

## SECTION V MARKETING AND TOURISM

### EVOLUTION OF TOURISM IN THE YEAR 2020, IN THE CONTEXT OF MEASURES ON THE PREVENTION OF COVID-19

Cosmin Sandu Bădele<sup>1</sup>  
Dr. Lucian Ivan<sup>2</sup>

**Abstract:**

*The COVID-19 pandemic is of major affect small and medium-sized enterprises (SMEs) worldwide, with measures to combat the pandemic by blocking and quarantine leading to severe decreases in production capacity utilisation, with supply chains interrupted, leading to a lack of intermediate materials and goods in the field of and tourism. There is a dramatic and sharp drop in demand and therefore in revenues, which severely affects their ability to function due to a lack of liquidity, with SMEs being more vulnerable to 'social distance' than other types of companies.*

**Keywords:** global economic crisis, covid-19 pandemic, tourism, corporate governance, Open Source Intelligence OSINT.

#### 1. Introduction

The humanitarian crisis caused by the COVID-19 pandemic has also triggered a global economic crisis. Attempts to predict the likely impact of the pandemic on the tourism economy were quickly overcome by the speed at which the situation evolved with the spread of the pandemic. The total impacts will depend not only on the duration of the pandemic, but also on the speed of response, and on the measures taken. However, the serious situation is also a major, evolving challenge.

Today, tourism is one of the most affected sectors in terms of both supply and demand. As an interdependent industry, the current context of the world economy with a real chance of recession, geopolitical, social and trade tensions, as well as the still uncertain situation of the evolution of the pandemic and the safety measures taken by most countries (travel restrictions, closing borders, suspension of cultural events, the activity of shopping centres, accommodation and restaurants, etc.) constitute an additional risk to tourism.

**Given the evolving nature of the situation, it is still far too early to assess the concrete impact of the pandemic on international tourism.**

*In the EU, the tourism industry is expected to suffer losses of around 1 billion. euro per month. The unprecedented decline in tourism is having a negative impact on the Hotels-Restaurant-Cafe (HoReCa) industry, which is facing a severe crisis, with SMEs particularly affected. Most hotels have had to close due to declining demand or measures to combat COVID-19.*

#### 2. International Context

The current coronavirus pandemic puts the EU's tourism ecosystem under unprecedented pressure. As a result of travel restrictions and other legal restrictions imposed, tourism gradually ceased operations in the first quarter of 2020 at EU and global level. Including from this point of view, the OECD estimates that the decline in tourism activities is between 45% and 70%, depending on the duration of the health crisis and the pace of recovery.

Almost all enterprises in the tourism sector are facing an **acute crisis of financial liquidity**, so according to industry estimates, revenue losses at European level have reached

---

<sup>1</sup> Expert in the Ministry of Internal Affairs, e-mail: [cosmin.badele.cb@gmail.com](mailto:cosmin.badele.cb@gmail.com).

<sup>2</sup> Expert in the Ministry of Internal Affairs, e-mail: [ivan.lucian2@gmail.com](mailto:ivan.lucian2@gmail.com).

**85%** for hotels and restaurants, **85%** for operators and travel agencies, **85%** for long-distance rail transport and **90%** for cruise services and airlines.

The EU travel and tourism sector reports a **reduction** in bookings of **between 60-90%** compared to the same period of previous years.

The crisis has hit small and medium-sized enterprises the most, which, in the absence of liquidity, financial forecasting capacity and experiencing various uncertainties regarding the existing workforce, have tried to stay afloat in order to gain access to finance and to keep their employees and staff active in the workforce.

***Comment:** In the absence of immediate joint action and emergency funding from the EU to cover the period until tourism flows resume at full capacity, many SMEs could go bankrupt in the period immediately following.*

### **3. National Context - Tourism on the Litoral of the Negre Size**

The Romanian tourism industry was also severely affected by the COVID-19 pandemic and the measures that were taken to stop the spread of the coronavirus. Both hotels and travel agencies have seen massive declines in bookings and cancellations of events. Since the beginning of March, hotel occupancy has decreased by 40% in Bucharest and over 50% in resorts.<sup>1</sup>

The Romanian seaside resorts well known in international tourism are represented by:<sup>2</sup> **Navodari, Mamaia, Eforie Nord, Eforie Sud, Techirghiol, Costinesti, Olympus, Neptune, Jupiter, Cap Aurora, Venus, Saturn, Mangalia**, which have modern bases of accommodation and treatment, as well as various possibilities of agreement.

