after ’90 and compare with before... that means they exclude any pertinent and detailed referenced for the last 50 socialist years. It might be a political, or a mass media strategy but it is a losing and false method for scientific research. We can not reveal the real face of communism; we can not find a real and complete understanding of last century if we just avoid comparing the last half of the last century and limiting our researches to the last 16 years and use only that statistics. The incompatibility of figures was a false argument as long as we can compare statistics of XIX century with the contemporaneous ones.

If we look at the arrivals on the table above we can see the trend but mainly we can conclude that Romania has transit tourism as long as less then 20% of the foreigners do not use the accommodation structures. Until ‘90s we can not argue that tourists stayed to locals as it was forbidden or registered if permitted. We have calculated the “little transit”
that is short visits across borders, and the gap remain. It can be explain by the great number of trucks that transit Romania. More over, the number of tourists in accommodation structures indicated a good occupation before’90s. 1990 – 1997 accommodation to local can be detected.

<table>
<thead>
<tr>
<th>Year</th>
<th>arrivals -tsd-</th>
<th>Dynamic %</th>
<th>Foreign tourists in accommodation structures</th>
<th>Dynamic %</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980</td>
<td>6742</td>
<td>100,0</td>
<td>1196</td>
<td>100,0</td>
<td>17,7</td>
</tr>
<tr>
<td>1985</td>
<td>4772</td>
<td>70,8</td>
<td>1598</td>
<td>133,6</td>
<td>33,5</td>
</tr>
<tr>
<td>1990</td>
<td>6532</td>
<td>96,9</td>
<td>1432</td>
<td>119,7</td>
<td>21,9</td>
</tr>
<tr>
<td>1991</td>
<td>5539</td>
<td>79,5</td>
<td>1294</td>
<td>108,2</td>
<td>24,1</td>
</tr>
<tr>
<td>1992</td>
<td>6401</td>
<td>94,9</td>
<td>1185</td>
<td>99,1</td>
<td>18,5</td>
</tr>
<tr>
<td>1993</td>
<td>5786</td>
<td>85,8</td>
<td>848</td>
<td>70,9</td>
<td>14,6</td>
</tr>
<tr>
<td>1994</td>
<td>5898</td>
<td>87,5</td>
<td>856</td>
<td>71,6</td>
<td>14,5</td>
</tr>
<tr>
<td>1995</td>
<td>5445</td>
<td>80,7</td>
<td>766</td>
<td>64,0</td>
<td>14,1</td>
</tr>
<tr>
<td>1996</td>
<td>5205</td>
<td>77,2</td>
<td>762</td>
<td>63,7</td>
<td>14,6</td>
</tr>
<tr>
<td>1997</td>
<td>5149</td>
<td>76,4</td>
<td>833</td>
<td>69,6</td>
<td>16,2</td>
</tr>
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<td>1998</td>
<td>4831</td>
<td>71,7</td>
<td>810</td>
<td>67,7</td>
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</tr>
<tr>
<td>1999</td>
<td>5224</td>
<td>77,5</td>
<td>795</td>
<td>66,5</td>
<td>15,2</td>
</tr>
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</table>


If we analyze the domestic tourism we can find out that near 16 % of the population have enjoyed a holidays either in a children colony, a spa resorts or just a leisure resort between 1950 and 1979. The travel agencies services diminished strongly, in spite of their huge number to over a million on 22 millions potential tourists. We also have to prevent that the wide tourism has increased, but, because of prices – as shown before – mainly to relatives and alternative accommodation facilities.

We have to strongly point out the outgoing tourism. It is insignificant. That is a main argument on my plea concerning the new capitalists’ class and ruling power. The actual number is nearly the same as during Ceausescu. This time because of lack of income! We have to add also the Romanian that leave the country for family reasons and to work abroad; but that is not our goal. Foreign operators feel as a dirty price politics on Romanian side the tariff for New Year in Romanian mountains is higher that in Austria or Italy. There is a strong reason. The capacity is small and the new
reaches and in fashion politicians, mass media professional etc. have to "show" themselves at Poiana Brasov, or Predeal that is in Romania if they what to keep the first page. And this way the price is fear for them.

