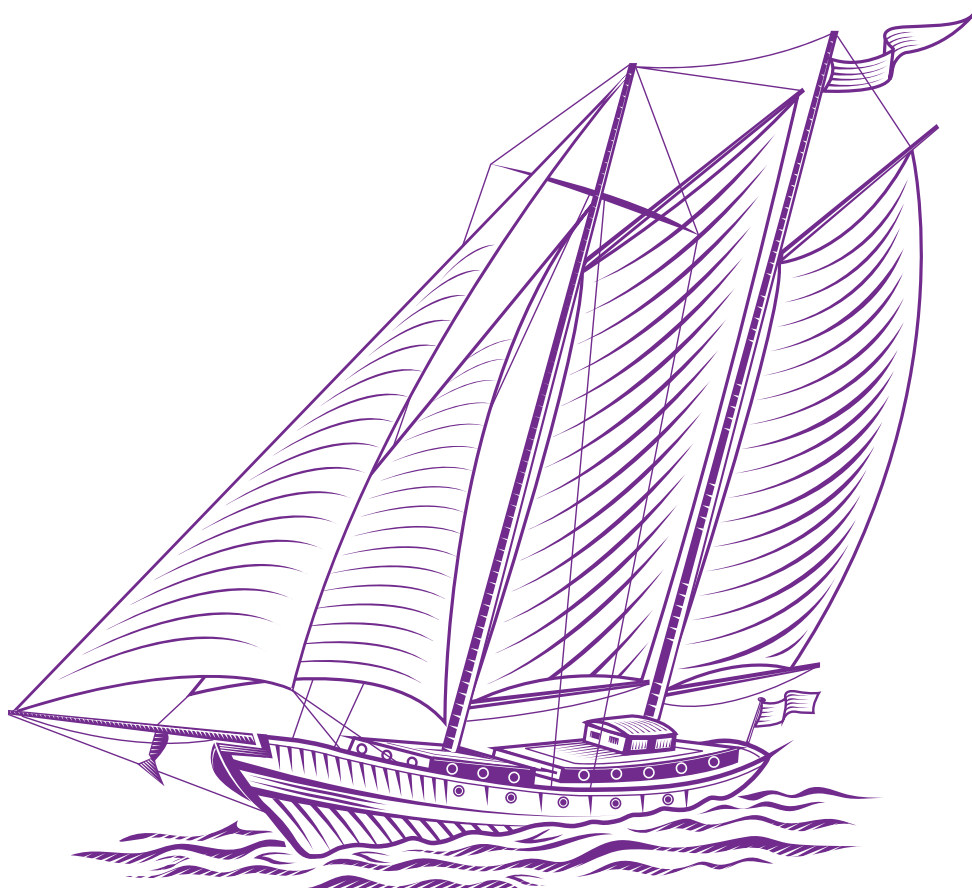




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TOWARDS A MULTIDIMENSIONAL PERSPECTIVE FOR DECISION OPTIMISATION: INTEGRATING SOCIAL, MATHEMATICAL, AND TECHNOLOGICAL DIMENSIONS

Shanya BUYS¹, Jacoba H. BÜHRMANN², Pieter BUYS³

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ABSTRACT. Ineffective decision-making remains a persistent challenge for organisations operating in complex, uncertain, and data-intensive environments. This paper explores the interrelationships among decision-making, optimisation, and digitalisation, aiming to develop an integrated perspective on organisational decision support. A structured literature review is conducted, drawing on insights from operations research (OR), decision sciences, and digital transformation. The findings highlight that contextual and human factors shape decision-making, while optimisation provides the analytical structure required to address complex problems. Furthermore, digitalisation enhances these capabilities by enabling improved data integration, processing, and real-time analysis. While each domain contributes individually, their combined application enables more robust, adaptive, and data-driven decision processes. This paper proposes a multidimensional framework that conceptualises decision optimisation as a socio-technical process involving the interaction between human judgement, analytical modelling, and digital technologies. The study contributes to the literature by bridging traditionally fragmented research areas and providing a holistic foundation for more effective decision support systems. Practically, the findings emphasise the need for organisations to align optimisation methods, digital capabilities, and contextual considerations to improve decision quality, resilience, and long-term sustainability.

Keywords: Artificial intelligence, decision-making, decision support, digitalisation, optimisation, machine learning, multidimensional, sustainability

JEL Classification: C61, D83, M15, D81

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Introduction

Ineffective decision-making remains a significant challenge for many contemporary organisations. A global survey by McKinsey & Company (2023), involving over 1,200 business leaders, estimated that ineffective decision processes may cost a typical Fortune 500 company approximately 530,000 days of managerial time, equating to nearly \$250 million in wasted wages. Beyond financial implications, effective decision-making is critical for navigating increasingly complex organisational environments and sustaining a competitive advantage (Institute of Directors, 2024). These realities underscore the central role of decision-making in organisational adaptability and sustainability.

However, achieving optimal decision-making is inherently challenging, particularly in large-scale contexts characterised by multiple interdependent variables, uncertainty, and dynamic conditions. Operations research (OR) and related optimisation techniques have traditionally been employed to address such complexity by providing structured, quantitative decision-support approaches. Despite their strengths, conventional optimisation approaches often face limitations related to scalability, computational efficiency, and adaptability, particularly in increasingly data-intensive and dynamic operational environments (Cloirec, 2023).

In response to these challenges, organisations are increasingly using digitalisation to improve decision-making. The integration of digital technologies into business processes has led to the emergence of data-driven decision environments, where large volumes of structured and unstructured data can be leveraged to enhance analytical capabilities and operational efficiency (McKinsey & Company, 2024). Among these technologies, artificial intelligence (AI) has emerged as a key driver, with the potential to improve decision speed and accuracy, reduce reliance on manual processes, and mitigate human error (Palanivelu & Vasanthi, 2020).

Nevertheless, a critical gap remains in understanding how to effectively integrate decision-making, optimisation, and digitalisation within a unified framework. Existing research often addresses these domains in isolation, failing to elucidate their combined, integrated potential. This fragmentation highlights the need for a holistic perspective that captures the interdependencies between

human, analytical, and technological components of decision systems. In this context, the following research question is posed: *What is the conceptual overlay among decision-making, optimisation, and digitalisation, and how can a multidimensional perspective contribute to adaptability and sustainability in dynamic organisational environments?*

Accordingly, this paper presents a structured literature review that synthesises insights across three interconnected dimensions: decision-making (as a social dimension), optimisation (as a mathematical dimension), and digitalisation (as a technological dimension). By integrating these perspectives, the paper seeks to advance a multidimensional understanding of decision optimisation in industrial engineering contexts. The contribution of this paper lies in identifying key relationships and gaps in the underlying conceptual decision domains, thereby providing a foundation for the development of more integrated and effective decision-support systems.

Decision-making in organisational systems

Decision-making as a multi-level organisational process

From a social dimension perspective, decision-making is widely regarded as a fundamental human activity that guides goal-directed behaviour when multiple alternatives are available (Hansson, 2011). Within organisational systems, it serves as a critical functional process that supports sustainability, resilience, strategic alignment, accountability, risk management, and continuous improvement (Alkhadi, 2024). However, the effectiveness of organisational decision-making is increasingly being challenged by the complexity of contemporary business environments, where decisions must often be made rapidly and under conditions of uncertainty.