According to INS data, in 2019 the Romanian coast had **848 tourist reception structures** with tourist accommodation functions (about **10% of the total**, not including units in the Danube Delta) and a tourist accommodation capacity of **85,081 beds** (about **23.9% of the total capacity**, not including the existing situation at the level of the Danube Delta).

According to data from the online environment, the number of tourists arriving on the coast in 2020 was 276,000 tourists, compared to the number of tourists arriving at sea in 2019, which amounted to 331,500 tourists (-55,500, -20%).<sup>3</sup>

Although many tourists have had to give up their planned holidays outside the country this year due to restrictions imposed by national or foreign authorities, and the main option of those who still wanted to spend their holidays was to travel to Romania, however, in general, the number of tourists has been decreasing this year, as a result of the measures put in place by the authorities to prevent the spread of COVID-19.

According to the latest data published by the National Statistical Institute, in July a.c.:

- ✓ at national level, arrivals in tourist reception facilities with accommodation functions decreased by **44.4%** and overnight stays by **44.7%** (compared to the same period in 2019);
- ✓ at border points, arrivals of foreign visitors **decreased by 69%** and departures abroad of Romanian visitors by **63.8%**;
- ✓ **1/3 of the total number of tourists arriving** in accommodation sands in Romania chose the Black Sea coast to spend their holidays.

---

<sup>1</sup> Horeca, <http://www.horeca.ro>.

<sup>2</sup> The Romanian Black Sea coast runs for 245 km, between the Musura gârle (border with Ukraine) and the village of Vama Veche (border with Bulgaria). The coastline has a complex composition that increases its tourist value, namely the Danube Delta area and the Razim-Sinoe lagoon complex to the north, and to the south about 70 km stretches the tourist coastline itself.

<sup>3</sup> According to data taken from the Financial Journal (<https://www.zf.ro/eveniment/criza-se-vede-in-cifre-numarul-turistilor-ajunsi-pe-litoral-a-fost-19531257>).

Sea hotels that have not gone bankrupt over the season are approximately 80% occupied in the first days of September, with more than 50% of tourists paying with holiday vouchers.<sup>1</sup>

In this context, according to an analysis by the Mamaia-Constanta Employers' Organisation (OPMCTA), without voucher accommodations, hoteliers who had 30% fewer customers than last year during the whole season would have gone into financial collapse, for which they asked the Romanian Government to issue holiday vouchers this year, so that tourists could afford to go on domestic holidays even during 2021.

By July 15th, hotels throughout the Romanian coast had reached an **average occupancy rate of 37%**, failing to cover their operating costs.<sup>2</sup>

Currently, since the beginning of September, **the occupancy of functional seaside hotels is estimated at 80%**<sup>3</sup>.

#### 4. National Perspectives

By reference to the immediate measures to save Romanian tourism, it would be an opportunity to develop an analysis of the resilience and sustainable development of this important sector for the national economy, anticipating, during the crisis period, new trends and consumption patterns related to its activity.

National ambitions should be focused either on maintaining a leading position on this level of the economy within Europe and at the forefront of the world's tourist destinations in terms of value, quality, sustainability and innovation. A new, overall vision should guide the use of financial resources and investment at regional and national local level, and the focus of this new ambition is **sustainability**, contributing both to the European Green Pact and to maintaining strong communities within the EU.