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<tbody>
<tr>
<td><strong>Outgoing - total - tourists</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Europe</em></td>
<td>256</td>
<td>204</td>
<td>195</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Hungary</em></td>
<td>114</td>
<td>91</td>
<td>84</td>
<td></td>
<td></td>
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<tr>
<td><em>Yugoslavia</em></td>
<td>13</td>
<td>15</td>
<td>14</td>
<td></td>
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</tr>
<tr>
<td><em>Turky</em></td>
<td>48</td>
<td>23</td>
<td>25</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Poland</em></td>
<td>13</td>
<td>5</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Other countries in Europe</em></td>
<td>68</td>
<td>58</td>
<td>57</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other continents</strong></td>
<td>10</td>
<td>12</td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Romania’s population ttd people</strong></td>
<td>22608</td>
<td>22546</td>
<td>22503</td>
<td>22458</td>
<td>22435</td>
</tr>
<tr>
<td>% tourists into population</td>
<td>7.9</td>
<td>6.8</td>
<td>6.3</td>
<td>6.8</td>
<td>5.5</td>
</tr>
<tr>
<td>% outgoing into population</td>
<td>1.18</td>
<td>0.9</td>
<td>0.87</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


Concluding this chapter we are entitle to say that in Romania tourism was at 3S level but has decline. It is far away of leisure, life style etc. mainly considered for a noticeable part of the population. The price already paid unconditionally and without any guaranty by the mass of the population for integration, for a glittered future.

To be between the first 10 incoming countries during the ’70s Romania had to display a competitive offer. And it has done it. That time was studies the touristical arrangement (organisation) of the territory: furnishing the area. Western countries have crossed the same stage. The pacific, with its 100 millions of millionaires has imposed new standards: light constructions, much more room, fine environment, low costs etc. Romania has turn to stone: it paid its debts, no more for life level. That has leaded to:
### Accommodation capacity - beds

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Total:</td>
<td>293036</td>
<td>29247</td>
<td>289539</td>
<td>28820</td>
<td>287943</td>
<td>28726</td>
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<td>280005</td>
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<tr>
<td>Hotels and motels</td>
<td>170430</td>
<td>17149</td>
<td>170329</td>
<td>17017</td>
<td>169479</td>
<td>16868</td>
<td>16747</td>
<td>163907</td>
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<tr>
<td>Inns</td>
<td>1593</td>
<td>917</td>
<td>908</td>
<td>702</td>
<td>729</td>
<td>687</td>
<td>788</td>
<td>836</td>
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<tr>
<td>Chalets</td>
<td>8145</td>
<td>8726</td>
<td>8218</td>
<td>7732</td>
<td>7805</td>
<td>8066</td>
<td>7966</td>
<td>7972</td>
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<tr>
<td>Camping</td>
<td>36698</td>
<td>32384</td>
<td>33641</td>
<td>34188</td>
<td>31404</td>
<td>34343</td>
<td>32872</td>
<td>35155</td>
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<tr>
<td>Bungalows</td>
<td>31266</td>
<td>32501</td>
<td>30616</td>
<td>29490</td>
<td>28965</td>
<td>28429</td>
<td>26386</td>
<td>24351</td>
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<tr>
<td>Camps for children</td>
<td>44665</td>
<td>45668</td>
<td>44678</td>
<td>44075</td>
<td>43333</td>
<td>42719</td>
<td>41400</td>
<td>40149</td>
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<tr>
<td>Pensions</td>
<td>239</td>
<td>748</td>
<td>1117</td>
<td>1447</td>
<td>1899</td>
<td>2854</td>
<td>3752</td>
<td>5012</td>
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<tr>
<td>Holiday inns</td>
<td>38</td>
<td>32</td>
<td>32</td>
<td>36</td>
<td>36</td>
<td>36</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>Agro tourist pensions</td>
<td>332</td>
<td>783</td>
<td>1003</td>
<td>1643</td>
<td>1729</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ships</td>
<td>30</td>
<td>510</td>
<td>448</td>
<td>486</td>
<td>488</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The territorial display and destinations was:

![Territorial display and destinations](image)

Out of contemporary, far away of 3E was the structure of the accommodation capacity.
As a consequence the building and organizing and managing of a “tourist destination” arrive to be extremely sophisticated and a first priority. We appreciate that a huge work of persuasion of the population was achieved. It started by inoculation of the use and need to travel to surroundings (the average distance in tourism is now of 65 miles) mainly during weekends. A special infrastructure was sustained and developed in order to involve low cost (camping, biking, walking, trekking etc). A large part of the “disposal” labour is engaged in tourism, organizing the tourist destination, maintenance of the utilities, sport and leisure, promotion, information, guiding etc. This phenomenon is much more perceivable in EU’s countries that have high incomes and developed economies: Holland, Denmark, Sweden, Switzerland and Great Britain.

And these countries are the same that make the greatest efforts to help the Easter economies, especially to develop the rural, agro or eco tourism. The incomes in rural tourism are not high but they afford a reasonable earning and mainly the continuous occupation of the labour force even if the touristical flows are seasonable (during off season the conservation, modernization, maintaining and than the opening of the tourist bases are done).

The role of the social factor of tourism as a result of the social contract was totally neglected. Today the west European worker won’t easily give up of his living standard the holiday abroad. Capital concentration on the transnational markets forces the state to partnership with the private sector. In Romania, thousands of patients with
chronical illnesses have lost the possibility to treatment in the health resorts by the instant redraw of the state from the administration of the tourism bases. Now, these patients have to undergo chemical treatment - usually imported goods - which is characteristic for the USA where the natural therapeutic factors are fable known. And the country has valuable natural factors to be exploited. This is an other direction that can be linked to that one of the agro-tourism. And the role of the state must be taken over by the non-governmental structures, by the local elected ones, by the civil society and business agents. These visits and meetings have to find new and practical tools to develop the mutual cooperation.

Where is the cause, the guilty source and origin of this state of facts? A short look on the evolution of teaching system will clarify. And we have to add: the lack of updated information. Moreover the absence – motivated by lack of founds – of the Romanian academic staff during the international meeting. It is the time and the place to thank my friends and colleagues of ATLAS for supporting my questions and stupidities during lasts years and for all the help and information they have conveyed towards me and my faculty.
During the ATLAS meeting in Estoril in 2004 I met Rebecca Bloom from WTTC. I have understood what the meaning is to be included into their data bases and have a country reports. A long lobby was necessary to have the Romanian’s country report. It was a surprise for many Romanian politicians and practisers in tourism. It has highlighted the fast growing trend that the Romanian tourism might enjoy. The restrictions too, like the lack of infrastructure, without which no perspective might be possible. The cultural tourism, the business tourism, events and agro-rural tourism play as favourites directions. Not a word about Black Sea side area.

Black Sea resorts were built in Romania as a consequence of Tito deflection. Eastern block need the 3S and as the Adriatic Sea was closed, the Black Sea had to replaced it, even if the simplistic analyse should have relieved that 2 maximum 3 months of season can not compete with the 6 months of the Mediterranean or, later on, with the 8-10 months of the tropical or equatorial Pacific. The resorts were
built on marshes and sands using the affordable resources of the time: cheap and abundant manpower and high energetic consumer materials like cement, largely available that time when the social economic request was to keep people occupied, working in order to avoid unemployment – whatever the cost might be – to show the superiority of the new regime. Over 100,000 beds were constructed in hotels, fitting the ’70s standards. Later on a more aristocratic area was opened in Bulgaria on Romanian’s experience and at the ’80s standards. The huge resorts of 17,000 places were privatised in Romania by selling the units and no structure has taken the task to take care of the whole, which means the destination as a place fitted with life – concept practically unknown at the time in Romania – neither to organise and carry on the general administration of the common conveniences. The canalisation i.e. became too small and the amiotic and ionic dejections generated the blue disease when the wind flows towards the land. The main problem remains the accelerated process of loosing the beaches. The construction of the huge refineries and ports in the ’80s has changed, because of the large and massif digs built for them, the deep sea currents that started the erosion of the beaches. The marvellous beach of Mamaia has already lost 50%. It is estimated that the destruction will be complete the next 30-50 years. The clearance of the area is prohibited because of the huge costs to rebuild or remove it and conserving the environment, including over 100,000 work places. The reconversion is extremely expensive as the buildings’ rehabilitation according to the EU energetic consume standards means a general remade and the inner spaces have the ’70s standards areas. That is a problem that only an intelligent tourism destination building, a 3E style can find a real issue.