Developing a clear understanding of the factors that influence decision-making is, therefore, essential, particularly in environments characterised by high levels of uncertainty and rapid change (Kozioł-Nadolna & Beyer, 2021). While numerous variables may affect decision processes, these can be broadly structured into three interrelated contextual domains (Kamal *et al.*, 2015). The first is the individual context, which reflects the decision maker's personal characteristics. The second is the organisational context, which represents the structural and environmental conditions within which decisions are made. The third is the decision context, which concerns the nature and complexity of the decision itself. Together, these levels provide a holistic view of organisational decision-making.

Individual influences on decision-making

At the individual level, organisational decision-making is shaped by a range of personal attributes, including differences in personality, perspectives, risk tolerance, and prior experiences, all of which influence how decisions are approached and the outcomes that follow (Kamal *et al.*, 2015). Established personality dimensions, such as extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience, have been found to play a significant role in determining decision-making styles (Bayram & Aydemir, 2017). Rather than relying on a single approach, individuals typically apply a combination of decision styles depending on the circumstances they face. Factors such as age, gender, prior experiences, and sociodemographic background may further influence these tendencies, particularly in relation to risk perception and judgment (Meier, 2021). These influences highlight the interpretive and socially embedded nature of decision-making. Understanding individual-level factors is therefore essential for promoting decisions that are not only rational but also consistent with the broader organisational environment.

Organisational influences on decision-making

Decision-making does not occur in isolation but is strongly shaped by the organisational environment in which it takes place. Effective decisions depend on the alignment between internal organisational capabilities and external environmental conditions, both of which influence organisational adaptability and sustainability (Atuahene *et al.*, 2023). Frameworks such as SWOT provide a useful basis for analysing these influences by distinguishing between internal strengths and weaknesses and external opportunities and threats (Ramsudeen, 2025). In this context, analysing internal conditions enables a more informed assessment of the organisation's capacity to respond to external pressures (Halmaghi *et al.*, 2017). Together, these dimensions shape the conditions under which organisational decisions are formulated and implemented.

Internal organisational influences

The internal environment comprises the conditions and factors within an organisation that influence its operations and decision-making processes (Atuahene *et al.*, 2023). These factors are typically evaluated in terms of strengths and weaknesses, reflecting their positive or negative impact on performance (Ramsudeen, 2025). In this regard, literature often considers organisational culture as central to the internal environment, as it shapes shared values, norms, and assumptions that guide behaviour and coordination (Halmaghi *et al.*, 2017).

Culture also influences how information is interpreted, how decisions are approached, and how conflict is managed, ultimately defining the organisation's identity (Al-Fahim, 2024). The Competing Values Framework (Figure 1) is often used to categorise culture into four types based on an organisation's degree of flexibility and strategic focus. These types include *clan cultures*, which are internally focused and emphasise collaboration and well-being; *adhocracy cultures*, which prioritise innovation and adaptability; *hierarchical cultures*, which focus on stability and control; and *market cultures*, which are externally focused and drive competitiveness and measurable outcomes (Cameron & Quinn, 2011; Lawrence, 2024).

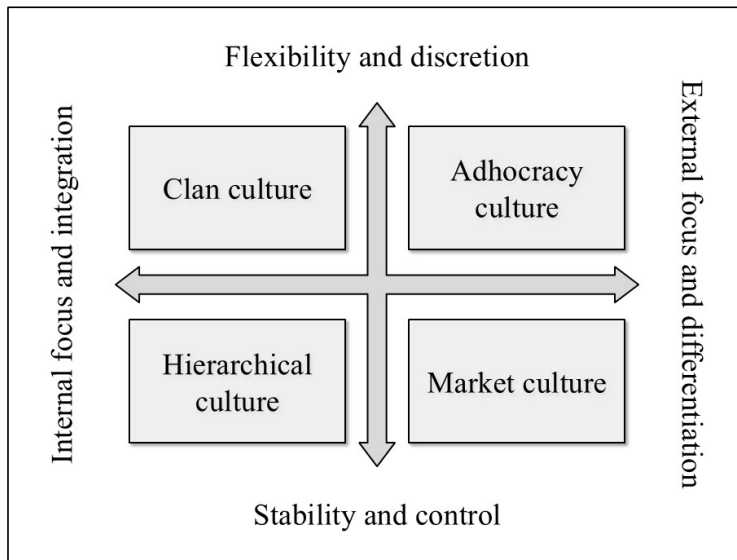


Figure 1. The Competing Values Framework
Source: Adapted from Cameron and Quinn (2011)

Leadership and management style further shape decision processes by influencing how problems are approached and how authority is distributed (Rosita *et al.*, 2023). Common leadership styles include directive, analytical, conceptual, and behavioural approaches, each of which affects organisational decision-making processes differently (Sulich *et al.*, 2021). Understanding these internal influences allows decision-making to be interpreted as part of a broader organisational system rather than as an isolated activity. Understanding when management styles are most effective enables individuals to better interpret the organisational culture in which they operate (Alsaqqa, 2016).

Overall, decision-making within organisations emerges from the interactions between culture, leadership, and strategic adaptability, highlighting the importance of understanding the internal environment as an integrated system rather than a set of isolated factors.

External organisational influences

The external environment is a crucial component of organisational analysis, encompassing factors beyond the organisation's boundaries that influence its operations, strategic direction and overall performance (Fajembimo & Isaac, 2025). An organisation's ability to interpret and respond effectively to external forces is therefore vital for sound decision-making (Atuahene *et al.*, 2023). These influences are typically assessed in terms of the opportunities they present and the threats they pose, both of which originate outside the organisation and remain beyond its direct control (Ramsudeen, 2025). As a result, organisations must adopt a structured, proactive approach to monitor and adapt to external changes throughout the business lifecycle. The PESTLE framework is widely applied in this regard, providing a systematic analysis of political, economic, social, technological, legal, and environmental (natural) factors shaping the external environment. The considerations of these factors are described as follows (Çitilci & Akbalik, 2020; Ramsudeen, 2025):

Political factors: Government policies and regulations, political risks, trade restrictions, etc.

Economic factors: Interest rates, taxes and tariffs, minimum wage levels, economic growth, unemployment levels, inflation and exchange rates, etc.

Social factors: Demographics, population, non-governmental organisations, health and insurance systems, values, lifestyles of stakeholders, etc.

Technological factors: Innovations, copyrights, technology and related trends, etc.

Legal factors: Legislation, labour and consumer rights/laws, wages, job security, etc.

Environmental factors: Environmental policies, climate, nature, raw materials, consumption trends, etc.

This framework demonstrates universal applicability across organisational contexts and may provide value to a wide range of industries. Importantly, when combined with decision-making and strategic planning, the PESTLE framework's adaptability and comprehensive structure enable organisations to formulate strategic plans and make data-driven decisions (Ramsudeen, 2025).