The main national objective should be to enable more sustainable transport at affordable prices for tourism and to improve connectivity between local communities, to stimulate intelligent management of tourism flows on the basis of sound measurements and tools, to diversify the Romanian tourism offer and to expand tourism-related opportunities, to develop sustainability skills for tourism professionals and to harness the variety and diversity of landscapes in Romania. At the same time, a system for the protection and reconstruction of the natural terrestrial and marine heritage needs to be allocated, in line with the European strategic approach for a sustainable blue and green economy. These actions should include the promotion of sustainable tourist accommodation structures carried out through voluntary schemes such as the EU Ecolabel and EMAS.

All these national ambitions towards Romanian sustainable tourism should guide investment decisions at national level, but this can only work in combination with strong commitment at local and regional level.

Romanian tourism can also benefit from **the digital transition** by offering new ways of managing travel flows and tourists, including foreigners, financial opportunities, as well as more tourist options. At the same time, all these actions would lead to the more efficient use of national resources quite limited for this economic sector.

The use of new technologies in the analysis of large volumes of data on tourism activity could create and pool precise segments of the tourism profile and contribute to understanding the trends and needs of tourists. This would allow Romanian tourism to

---

<sup>1</sup> Holiday vouchers were very useful to the summer season of this year, so more than 50% of tourists coming to the Romanian coast, including in the first days of September A.C., made reservations that they paid with holiday vouchers issued last year and whose validity was extended until May 2021.

<sup>2</sup> By comparison, on 15.07.2019, the average occupancy on the coast amounts to 75%.

<sup>3</sup> According to the statements of the President of OPMCTA and First Vice-President of the Federation of Employers of Romanian Tourism (FPTR).

respond quickly to changing customer demand and provide predictive analysis based on pre-existing models. The application of *blockchain* technology would also allow economic operators in the Romanian tourism sector to have all available information on secure transactions, thus limiting all types of fraud in this segment.

Digital tools could also be included in confidence-building measures to assure citizens that tourism and travel can be safe. This would involve investing in digital skills, including cybersecurity and encouraging digital innovation, as well as connecting tourism businesses and entities with existing local and regional data spaces. From this point of view the measures would be more useful to be applied in rural, remote and outermost regions, where tourism is quite fragmented and highly dependent on the accessibility of information and transport and travel services.

As part of this transition, Romanian SMEs will need special attention, and intensive collaboration with the European Commission, the European Enterprise Network, the European Cluster Alliance, as well as the European Digital Innovation Centres to support sustainability and digitalisation, which will support local tourism businesses to become more resilient and competitive. Achieving this would require cross-sectoral links, interdisciplinary knowledge flow, stronger connections and strengthening of national capacities to ensure accelerated adoption of products, services and process innovations.

All these measures should connect tourism with other existing industries on the national space in order to accelerate the adoption of new solutions, to promote cross-sectoral investment in the tourism ecosystem with IT&C, renewable energies, health, agri-food industry, maritime industry, and cultural and creative industries, including the media sector.

**Digitalisation** involves the use of digital and data technologies (digitised and/or digital) to create value, by replacing/transforming traditional business processes and creating a digital business environment, and is driving the transformation of **activities**<sup>1</sup>, as the way employees perform their jobs changes as a result of the use of new tools, such as mobile technologies, that facilitate collaboration within unified communication platforms.

**Digital process transformation** means not only the adoption of new technologies, but also the realization of organizational, operational and cultural changes/transformations within the organisation, industry or economic ecosystem, as a result of the use of Information and Communication Technologies (ICTs) and the exploitation of digital skills at all levels and functions of the organisation. In order to ensure the full exploitation of the potential offered by new digital technologies and skills, the organisation must define a digital transformation **strategy**.<sup>2</sup>

### **An opportunity generated by the COVID-19 pandemic in terms of the digitisation of economic activities**

#### **Experimenting on a wider scale of remote work (telework/work from home)**

Because of the pandemic of COVID-19 many companies have made the working regime of employees flexible, as far as this was possible. Flexibility has meant changing and/or reducing working hours and, in particular, introducing/expanding remote work (telework/work from home).<sup>3</sup>

In 2019, with 0.8% of employees working from home out of the total employees, Romania was only ahead of Bulgaria (0.5%), but far behind the European average of 5.4%, or

---

<sup>1</sup> Gartner Report, 2013. The Third Era of Enterprise IT Exploring the "Nexus of Forces", "Quiet Crisis", and Gartner's 2014 CIO Agenda, Gartner.