A similar situation can be found in Fagaras Mountains. Climbing Fagaras is a must for climbers: The Alps, Tatra, Piriney and Fagaras Mountains are the bases of experience in European climbing. From June to October 10-30 couches diverse their tourists at the access points and a week of wild
camping is going on. Our field researches have shown that 120 people in average, during one month, staying in a wild camp near Negoiu chalet have bought 12 tea cups in average per day. All the garbage removal, mountain rescue service, path reparations, marking etc. are financing and carried on by local people, so we can say that Romania is sponsoring the European climbers. A project applying European founds waits the 2007 to start and valorise that opportunity and turn Fagaras Mountains into a tourist destination.

However, Romania has moved in the good direction. The election of the city of Sibiu as European cultural capital for 2007 has already heightened the local effort to turn the town into a modern, update touristical destination as a place to experience the new life style. There is a lot to be done to build the minimum of infrastructure. Sibiu County is transited every day by 24,000 vehicles of which around 16,000 are big trucks. There is no ring road to avoid the town. The high way is still a paper plan. After solving such major facilities we can find out that WTTC forecast were too modest! We hope!

Any way, Romania has submitted at Bruxelles its proposal for the National Plan of Development 2007 – 2013. The decision will follow.

According to the plan’s analysis the figures illustrate that Romania needs some years to attain the EU levels.

The Romanians will not wait 40 years, in order that their GDP will attain the medium GDP of EU. Neither I! It is a generation time! Neither have done the Western peoples. They used the American aids and got started, take off.

In a global world Romanian must not accept to get into competition with the Europeans. They must challenge the most advanced competitors. The new economy is now expanding. It will be soon in the past. There is hope: Romania enjoys not only a large domestic market but still has resources and mainly young people. It is their turn to play. Les jeux sont faites, rien va plus!
<table>
<thead>
<tr>
<th>YEAR / COUNTRY</th>
<th>GDP 2000 mil. USD</th>
<th>% GDP Total 2000</th>
<th>Population 2000 mil.</th>
<th>% tourism in GDP</th>
<th>Income of tourism mil. USD</th>
<th>Tourism’s market share %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Romania</td>
<td>32748</td>
<td>0.01</td>
<td>22585</td>
<td>0.36</td>
<td>1.11</td>
<td>106</td>
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<tr>
<td>Bulgaria</td>
<td>12277</td>
<td>0.04</td>
<td>7790</td>
<td>0.13</td>
<td>8.74</td>
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<td>Czech Rep.</td>
<td>54561</td>
<td>0.16</td>
<td>10250</td>
<td>0.17</td>
<td>5.26</td>
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<td>Hungary</td>
<td>54371</td>
<td>0.16</td>
<td>9867</td>
<td>0.16</td>
<td>6.3</td>
<td>824</td>
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<tr>
<td>Poland</td>
<td>163236</td>
<td>0.47</td>
<td>38542</td>
<td>0.62</td>
<td>3.74</td>
<td>358</td>
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<tr>
<td>Slovakia</td>
<td>22471</td>
<td>0.07</td>
<td>5408</td>
<td>0.09</td>
<td>1.92</td>
<td>70</td>
</tr>
<tr>
<td>Croatia</td>
<td>22530</td>
<td>0.07</td>
<td>4657</td>
<td>0.07</td>
<td>12.24</td>
<td>1704</td>
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<td>Slovenia</td>
<td>23177</td>
<td>0.07</td>
<td>1993</td>
<td>0.03</td>
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<td>721</td>
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<tr>
<td>World total</td>
<td>34409 mil.</td>
<td>100</td>
<td>6211 mil.</td>
<td>100</td>
<td>1.39</td>
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### GDP per Inhabitant Table