This analysis should enable contemporary organisations to anticipate challenges, identify emerging opportunities, and align strategic initiatives with changing environmental conditions.

Decision context and situational complexity

Beyond individual and organisational influences, decision-making is fundamentally shaped by its context. This refers to the environment in which individuals or groups evaluate alternatives and reach conclusions, requiring responsiveness to situational conditions and constraints (Ryan, 2022). In contemporary organisational settings, this context is characterised by uncertainty, complexity, and rapid change, often necessitating decisions under pressure and with incomplete information (Panpatte & Takale, 2019). As a result, decision-making extends beyond simple optimisation to managing trade-offs among competing objectives.

Uncertainty is a central feature of this context, arising from incomplete information, limited understanding of variables, and dynamic environmental conditions (Wienclaw, 2021). While some forms of uncertainty can be reduced through improved data and clearer causal insight (Wu & Shang, 2020), increased data availability may also lead to information overload, thereby complicating decision quality (Shahrzadi *et al.*, 2024). Consequently, effective decision-making under uncertainty requires a balance between analytical methods and managerial judgment.

Organisational complexity further intensifies these challenges. Defined by the degree of differentiation and interdependence within systems (Gorzeń-Mitka & Okreglicka, 2014), increased complexity makes decision processes more difficult to design and manage, often exceeding cognitive limits and leading to suboptimal outcomes (Beyer & Ullrich, 2022). In such contexts, structured approaches such as multi-criteria decision-making may provide valuable support by enabling systematic evaluation across competing criteria.

Uncertainty and complexity jointly give rise to risk, which may be partially quantifiable but also influenced by unknown variables (Wu & Shang, 2020). While these conditions introduce potential threats, they may also create opportunities for innovation (Gorzeń-Mitka & Okreglicka, 2014). Decision-making in this context, therefore, involves not only mitigating risk but also recognising and leveraging emerging opportunities.

Stakeholder involvement represents another critical aspect. Decisions typically involve multiple internal and external stakeholders (Osika *et al.*, 2023), and incorporating their perspectives improves decision quality, alignment, and legitimacy (Smith, 2024). However, conflicting interests and information asymmetries can increase complexity and require careful management of stakeholder engagement (Rosyada *et al.*, 2024).

Taken together, these contextual factors demonstrate that organisational decision-making is not merely a technical activity, but a socio-technical process shaped by uncertainty, complexity, risk, and stakeholder dynamics. This reinforces the need for structured and adaptive approaches that support decision-makers in increasingly complex environments.

Mathematical optimisation for decision support

Role of optimisation in decision support

From a mathematical dimension perspective, optimisation plays a fundamental role in decision support by providing structured mathematical and algorithmic frameworks for identifying optimal decisions under defined constraints. Through mathematical modelling, statistical reasoning, and computational algorithms, optimisation enables decision-makers to systematically evaluate alternatives and select solutions that maximise or minimise a defined objective function (Rodriguez, 2024).

In terms of decision support, optimisation is closely aligned with prescriptive analytics, as it moves beyond describing or predicting outcomes to recommend optimal courses of action (Lepenioti *et al.*, 2020). However, the effectiveness of optimisation is not isolated; it depends on integration with broader analytical processes to ensure that solutions are both contextually relevant and practically implementable (Abolghasemi, 2023).

Contemporary decision environments are characterised by increasing complexity, uncertainty, and scale. As a result, organisations are required to navigate competing objectives and trade-offs to achieve feasible, balanced outcomes (Cloirec, 2023). These challenges are particularly pronounced in sustainability-oriented applications, where economic, environmental, and social objectives must be considered simultaneously (Ferdous *et al.*, 2024; Gunantara, 2018). This complexity highlights the importance of structured optimisation approaches as a foundation for advanced decision support.

Problem formulation and structural characteristics of optimisation models

At the core of any optimisation problem lies a formal structure defined by decision variables, objective function(s), constraints, and domain sets. These collectively define the mathematical representation of the decision problem and determine how solutions are generated and evaluated (Sohrabi & Azgomi, 2018). However, in practical applications, these elements are influenced by additional structural characteristics that shape model complexity and solution behaviour. Optimisation problems can thus be described across six key aspects (Rizk-Allah & Hassanien, 2022):

Objective structure: Problems may be classified as single-objective, multi-objective, or many-objective problems.

Constraint presence: Problems may be classified as constrained or unconstrained depending on whether restrictions are imposed on variables or the objective function.

Landscape properties: Objective functions may be unimodal (single optimum) or multimodal (multiple optima), affecting solution complexity.

Function form: Models may take a linear or nonlinear form, which significantly influences the selection of appropriate solution techniques.

Variable composition: Decision variables may be continuous, discrete (e.g. binary), or a combination of both, leading to mixed-variable problems.

Uncertainty profile: Problems may be deterministic, with fully known parameters, or stochastic, where uncertainty is explicitly incorporated.

Together, these aspects define the structural nature of optimisation problems and influence both the model formulation and the selection of the solution strategy. In real-world contexts, optimisation problems are often constrained, data-intensive, and subject to incomplete information (Van der Blom *et al.*, 2023). These characteristics play a critical role in determining model feasibility and solvability.

Trade-off modelling in multi-objective optimisation

In practical decision-making environments, optimisation rarely involves a single objective. Instead, decision problems typically involve multiple, often conflicting objectives that must be balanced simultaneously. This complexity is further intensified by diverse stakeholder preferences, which limit the effectiveness of intuition-based decision-making (Parkinson *et al.*, 2013).

To address such complexity, multi-objective optimisation (MOO) provides a structured framework for analysing and managing competing objectives (Ferdous *et al.*, 2024; Gunantara, 2018). In many cases, MOO problems are transformed into a single-objective optimisation (SOO) problem using scalarisation techniques (Singh & Deb, 2020). One of the most widely used methods is the weighted-sum approach, which aggregates multiple objectives into a single function based on their relative importance (Kalayci *et al.*, 2019). However, different scalarisation methods may yield different solutions, requiring careful evaluation and comparison of outcomes.

Unlike SOO, which produces a single optimal solution, MOO generates a set of optimal trade-off solutions known as the Pareto-optimal front (Sayyaadi, 2020). Each solution on this front represents a different balance between

objectives, where improvement in one objective results in a deterioration of at least one other. The Pareto-optimal front, therefore, provides a structured way to visualise and evaluate trade-offs, enabling decision-makers to select solutions aligned with strategic priorities (Alamo *et al.*, 2021).

As such, trade-off modelling is a central element of MOO and plays a key role in supporting balanced, transparent, and defensible decision-making.

Computational complexity and solution feasibility

As optimisation problems increase in size and complexity, their computational requirements, particularly in terms of processing time and memory, also increase significantly (Bröchin *et al.*, 2024; Chowdhary, 2025). As the problem scale grows, even small adjustments to the model formulation can lead to notable differences in solution time and computational effort. This becomes especially critical in practical application scenarios where large, data-driven problems must be solved within realistic time limits. In this context, computational complexity theory offers a structured lens for assessing the resources required to solve optimisation problems (Pantsar, 2021).