<sup>2</sup> The physical distancing measures imposed by the authorities following the COVID-19 pandemic have stimulated many organizations to adopt the way of working at home (MD), which has led to a forced and rapid digitization of some of their business processes.

<sup>3</sup> Ahead of the COVID-19 pandemic, Romania was in the penultimate place in the European Union (EU) in terms of the percentage of employees working from home.

of some countries in the top places in relation to this indicator, such as: the Netherlands and Finland, with 14.1%, Luxembourg, with 11%, Denmark, with 7.8% and Ireland, with 7%.<sup>1</sup>

### **Digital mechanisms in restarting the economy**

The usefulness of the digital transformation of Romania and the European countries in general has been invoked for a long time as a measure of the recovery of the development gap with the other EU Member States and the increase in living standards. Romania is heavily integrated in terms of international trade and foreign investment with Western European states.<sup>2</sup>

A study by the consulting company Colliers International shows the desire to work from home for a good part of the time for seven out of ten Romanian employees, even after the end of the state of emergency. The timing is time to implement measures to expand digital transformation at the level of Romanian society.<sup>3</sup>

*Such measures contribute to the faster recovery of the economy and bring long-term benefits in areas such as:*

#### **Labour market**

Digital transformation gives workers greater freedoms, such as flexible working hours and adapting work models to suit the individual, digital transformation requires more skills and employee qualifications.

There is a strong demand for well-educated professionals who continuously adapt their skills and qualifications to meet new and emerging technological needs.

#### **Trade**

Digital commerce opens up opportunities for entrepreneurship, innovation and job creation, and digital tools can help firms overcome the barriers to their development, facilitating payments, enabling collaboration, avoiding investment in fixed assets by using cloud-based services and using alternative financing mechanisms such as crowdfunding.

Digital transformation has a profound impact on international trade, helping to change the way countries trade, change the way products are manufactured and delivered. Even if digital trade continues to involve the physical crossing of borders for various products and services, and traditional measures on taxes or trade facilitation commitments remain in place, new measures affecting the conduct of digital trade are being taken.

#### **Public sector**

For the public sector, digital transformation is associated with the emergence of new types of partnerships, new skills and responsibilities for public sector staff.

However, the process is a large one, due to the expansion of interconnections between the various institutions. However, it is an opportunity to harness the partial or even full redefinition of the main objectives of the public sector, to renew its roles and functions and to find new ways to respond to demand from service users and the public, in a coherent reform encompassing the review of organisational structures, capacities, governance, work processes and culture.

## **5. Measures proposed by other States and possible solutions for Romania**

The tourism industry is currently facing an unprecedented crisis. To mitigate the impact of the implementation of quarantine restrictions, international institutions and governments of affected countries are trying to make new packages of measures available almost daily. They usually concern the economy as a whole, and the tourism industry benefits

---

<sup>1</sup> Eurostat, <https://ec.europa.eu/eurostat/>.

<sup>2</sup> The COVID-19 epidemic and social isolation measures that are becoming mandatory to limit the spread of the virus have stressed the need for digitization.

<sup>3</sup> [https://cursdeguvernare.ro/sondaj-70-din-angajatii-romani-doresc-sa-mai-lucreze-de-acasa-si-dupa-relaxarea-restrictiilor-de-deplasare.html?fbclid=IwAR1MwCDEoxd4p2mrM7IyMx2jR3JcEQrLabLQZJ5ingukyNcX6Wgfd\\_briZs](https://cursdeguvernare.ro/sondaj-70-din-angajatii-romani-doresc-sa-mai-lucreze-de-acasa-si-dupa-relaxarea-restrictiilor-de-deplasare.html?fbclid=IwAR1MwCDEoxd4p2mrM7IyMx2jR3JcEQrLabLQZJ5ingukyNcX6Wgfd_briZs)

from these general, relevant and accessible economic measures for workers and tourism enterprises of all sizes, especially SMEs requiring special support.