<table>
<thead>
<tr>
<th>Country</th>
<th>GDP per Inhabitant</th>
<th>GDP per Inhabitant</th>
<th>Income of tourism per inhabitant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Romania</td>
<td>1460</td>
<td>6422</td>
<td>16</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>1544</td>
<td>5856</td>
<td>138</td>
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<tr>
<td>Check Rep.</td>
<td>5312</td>
<td>13993</td>
<td>280</td>
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<tr>
<td>Hungary</td>
<td>5455</td>
<td>12484</td>
<td>347</td>
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<td>Poland</td>
<td>4228</td>
<td>9062</td>
<td>158</td>
</tr>
<tr>
<td>Slovakia</td>
<td>4162</td>
<td>11250</td>
<td>80</td>
</tr>
<tr>
<td>Croatia</td>
<td>4843</td>
<td>7615</td>
<td>593</td>
</tr>
<tr>
<td>Slovenia</td>
<td>11680</td>
<td>11250</td>
<td>483</td>
</tr>
<tr>
<td>World total</td>
<td>5632</td>
<td>7416</td>
<td>77</td>
</tr>
</tbody>
</table>

(1) ppp: recalculated according buying power
Source: WTTC, The 2003 Travel and Tourism Economic Research

### Income Payments Balance Table

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
<th>Payments</th>
<th>Balance</th>
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</thead>
<tbody>
<tr>
<td>1985</td>
<td>182</td>
<td>64</td>
<td>118</td>
</tr>
<tr>
<td>1990</td>
<td>106</td>
<td>103</td>
<td>3</td>
</tr>
<tr>
<td>1995</td>
<td>590</td>
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<td>1996</td>
<td>529</td>
<td>666</td>
<td>-137</td>
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<tr>
<td>1997</td>
<td>526</td>
<td>783</td>
<td>-257</td>
</tr>
<tr>
<td>1998*</td>
<td>260</td>
<td>458</td>
<td>-198</td>
</tr>
<tr>
<td>1999*</td>
<td>252</td>
<td>395</td>
<td>-143</td>
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</table>

### Tourism Income Market Share Table

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</thead>
<tbody>
<tr>
<td>Tourism income Market share</td>
<td>1.38</td>
<td>1.68</td>
<td>2.34</td>
<td>1.43</td>
<td>0.96</td>
<td>0.77</td>
<td>0.79</td>
<td>0.47</td>
</tr>
</tbody>
</table>

### Tourists Market share % Table

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>tourists Market share %</td>
<td>1.38</td>
<td>1.68</td>
<td>2.34</td>
<td>1.43</td>
<td>0.96</td>
<td>0.77</td>
<td>0.79</td>
<td>0.47</td>
</tr>
</tbody>
</table>

Source: calculated using the Year Statistics of Romania 1998
Source: WTTC, The 2003 Travel and Tourism Economic Research

Statutes of Romanian Tourism Ministry 1970-1981
Personal data:
Date of birth: 22 of July 1952. Birthplace: Talmacel - Sibiu
Status: divorced
Address:
Home: 550327 Sibiu, 7 Aurel Vlaicu, Phone:+4-0269-422215
Office: Phone: +4-0744-611402, Fax: +4-0269-224480
E-mail: rotariu@starnets.ro www.ilierotariu.ro

Education:
Training: Academy of Economics - Foreign Trade Faculty graduated in 1975, Bucharest
Spoken languages: French, English, Romanian, German.