Within this framework, problems are classified according to their time and space requirements. Time complexity is particularly important, as it directly influences scalability and practical feasibility (Chowdhary, 2025). A key distinction is made between class P problems, which can be solved in polynomial time, and NP problems, where solutions can be verified efficiently but may be computationally expensive to obtain (Bossaerts & Murawski, 2017). This distinction highlights a central challenge in optimisation: as problem size increases, exact solution methods may become impractical or infeasible within realistic time constraints.

Consequently, there is often a need to balance model accuracy with computational efficiency. This trade-off is essential to ensure that optimisation solutions remain implementable in real-world decision-making environments.

Optimisation solution approaches and method comparison

Selecting an appropriate optimisation method is a critical step in the decision-making process, as method suitability depends on problem structure, size, uncertainty, and computational constraints (Rizk-Allah & Hassanien, 2022). In general, optimisation techniques can be grouped as deterministic, stochastic, and hybrid approaches, each with its own limitations and advantages.

Deterministic methods, such as linear programming (LP), integer programming (IP), and nonlinear programming (NLP), are suitable for well-structured problems with clearly defined mathematical formulations. These methods may be limited in large-scale, nonlinear, or nonconvex problems due to computational complexity (Azevedo *et al.*, 2024; Padamwar & Pandey, 2019).

Stochastic and heuristic methods are designed to better handle complexity and uncertainty. These approaches, including genetic algorithms, simulated annealing, tabu search, particle swarm optimisation, and ant colony optimisation, focus on exploring the solution space to identify high-quality, near-optimal solutions rather than guaranteeing global optimality. They are particularly useful in large-scale or poorly structured problems but often require careful parameter tuning (Rizk-Allah & Hassanien, 2022).

Hybrid methods combine deterministic and stochastic approaches to leverage the strengths of both. By integrating structured optimisation with exploratory search mechanisms, hybrid methods can improve solution quality, robustness, and convergence behaviour. However, they also introduce additional complexity in design and implementation and must be carefully balanced against computational cost (Azevedo *et al.*, 2024; Duan *et al.*, 2023).

Table 1 provides a comparative overview of common optimisation methods, highlighting the differences in problem suitability, convergence speed, scalability, and application domains.

Table 1. Comparative overview of common optimisation methods

Method	Problem type	Convergence Speed	Scalability	Applications
LP	Linear	High	High	Production planning, transportation and network optimisation
IP	Discrete	Moderate	Moderate	Project scheduling, facility location and resource allocation
NLP	Nonlinear	Moderate	Moderate	Engineering design, financial modelling and data analysis
Genetic algorithm	Any	Moderate	High	Scheduling and optimisation problems with complex search spaces
Simulated annealing	Any	Low to moderate	Moderate	Combinatory optimisation and parameter estimation
Tabu search	Any	Moderate	High	Travelling salesman problem and job scheduling
Particle swarm optimisation	Any	Moderate	High	Function optimisation and neural network training
Ant colony optimisation	Combinatory	Moderate	High	Vehicle routing, scheduling and network optimisation

Source: Adapted from Padamwar & Pandey (2019)

Overall, no single optimisation method is universally superior. The selection of an appropriate approach depends on problem-specific characteristics and practical considerations, such as computational resources, implementation

complexity, and available expertise (Thomas *et al.*, 2023). Increasingly, hybrid approaches are preferred in complex real-world applications due to their ability to balance efficiency and solution quality.

Digitalisation and organisational decision-making

Digitalisation and the emergence of decision intelligence

From the technological perspective, the transition from Industry 4.0 to emerging paradigms such as Industry 5.0 reflects a sustained trajectory of technological advancement and the continuous evolution of industrial systems (Madsen *et al.*, 2025). Within this context, organisations increasingly engage in digitalisation, defined as the integration of digital technologies into organisational processes (Madsen *et al.*, 2025), as a strategic transformation that reshapes operations, decision-making practices, and organisational interactions (Chaushi *et al.*, 2024).

A central outcome of digitalisation is its ability to enhance organisational decision-making by improving data availability, integration, and analytical capabilities. By enabling the collection and processing of large volumes of data, digital technologies improve the timeliness and accuracy of decisions (Kržan & Šanko, 2023). In addition, their connectivity and intelligence facilitate the generation of actionable insights, thereby strengthening organisational responsiveness and decision quality (Lenka *et al.*, 2017).

As a result, digitalisation can be understood as a foundational enabler of decision intelligence, supporting organisations in navigating complex, uncertain, and data-rich environments while improving sustainability, resilience, and competitiveness.

Digital technologies as enablers of analytical decision support

A diverse set of digital technologies underpins this transformation, including the Internet of Things (IoT), blockchain, cloud computing, robotics, big data analytics, and AI (Dvouletý *et al.*, 2025; Yamin, 2024). While these technologies differ in functionality, their primary contribution lies in enabling analytical tools and platforms that support decision-making.

Rather than directly improving decision-making, digital technologies give rise to intermediary analytical capabilities structured to enhance decision support. These capabilities can be broadly categorised into three interrelated domains (Elmojarrush *et al.*, 2025):

- (i) Data analytics and business intelligence (BI) tools transform raw data into structured and actionable insights.
- (ii) Forecasting and market analysis tools enable organisations to anticipate future trends and uncertainty.
- (iii) Innovation-oriented digital capabilities support continuous improvement, adaptability, and value creation.

Across these domains, digital value is realised through tools such as BI dashboards, data warehouses, predictive analytics platforms, and AI-enabled decision models. These tools turn data availability into actionable insights, enabling more informed, forward-looking decisions. Consequently, the intersection of digital technologies and decision-making has become a central focus of contemporary research, with increasing emphasis on AI as a key enabling layer within decision-support ecosystems (Aleessawi & Djaghouri, 2025).

Artificial intelligence-enabled technologies in decision-making

AI has emerged as a critical driver of digital transformation, enabling organisations to improve efficiency, productivity, and decision accuracy while reducing human error (Alkhadi, 2024; Li *et al.*, 2024). Beyond operational improvements, AI contributes to enhanced organisational performance across economic, operational, and sustainability dimensions (Nobilo, 2024). Empirical evidence supports these benefits. For example, PwC (2023) reports that AI adoption often leads to improvements in decision-making quality, efficiency, revenue growth, cost reduction, and customer service performance. Among these, decision-making benefits significantly from enhanced data processing capabilities, enabling faster and more accurate insights.

Within AI, analytical AI is particularly relevant in complex, uncertain decision-making environments. It focuses on extracting actionable insights from large and heterogeneous datasets using machine learning (ML) and deep learning (DL) techniques (Sarker, 2022). Analytical AI can thus be conceptualised as a hierarchical structure in which ML serves as the foundational layer, while DL represents a more advanced subset capable of modelling complex, nonlinear relationships (Sarker, 2022). In this regard, ML enables systems to learn from data and improve performance without explicit programming, while deep learning extends these capabilities by identifying deeper patterns within dynamic datasets (Aleessawi & Djaghouri, 2025; Patil *et al.*, 2023). As such, ML serves as a core enabling mechanism in analytical AI, supporting automated learning and enhancing decision-makers' ability to generate meaningful, data-driven insights (Namvar *et al.*, 2023).