Governments need to act much faster, at sectoral level, with creative solutions to support businesses and tourism workers, restore travellers' confidence and be ready to stimulate demand once containment measures are lifted.

Some EU states have already taken such tourism-specific measures to mitigate immediate negative impacts and facilitate the recovery of the sector.

**Austria** has set up financial support programmes for affected companies to mitigate the economic disadvantages resulting from measures to prevent the spread of the coronavirus, to facilitate economic recovery, to mitigate income losses and to stimulate the labour market. For this, a fund of 15 billion euro for businesses facing major losses as a result of travel restrictions and meeting bans such as those in the tourism industry. The Fund uses two instruments: government guarantees for loans and non-refundable grants. The government is also offering \$100 million euro to cover debts if a hotel (family-run) applies for a loan to cover the loss caused by cancellations (only if it has a loss of more than 15% compared to last year).

In addition to national support, at regional level each country has taken its own measures to support tourism companies. In Vienna, guarantees are offered to consolidate liquidity of up to 80%. A volume of funding is provided between 5,000 and 500,000 euros. Burgenland has created three programs that offer a total of 30 million euros. The city of Graz has eliminated restaurant operating fees until the end of 2020, reduced utility rates and rent subsidy applications are paid immediately for the whole year. Lower Austria offers 20 million euros for SMEs in the commercial and tourism sector. The State of Salzburg offers an 80% guarantee for loans, interest is paid by the Province of Salzburg and the duration is 36 months and the credit limit of up to 500,000 euros per enterprise.<sup>1</sup>

**Belgium**, in Flanders, has made available 5 million euros for social and youth tourism. The cancellation of a travel package will result in a voucher equal to a validity of at least one year.<sup>2</sup>

**Croatia** has decided to defer payment of tourist taxes and provides financial support, subsidies for tourism SMEs to finance working capital and improve liquidity. The total funding budget is US\$3,386 million. Amendments to some laws have also been approved: the law on the provision of tourist services on the use of vouchers (the customer has the right to terminate the travel agreements on the expiry of 180 days from the date of termination of the special circumstances, the tour operators issuing a voucher for the unrealized trip; if the traveller chooses the refund, the organizer must make it within 14 days after the expiry of the 180 days after the end of the special circumstances); the law of hospitality and the law on tourist tax. Other amendments relate to: simplifying the conditions for the operations of travel agencies; extending the deadlines for regular harmonisations of standards for hospitality services in households; postponement of mandatory reclassification of accommodation establishments.<sup>3</sup>

**Spain** has announced a funding line of 400 million euros, with a guarantee from ICO (Official Credit Institute of Spain), for independent companies and travel companies domiciled in Spain, in need of liquidity, with a limit of 500 thousand euros. The funds function as a 4-year loan with a fixed interest rate (max. 1.5%). Operations may be agreed by 31 December 2020.<sup>4</sup>

---

<sup>1</sup> Austrian Business Agency, <https://investinaustria.at/en/blog/2020/04/covid-19-regional-support.php>.

<sup>2</sup> Belgian Federal Public Service for Economics, SMEs, Independent Workers and Energy, <https://economie.fgov.be/fr/themes/entreprises/coronavirus/information-pour-les/reduction-des-peres/coronavirus-premier-volet-du>.

<sup>3</sup> KPMG International, <https://home.kpmg/xx/en/home/insights/2020/04/croatia-government-and-institution-measures-in-response-to-covid.html>.

<sup>4</sup> Government of Spain, <https://www.lamoncloa.gob.es/lang/en/gobierno/councilministers/Paginas/2020/20200312council-extr.aspx>.

**Romania**, this challenge must be addressed with a thorough judgment and proportionate measures. Tourism must be included among the priorities in future economic recovery efforts. More measures are needed at sectoral level and in a more coordinated way to support businesses and tourism workers in order to be ready to restart work, restore tourist confidence and stimulate demand.