Concerning formation: the parents being chalet managers, he spent his childhood in the mountains and attended school in the country, in Bucharest and Sibiu. He learned to know either the rigors of the life in the mountains and the temptations of the cities, was lucky to have exceptional teachers and graduates high school for market economy, graduate specialization in: commercial, currency and financial international intercourse.

Professional experience: because of the divorce, after graduating the Foreign Trade Faculty in Bucharest in 1975 he could not work in foreign trades.
- Between 1975 and 1977 he specialized in hotel business and, as head of the hotel department of the Timisoara Tourism Office he brought the first profits of the venture, reclassified and supervised modernization of the hotels: Continental, Banatul, Dacia-Lugoj, and the building of hotel Timisoara.
- Between 1977 and 1982, returned to Sibiu: he studied logistics of the tertiary industry as head of the Sibiu Tourism Agency and pressed for the introduction of contractual tourism legislation, launches the first touristic products for Romanians, introduced the hotels reservation system for the benefit of the population, a qualitative leap in the communist domestic tourism, organized ENSIBCLUB, the first Romanian holiday inn after the model of ClubMed.
- He visited the only allowed region of the world accessible for Romanians, from East Germany to Central Asia, promoting a new itinerary product with every excursion.
- In 1982 he took over the planning-personnel-management-salaries department of the Sibiu Tourism Office, applied 4 substantial staff-reductions, using, however, twice as much personnel, owing to the trebling of the total turnover. He bore the last years of dictatorship.
- In February 1990 he organized an initiative-board in order to relaunch Romanian tourism by means of a new legislation and the autonomy of the ventures. As president of the Sibiu Economists Trade Association he set up ROSIBCLUB - private enterprise - trying to burst State monopoly in foreign tourism. He did not succeed in organizing the Sibiu Chamber of Commerce because of a car crash suffered in May 1990, after which he had to stay in hospital for 6 months.
- October 1990 he took part officially at the dissolution of the Sibiu State Tourism Office and took over the management of "Paltinis"S.A., one of the result companies, a bankrupt firm, which would become within 6 months a real-estate company with state capital; in expectancy of privatization it exploited its touristical patrimony
through 14 companies with private capital. He managed to make the first step towards true privatization in August 1993, selling two hotels, according to the Romanian low. But finally, in February 1994 he thought it wiser to resign and start a private venture in multimedia (Imagica XXI SA). He wrote and handles the first prospects including "General Conditions" for tourism in Romania after 1989.

- In 1991 he obtained the license as official auction organizer. He took part of the preparing lessons organizer by the Minister of Finance and PHARE program as introduction to the new accounting system.
- He visited Greek in 1992 as a student at a ticketing course, took part as exhibitor to TIB (Berlin Tourism Faire)
- In 1993 and in 1994 received the assistance of Mr. Jean Pierre PARIS ex director of Thomas Cook-USA to start IT Intertourism, the private tour operator, the first one to be admitted in an international professional association (WATA). In 1993-1995 he received the assistance of Professor Uwe Schulte of Hanns Seidel Stiftung.
- In 1994 he and his brother, organized a system, a kind of health insurances for his brother's one day hospital.
- The economical conditions obliged him to move It Intertourism in Bucharest to take advantage of a larger market. He has activated his first venture, Rosibclub under the name of Intertourism - as he wants to stay in Sibiu - in order to carry on its work in the fields of tourism. Several awards were granted for the web site of Sibiu (www.sibiunet.ro) made under his management and his site "The end of the Millennium - the Greatest Point of the last total solar eclipse August 11 1999" was accepted and linked by NASA specialists on NASA's data base.
- Doctor degree thesis “Globalization and tourism- study case: Romania” January 2004

Other Commitments:
1995: WATA (World Association of Travel Agencies)
1998: SKAL-Excellence in tourism (International Association of Executives of Tourism Industry)
1999 ATLAS (European Association for Leisure Studies)
2000 INFER (International Network for Economic Research
2005 WLA (World Leisure Association)
2005 EAIE (European Association for International Education) 2005 LIONS INTERNATIONAL
2006 IFEA
Owner of the site about the total solar eclipse August 1999 for Romania

Last update July 2006