Together, these capabilities improve the speed, accuracy, and scalability of analytical processes, supporting more adaptive and sustainable organisational performance.

Machine learning-enabled decision architectures

ML extends beyond a purely technical function, emerging as a strategic enabler that reshapes how organisations approach decision-making (Kaggwa *et al.*, 2024). Within this context, ML-enabled decision systems can be understood through three interrelated layers: information systems (IS) as the foundational infrastructure, decision support systems (DSS) as the functional layer, and business intelligence systems (BIS) as a key analytical sub-system. Together, these components reflect a broader shift towards data-driven, intelligent decision-making environments.

At the foundational level, IS provides mechanisms for collecting, processing, and distributing information across the organisation, thereby supporting operational efficiency and evidence-based decision-making (Alola, 2023). However, traditional IS may struggle to cope with the scale and complexity of modern data environments. The integration of ML technologies transforms these into intelligent information systems (IIS), enabling advanced capabilities such as data mining, pattern recognition, and predictive analytics. Empirical findings demonstrate that such systems significantly enhance decision quality, with notable improvements in both speed and accuracy across diverse organisational contexts (Velasco *et al.*, 2025). As such, ML-enhanced IS are best viewed as enabling platforms that strengthen data readiness rather than as standalone decision-making tools.

Building on this foundation, DSS provide structured, interactive support for decision processes by integrating data, analytical models, and human expertise. These systems encompass various forms—including data-driven, model-driven, and knowledge-driven DSS—each tailored to different decision requirements (Fernando & Baldelovar, 2022). Recent developments in DSS incorporate techniques such as knowledge bases, fuzzy logic, multi-agent systems, natural language processing, genetic algorithms, and neural networks, with ML serving as a key enabling component (Panda, 2021). The incorporation of ML into DSS enhances their ability to generate predictive and prescriptive insights, supporting applications ranging from production planning to healthcare decision-making (Sauer *et al.*, 2024). Despite these advancements, the role of human judgement remains critical, reinforcing the importance of human-centric design principles.

Finally, BIS represent a specialised subset of DSS focused on transforming data into actionable insights for strategic, tactical, and operational decision-making. While traditional BIS primarily support descriptive and diagnostic analytics, integrating ML enables more advanced predictive capabilities, such

as forecasting customer behaviour and evaluating operational outcomes (Tripathi *et al.*, 2023). In this way, ML-enhanced BIS bridges historical data with forward-looking intelligence, strengthening organisations' ability to respond proactively to complex challenges.

These layers thus illustrate how ML functions as a critical enabler of modern decision-making architectures, enhancing analytical capability, supporting human judgement, and aiding more responsive and effective organisational decisions.

Organisational considerations for machine learning adoption

Effective deployment of ML within organisations goes beyond having advanced technology; it also depends on organisational readiness. Digitalisation should be viewed as socio-technical transformation that simultaneously influences technological systems, operational processes, and organisational structures (Chaushi *et al.*, 2024). Consequently, the adoption of ML-based solutions is shaped by a set of interconnected organisational factors rather than purely technical considerations.

These factors can be conceptualised into five key themes: data integration and quality, technological infrastructure, organisational culture, talent acquisition, and strategic outcomes. Within these themes, organisations encounter both challenges and opportunities (Ara *et al.*, 2024).

Table 2. Challenges and opportunities of machine learning adoption in organisations

Theme	Challenges	Opportunities
Data integration and quality	Inaccuracies and inconsistencies in data and a lack of real-time data integration	Implement robust data governance frameworks and utilise advanced data processing technologies
Technological infrastructure	Legacy systems incompatible with ML complexities and difficulties in integrating advanced analytics	Modernise technological infrastructure to support ML, and invest in scalable and flexible technology solutions
Organisational culture	Resistance to change and innovation, and low data literacy among staff	Foster a data-driven culture, and emphasise education and training in data literacy
Talent acquisition	Shortage of skilled ML and analytics professionals, and a lack of a competitive market for talent	Develop strategic education and training programs, and focus on workforce development and retention strategies
Strategic outcomes	Initial high investment costs and implementation challenges	Enhanced decision-making capabilities, operational efficiencies, personalised customer experiences and market agility

Source: Adapted from Ara et al. (2024)

These are summarised in Table 2. Based on this, common barriers include poor data quality, incompatibility between legacy systems, resistance to organisational change, and shortages of skilled personnel. Conversely, successful adoption offers opportunities to make better decisions, improve operational efficiency, and deliver more responsive, customer-focused processes.

Complementing this perspective, the need for integrated interventions spanning both technical and organisational domains is evident. These include establishing robust data governance and validation frameworks, investing in scalable, interpretable technological infrastructure, and promoting organisational readiness through targeted training, change management initiatives, and the cultivation of a data-driven culture (Iyelolu & Paul, 2024).

This reinforces the view that ML adoption is inherently socio-technical, and successful implementation depends not only on algorithmic sophistication but also on the alignment of organisational capabilities, structures, and strategic objectives.

A multidimensional perspective of organisational decision optimisation

A multidimensional perspective on DS and DSS emerges from integrating decision-making, optimisation, and digitalisation rather than considering these domains in isolation, as illustrated in Figure 2.

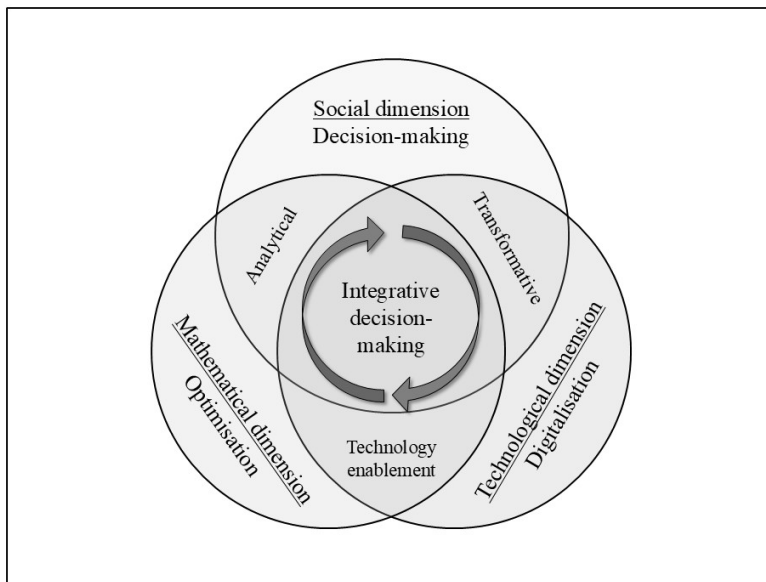


Figure 2. Multidimensional perspective of decision optimisation

Source: Author's adaptation

This reflects the inherently socio-technical nature of organisational decision systems, in which analytical, technological and transformative perspectives interact to address complex, dynamic problems.