- ✓ Protecting tourists by setting safety rules. Protecting workers by providing support for income insurance, prolonging financial support for technical unemployment or regulating short-term labour schemes – Kurzerbeit, following the German model, and ensuring the protection of self-employed and seasonal workers.
- ✓ Ensuring the survival of industry throughout the chain and, in particular, supporting SMEs by making liquidity available, guaranteeing emergency loans, creating quick and easy access to short- and medium-term loans to overcome liquidity deficiencies, including funds made available by the EU through the Corona Response Investment Initiative, deferring payment of contributions to the State (tax , VAT, etc.) for economic operators seriously affected by the crisis, ensuring continuous dialogue with the private sector, providing timely data and creating a platform to this end to ensure effective and targeted response measures.
- ✓ Stimulating demand for domestic tourism by extending the holiday voucher program and promoting the country as a destination through all possible channels, especially now during the population quarantine period. Also, supporting Romanian destinations by increasing their budgets for promotion, marketing and product development purposes to encourage demand from alternative markets and to accelerate recovery.

## **6. Application of corporative Government Policies for the growth of the Performance of Companies in Romanian Tourism**

*In this new era of globalisation, characterised by a continuous increase in competition and the amplification of transfers of financial flows, new performance standards are imposed that go beyond the economic sphere for both national and international companies, and corporate governance has become a ubiquitous concept.*

Corporate governance is the result of increasing the company's performance and harmonizing interest groups.

### **Application of corporate governance principles:**

1. protection of shareholder rights;
2. ensuring fair treatment of all shareholders, including minority and/or foreign shareholders;
3. the role of stakeholders- recognising the rights of all persons involved in society, encouraging active cooperation between the company and these persons and groups in creating value, jobs and viable and competitive enterprises;
4. information and transparency - ensuring relevant information is published on time and accurately, including data on the financial situation, performance, ownership structure and management of the company;
5. the board of directors - must ensure the strategic orientation of the company, effective monitoring of the management by the board of directors and the responsibility of the board towards the company and shareholders.

The effective functioning of the corporate governance process assigns auditors – external and internal – key roles in the transparency of financial reporting, i.e. monitoring internal controls, aimed at improving the risks assumed by the organisation in the conduct of the business.<sup>1</sup>

## **7. Management of data osint in management of actual risks<sup>2</sup>**

---

<sup>1</sup> Dobroteanu C.L et all - Independence of auditors in the context of corporate governance, Financial Audit, no.3, 2010, p. 19.

<sup>2</sup> Open Source Intelligence.

*Resources at the level of each organisation are limited, it is necessary to carry out efficient and efficient management of the activities carried out, based on the results and conclusions provided by the types of information analysis (OSINT), in order to achieve the objectives of the organisation.*<sup>1</sup>

**Thus, by adapting and integrating existing analytical techniques, it will be possible to achieve the correct anticipation of developments in political, economic, social, technological and security terms, which will allow managers to have fair and effective measures, scientifically based, that allow them to maximize the results, while at the same time making the resources used more efficient.**<sup>2</sup>

**From this proposed definition, the first characteristics specific to the scientific field of information analysis can be observed, namely:**

#### **Importance of OSINT**

OsINT is estimated to provide between 80% and 95% of all information worldwide.

#### **Ensure:**

- Strategic historical and cultural knowledge;
- Operationally useful information on infrastructure and current developments;
- Tactically vital geospatial information that cannot be obtained by other means.
- Open (public) sources ensure validation of data from closed sources.

#### **OSINT management, stages:**

- Planning and targeting actions;
- Research, search and collection, processing and exploitation of information;
- Production, dissemination and evaluation (feedback);

#### **Steps to follow in OSINT analysis**

- Discover that information necessary to carry out the tasks undertaken, according to the principles (know where to look, know who knows);
- Selection between good and bad sources, valid and expired sources, relevant and irrelevant ones;
- Filtering them;
- Providing relevant information in a timely, safe manner in a format that is easily understood by the beneficiary;

#### **Advantages of OSINT products**

- I assume low costs as well as a considerable decrease in the time to obtain;
- I support multi-source and financial intelligence analysis by directing the collection process;
- They have a guiding role at the analysis stage by identifying elements necessary to understand the context;
- Facilitates access to certain types of expertise that is not always accessible to the analysis department in the company.