Per Figure 2, the illustrated intersections of the foundational decision-support dimensions result in the analytical, transformative and technology enablement perspectives, clarified as follows:

(i) The overlap between the decision-making and optimisation dimensions provides an *analytical* perspective in which quantitative models structure complex problems while contextual factors such as uncertainty, stakeholder preferences, and strategic objectives define what constitutes an optimal solution. Optimisation strengthens the rigour and consistency of decision processes, and the decision context determines the relevance and applicability of the resulting solutions, particularly in environments with competing objectives and constraints.

(ii) The intersection between the optimisation and digitalisation dimensions reflects the *technology enablement* perspective in the context of advanced analytics, where data-driven methods, ML, and scalable computational tools enhance the ability to solve large-scale, complex, and dynamic optimisation problems. These technologies support improved data processing, model accuracy, and real-time responsiveness, thereby extending the practical applicability of optimisation in data-intensive environments.

(iii) The overlay between the digitalisation and decision-making dimensions highlights the *transformative* nature of decision environments through data-driven insights, DSS, and human-AI collaboration, improving both the speed and quality of decisions. While digitalisation enhances information availability and analytical capability, effective decision-making remains dependent on human judgement, particularly in interpreting results, managing uncertainty, and aligning outcomes with organisational objectives.

At the core of these interactions is an iterative, integrated decision-making perspective that combines human judgement, analytical modelling, and digital technologies to support adaptive, context-aware decision-making. This integration enables continuous feedback among data, models, and decision-makers, facilitating learning, adaptability, and improved responsiveness to changing conditions. Together, this multidimensional perspective provides a strong foundation to enhance organisational resilience, sustainability, and decision effectiveness in increasingly complex and uncertain environments.

Concluding discussion

Inefficient decision-making remains a persistent challenge in contemporary organisations, particularly in complex, dynamic environments characterised by uncertainty, interdependencies, and competing objectives. As such, this paper sought to address a gap in the existing literature by examining the conceptual relationships among decision-making, optimisation, and digitalisation, with the aim of developing a more integrated perspective on organisational decision support in the digital era.

The paper highlights that decision-making is inherently contextual and human-centred, shaped by individual, organisational, and situational factors. In contrast, optimisation provides the analytical rigour required to structure complex problems through mathematical modelling and systematic evaluation of alternatives. Digitalisation, enabled by advances in AI-related technologies, extends these capabilities by enabling data-driven insights, scalability, and adaptive decision-making. While each of these domains contributes independently to improved decision outcomes, their true value emerges through their interaction.

In response to the research question, this paper identifies the conceptual overlap among decision-making, optimisation, and digitalisation as a multidimensional integration of human judgment, analytical modelling, and technological capability. This integrated perspective demonstrates that optimisation enhances decision quality, digitalisation expands analytical capacity, and decision context ultimately determines the relevance and applicability of outcomes. Accordingly, decision optimisation should be understood not as a purely technical exercise, but as a socio-technical process that requires alignment between these interdependent dimensions.

From a theoretical standpoint, this paper contributes to the literature by proposing a structured, multidimensional perspective that bridges the traditionally siloed domains within OR, DSS, and digital transformation. This framework advances the understanding of decision optimisation by emphasising the need for integration across analytical, contextual, and technological components. From a practical standpoint, the paper suggests that organisations should adopt a holistic approach to decision support. This includes aligning optimisation models with strategic objectives and contextual constraints, investing in robust data and digital infrastructures, and maintaining the critical role of human judgement in interpreting and implementing decisions. Importantly, no single optimisation method or digital tool is universally sufficient; rather, effectiveness depends on the appropriate combination and alignment of methods within a given context.

This paper is not without limitations, however. As a conceptual literature review, the proposed perspective has not been empirically validated, and its applicability may vary across different organisational settings. Furthermore, the rapid evolution of digital technologies presents an ongoing challenge in capturing the full scope of their impact on decision support.

Future research should therefore focus on empirically validating the proposed perspective within real-world organisational contexts. Further investigation into the integration of ML and optimisation techniques, as well as the role of human-AI collaboration in decision-making, would provide valuable insights. Additionally, domain-specific applications, such as in industrial and mining environments, may further refine and extend the practical relevance of this work.

In conclusion, as organisational environments continue to increase in complexity and uncertainty, the integration of decision-making, optimisation, and digitalisation will become increasingly critical. A multidimensional, adaptive, and context-aware approach to decision support offers a promising pathway towards enhancing organisational adaptability and long-term sustainability.

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PODCASTS SERIES AS A FRAMEWORK FOR ANALYSING EMOTIONAL, COGNITIVE, AND SOCIAL LEADERSHIP COMPETENCIES

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ABSTRACT. The present paper aims to analyze how successful leaders develop their competencies, along with the level of interconnection between emotional, cognitive and social competencies. In this context, the main objectives of the study are: to analyze their development, as well as to identify interdependent relationships.

Through the qualitative methodological framework, the research addresses an in-depth analysis of the development and interconnection of essential dimensions, such as emotional self-awareness, confidence and self-worth, innovative and strategic thinking, the ability to coach others, and inspiration.

The results highlight the central role of emotional competence in supporting the other dimensions of leadership. Emotional self-awareness contributes to the development of innovative and strategic thinking by stimulating intuition, authenticity in decision-making and resilience, but also by reducing the influence of the ego. Socially, it facilitates the coaching and the ability to inspire, while self-worth supports a constructive relationship with failure. It was also found that there is an interdependence between cognitive and social competencies, although to a lesser extent. Therefore, given the major influence of emotional competencies on leadership development, it is recommended to integrate them as a central element in training programs.

Keywords: leadership competencies; emotional competencies; cognitive competencies; social competencies; podcasts.

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Introduction and literature review

Throughout the last several decades, the study of leadership competencies has significantly broadened, influencing both scholarly research and organizational practices. Nevertheless, the conceptualization and implementation of these competencies are still constrained, as numerous institutions continue to regard leadership competency models as fixed frameworks rather than dynamic abilities (Azhar & Ayobami, 2025). A competency has four main characteristics, according to the KSAO model: (“k” – *knowledge*) knowledge of general concepts, (“s” – *skills*) skills to put concepts into practice, (“a” – *abilities*) general skills and (“o” – *other characteristics*) other relevant components (Fischer & Neubert, 2015). Leadership competencies are divided into three categories, according to the three types of intelligence: emotional, cognitive and social (Boyatzis, 2007). Elsbach et al. (2026) refer to leadership as a dynamic process that is shaped by the traits and behaviors of leaders, the nature of followers, and the environment in which leadership is enacted. Effective leadership demands a tailored approach, wherein each manager cultivates a distinct and clear understanding of leadership that is informed by their individual context, personality, and skills (Trost, 2025).

Emotional intelligence

Goleman (1995/2008) refers to *emotional intelligence* as self-reflection or observation that results in identifying, understanding and managing an emotion in oneself or in others. Self-awareness is important to cope with change. Once emotions in oneself, such as anxiety, are managed, the leader can help other members to cooperate. Relationships that are based on mutual trust practice honest, unfiltered communication, which facilitates solving problems in a shorter time. When employees feel safe, it will become natural and comfortable for them to express their own ideas and opinions, facilitating innovation and resulting in a thriving organization. The leader’s emotional competencies create a catalytic reaction: from the leader to the employees, from the employees to the wider society, depending on the vision and goals of the organization. Employees whose managers have high levels of emotional intelligence stay with the company longer, and 85% of leaders’ competencies are emotional intelligence competencies.

Leaders who know their emotions make better decisions, managing to make intuitive choices (Cherniss & Goleman, 2001).

The *emotional leadership competencies* identified by Goleman et al. (2013/2018) are: emotional self-awareness, accurate self-assessment, self-confidence, self-control, transparency, adaptability, ambition, initiative and optimism. In addition to these, the following have been identified: conveying security, resilience and decision-making.

Emotional leadership competencies

Self-awareness

Goleman et al. (2013/2018) explain emotional self-awareness in leadership as the leader's connection to "*inner signals*", understanding how they influence their actions and performance. They know their values well, are guided by them, and "*can often intuit the best course of action*", seeing beyond the current situation. One of these *signals* referred to is intuition. A leader who has a high level of self-awareness naturally allows himself to be prompted by this instinctive feeling when acting. There is a strong connection between vision and intuition, as it goes beyond consciously analyzed data. Hallo and Nguyen (2021) suggest that intuition can provide a starting point for the critical thinking process and, compared to conscious data analysis, intuition can be approached as a shortcut to decision-making, and this can be something that develops gradually, based on the accumulation of knowledge, or it can be unpredictable, spontaneous.

Emotional self-awareness involves setting principles and values that the leader allows himself to be guided by in making decisions. These ethical principles are built on the basis of previous experiences or within the process in which the leader is currently, and reflect the extent to which the leader has them for himself and for others. The loyalty that the leader has towards this ethical code, determines him to bring it to the organization, for the good of the people he leads (Azuka, 2009). The integrity of the leader, for example, has a direct impact on the performance of the people he leads (Gea, 2016). Goleman et al. (2013/2018) argue that emotional self-awareness involves an assessment and understanding of one's own feelings, strengths and weaknesses. Good leaders do not exaggerate when they self-analyze and do not try to hide from others when they make mistakes. This attitude benefits the people the leader leads, as people are naturally attracted to authenticity, and transparency can facilitate interpersonal connection.

A study by Eurich (2018) shows that emotional self-awareness is divided into two categories: internal and external. The internal one refers to clear knowledge of one's own passions, values, reactions, feelings, weaknesses,

and how they influence others. The external one refers to how leaders perceive themselves to be seen by others, and thus are more open to working on their weaknesses to improve their relationship with the people they lead. This study contradicts the idea that experience increases the level of emotional self-awareness. One way to cultivate this leadership skill is to be open to criticism from other people in authority or employees. Introspection often does not work, because many people practice it incorrectly and end up criticizing themselves severely. Instead of analyzing past events, leaders will increase their level of emotional self-awareness if they ask themselves the question “*What?*” can I do well at the moment or in the future, or “*Which?*” are those things, thoughts, patterns, that no longer need to be taken into account in the future. Based on these studies, emotional self-knowledge has a possible contribution to the development of social skills (coaching and inspiration) and in the development of innovative thinking.

Confidence and self-worth

In the case of *self-confidence*, Hollenbeck and Hall (2024) argue that there are several ways in which self-confidence could be acquired, such as the experiences we and those around us have, persuasion from other people, and managing emotions in various contexts and moments. The study highlights three important aspects related to self-confidence. The first is that this competence is an assessment of one’s own capacity to do something as well as possible and is recognized as a specific element of effective leadership, and this capacity refers to the entirety of the leader’s abilities and resources, related to the degree of difficulty of the task. The second is the idea that self-confidence is a way of thinking that can be right or wrong, depending on the correctness of the data that is judged. It can also be a perception that the leader has on the difficulty of the task or his ability to perform it. The third aspect is that it stands out in relation to a task. This can be developed by changing the way one perceives one’s own capabilities or task. The fourth aspect highlighted is the possibility of changing the level of self-confidence by changing the perception of the difficulty of the task to be performed or one’s own abilities. A fifth aspect that the paper addresses is the distinction that must be made between self-confidence and self-esteem, which is “*a judgment of self-worth*”. The sixth aspect refers to repeated cycles of exercises through which it is possible to develop this competence. In addition, several characteristics of leaders with a high level of self-confidence are listed: they find solutions much more easily, have much higher goals, are open to more combinations of opportunities. Leaders have the responsibility to inspire the people they coordinate too with self-confidence. Thus, self-confidence has a possible contribution to the development of social and cognitive competencies analyzed.

Regarding *self-worth*, Fenton (2022) believes that it is the competency that determines the success of a leader most strongly. Therefore, leaders with a low level of self-worth feel that they are never good enough, but those with a high level of self-worth understand that they are constantly learning. The study highlights three main aspects related to the development of self-worth: recognizing the current level of self-worth, consciously choosing to increase self-worth, and constantly practicing increasing self-worth. This development involves practices such as transforming moments of failure into learning moments and overcoming fear. Furthermore, self-worth can be conditioned by certain factors, such as the need for approval, appearance, living in accordance with a set of moral values, comparison with others, academic or work performance.

There have been developed several theories that support the development of self-worth. One of these is called psychoanalytic analysis, which presents how, what specialists call the “*superego*”, suppresses thoughts that do not fit into a belief, a set of learned values or standards. Another theory is transactional analysis, through which leaders model their self-worth according to the way other people live, but this is a model that harms the leader's behavior. The starting point for self-worth is *emotional self-knowledge*. For the leader who has unconditional self-worth, his or her mere existence is enough to have a high level of self-worth. Leaders who have conditional self-worth have long-term internal conflicts (Birni & Eryilmaz, 2024).

The role of a leader is to encourage the growth of the self-worth of the people he leads, especially when they demonstrate ambition, determination and the desire to develop (van Dierendonck & Driehuizen, 2015). For example, if the leader conditions his self-worth on his performance compared to the performance of others, he will always have a feeling of dissatisfaction and failure, he will be constantly in a competition, trying to prove his merit to himself and others. These negative feelings will not allow him to enjoy victories, to see failure in a healthy way and will affect the relationships he has with the team. If he conditions his self-worth on something positive, he will be freed from the stress of competition and internal conflicts. Thus, he will focus on how he can train others, on encouraging them, especially having this perspective of the fact that people are different from each other, have different strengths, different passions, different learning styles. Because leaders with high levels of self-worth have a healthy perspective on failure, there is a possible connection between developing self-worth and developing innovative thinking, given that the latter involves approaching situations in an unusual manner.

Cognitive intelligence

Cognitive intelligence refers to the ability to think systematically and recognize patterns (Boyatzis, 2007). In other words, it is logical and strategic

thinking. We can thus understand why the initial theories related to *intelligence quotient* (IQ) stated that it cannot be modified (Goleman, 1995/2008). Although it does not predict success to the same extent as emotional intelligence (Cherniss & Goleman, 2001), cognitive intelligence has an important role in leadership, given the level of cognitive challenges that come with the role of leader (manager, in particular). IQ predicts how well cognitive challenges will be managed (Goleman, 1995/2008), and cognitive intelligence is the first step to a leadership position; without it, “*access is denied*” (Goleman et al., 2013/2018). Some of the challenges a leader may face are: periods of crisis, a large number of responsibilities, the high level of information processed, distraction, and the organization’s need to remain competitive.