*"At the same time, from an analytical point of view, managers are considered to be obliged to make decisions on the organisation of the activity, with or without analytical support. However, in order to make scientifically correct decisions, the manager needs an information analyst and an analytical product containing accurate information, presented in a coherent, clear and explicit manner and, perhaps most importantly, in due course."* (Ivan L., Information Analysis Management, Biblioteka Publishing House, Targoviste, 2018).

## **8. Conclusions**

It will take a joint effort by all tourism stakeholders to keep the tourism industry afloat. There is a crucial need to adopt an integrated government approach so that measures

---

<sup>1</sup> This activity is all the more important in the situation of budgetary constraints, and it is necessary to plan and allocate the limited resources available correctly and efficiently.

<sup>2</sup> Ivan L., Information Analysis Management, Biblioteka Publishing House, Targoviste, 2018.



taken to support the tourism industry are consistent and complementary to the overall economic stimulus packages.

Comprehensive tourism recovery plans must be made to strengthen the resilience of tourism over time, taking into account the long-term implications of the crisis for the tourism sector in the context of the digital transformation, climate change and structural transformation that will be needed to build a stronger, sustainable and resilient tourism economy in the future.

The economic success of a country or region in global competition for markets may depend, to a large extent, on the concentration of development efforts towards key areas where competitive advantages, resources and skills are gained.

In the case of travel agents, the situation is dramatic, on the one hand due to the lack of incoming and the drastic reduction of outgoing and, on the other hand, as a result of the cancellation of reservations by customers and the request for a refund of their consideration which risks leading to the bankruptcy and disappearance of many agencies on the market.

In the current economic crisis, many specialists consider tourism to be one of the sectors with the highest potential to offer economic growth and development at international level.

#### **Selective bibliography:**

1. Comunicare a Comisiei Europene către Parlamentul European, Consiliu, Comitetul economic și social european și Comitetul regiunilor - Turism și transport în 2020 și ulterior – publicat în 13.05.2020, COM (2020) 550 final, BRUXELLES.

2. <https://insse.ro/cms/ro/tags/comunicat-turism>.

3. <https://www.zf.ro/eveniment/criza-se-vede-in-cifre-numarul-turistilor-ajunsi-pe-litoral-a-fost-19531257>

4. <https://www.profit.ro/stiri/economie/patronat-hotelurile-de-la-mare-care-au-rezistat-pestesezon-sunt-ocupate-in-proporie-de-aproximativ-80-in-primele-zile-din-septembrie-mai-mult-de-jumatate-din-turisti-platind-cu-vouchere-de-vacanta-19471627>.

5. Agenția Austriacă de Afaceri, <https://investinaustria.at/en/blog/2020/04/covid-19-regional-support.php>;

6. Serviciul Public Federal din Belgia pentru Economie, IMM –uri, Lucratori Independenți și Energie, <https://economie.fgov.be/fr/themes/entreprises/coronavirus/informations-pour-les/reduction-des-pertes/coronavirus-premier-volet-du>.

7. Organizația Mondială a Turismului, <https://www.unwto.org/tourism-covid-19>.

8. Federația Industriei Hoteliere din România, <https://www.fih.ro>.

9. Incoming Romania, <https://incomingromania.org/2020/04/16>.

10. <https://www.lamoncloa.gob.es/lang/en/gobierno/councilministers/Paginas/2020/20200312council-extr.aspx>.

11. Gartner Report, 2013. The Third Era of Enterprise IT Exploring the “Nexus of Forces”, “Quiet Crisis”, and Gartner’s 2014 CIO Agenda, Gartner.

12. Parlamentul European, <https://www.europarl.europa.eu>.

13. Horeca, <http://www.horeca.ro>.

14. Ivan L., Managementul analizei informațiilor, Editura Bibliotecha, Târgoviște, 2018.

15. Dobroțeanu C.L et all - Independența auditorilor în contextul guvernății corporative, Audit Financiar, nr.3, 2010.