Cognitive skills are divided into: (a) creative thinking, and (b) critical thinking (Sun & Lau, 2009). A cognitive skill that belongs to critical thinking is the ability to analyze information and situations (Boyatzis, 2007; Cherniss & Goleman, 2001). In addition, the following cognitive skills have been identified: innovative thinking, problem solving, time management, the ability to memorize and learn, strategic thinking, concentration, decision-making.

The leader sets a standard for the way of thinking and approaching situations, giving the team a direction towards achieving its goals. Thus, the statement “*all eyes turn to the leader*” may not be valid only in the case of emotional intelligence, as stated by Goleman et al. (2013/2018). Facilitating learning in the organization is one of the most important leadership competencies, introduced into the organization by the leader’s interest in his own development in knowledge and his own performance (Giles, 2016), which tells us that the way and the level in which it is introduced depends on the leader. One of the first theories on *social intelligence* claims that this type of intelligence can be assessed by studying the individual’s behavior in society, the level of general knowledge he has about the society in which he lives, taking into account his personality type (Cherniss & Goleman, 2001). In a business context, a leader lacking these social skills could be seen as a repulsive person whose presence creates discomfort. Therefore, their position of authority may not be taken seriously, certainly not to the same extent as a leader who knows how to pay proper attention to those around them.

Cognitive leadership competencies

Innovative thinking

Innovative thinking has as its starting point creative thinking, and the latter has been considered by many to be a gift that people are born with. However, de Bono (1993/2012) presents some techniques through which creativity can be

developed. Since specialists claim that innovative thinking means putting creative ideas into practice, it is implicit that innovative thinking can be developed, just like creative thinking. Methods for developing creativity are:

- *"The six thinking hats"* – refers to different techniques that bear the names of hats associated with different colors. The white hat refers to the current information held, the information that needs to be obtained and the method of obtaining it. The red hat means the emphasis placed particularly on feelings, sensations, instinct. The black hat refers to a cautious approach to decision-making. The yellow hat means a conscious effort to see the potential that each and every idea has. This is a rational and optimistic approach. The green hat involves the challenge of finding alternative solutions. The blue hat is the design of a plan, a strategy, to organize the creative process effectively.

- *"The creative challenge"* – this approach to leadership implies dissatisfaction with current methods of solving a problem. Such an attitude justifies the analysis of new possibilities. Through creative challenge, the leader seeks a very clear *"Why?"* for the current course of action, and if this is not satisfactory enough, he will seek a new method of solving the problem, which is well justified. Creative challenge can be achieved through three methods. The first is *"blocking"*, which completely eliminates the possibility of acting using the existing method, thus forcing the leader to look for a new method. The second is *"escape"* and refers to the removal of an aspect that dominates the leader's thinking when he wants to act, in such a way that he can find new solution methods. The last method is *"giving up"*, which refers to the awareness that the problem does not need a new solution method.

- *"Challenging the shaping factors"* – involves challenging certain factors that influence the way leaders think and, implicitly, their actions. This challenge paves the way for new innovative methods of action. The shaping factors are: *the dominant concept, the assumptions, the limits, the essential factors, the avoidance factors, the either/or polarizations*. *The dominant concept* refers to the fixation on a single idea about solving the problem, preventing innovative thinking. *Hypotheses* are the assumptions that influence the way a problem is solved and that must be removed in order to discover other methods. *Limits* can be challenged or imposed, both variants being challenges that give rise to new ideas. *Essential factors* are factors that are absolutely necessary and justify the current way of acting. *Avoidance factors* are those that leaders naturally want to avoid, but challenging them means removing the need to avoid them. *Either/or polarizations* mean considering several variants simultaneously, proving that the situation can be seen from two perspectives. Contesting it means refusing to view it from only the two perspectives.

Strategic thinking

Strategic thinking in leadership involves the leader's understanding of both the external environment and the company's internal capabilities. At the same time, the leader must know how the organization influences the external environment or how it responds to changes in it (depending on the company's positioning on the market). At the heart of this competence are certain skills, such as noticing emerging opportunities and certain market gaps. Strategic thinking often means generating new ideas, and thus is closely related to *innovative thinking*. The leader often has to negotiate with other people in the organization to implement new strategies. To think strategically, leaders must be open to change. To develop this competence, leaders practice their ability to judge situations themselves, instead of asking for the opinion of other people, when certain decisions need to be made. Leaders can practice reflective learning, by analyzing difficulties and suggestions, to discover new solutions. Hypotheses testing and judgment formed on events can be done based on previous actions and results from the leader's experience. Often, reflective thinking comes through both rational thoughts and feelings (Norzailan et al., 2016). Thus, *emotional self-knowledge* and *inspiration* have a possible influence on the development of *strategic thinking*.

Social intelligence

Social intelligence refers to the way in which a person manages their own emotions in relation to other people and how they succeed changing the emotional state of someone else, through a deep understanding of the emotions of those around them. Social intelligence involves, more precisely, the expression of emotions towards others (Goleman, 1995/2008). In the field of business, this can mean the ability of a leader to transmit to the team their own passion, confidence, vision, enthusiasm, seriousness, commitment, convincing employees of the importance of the cause for which they collaborate (Goleman & Boyatzis, 2008). Thus, the leader not only sets the standard for emotional and cognitive intelligence in the organization, but is the main factor in a healthy environment in terms of interpersonal connection. The leader's social intelligence not only attracts people who make a special contribution to the organization and keeps them, but also sees the potential in people who do not yet reach a very high level of performance, but are willing to learn, change, listen, follow a mentor.

The level of emotional intelligence of the leader, then taken over by the team, can radically change the performance of employees. Among the most important leadership competencies are the empowerment of employees to carry out tasks and the sense of belonging transmitted to them (Giles, 2016).

The social leadership competencies identified by Goleman et al. (2013/2018) are: empathy, organizational awareness, caring, inspiration, influence, coaching, facilitating change, conflict management, team spirit and collaboration. In addition to these, communication and delegation of responsibilities were identified.

Given the current studies on the level of importance of each type of intelligence, and implicitly, the competencies related to each category, the following question arises: “*Can the complete equipping of leaders, so that they are set for success, be done by equally developing the competencies related to each of the three types of intelligence?*”. The answer to this question can provide an understanding of how these competency development strategies should be formed or, more precisely, whether the need for a balance between the three types of competencies related to each type of intelligence is a criterion that must be taken into account. In this paper, the focus will be placed on a small number of competencies, related to each type of intelligence.

Social leadership competencies

Coaching

Coaching is the skill of understanding others and helping them reach their potential in their professional lives. A leader who will coach must understand that the team needs the same vision and goals, which are clearly communicated and followed by each person. The team must be actively involved, information must be clearly communicated for decision-making, conflict must be resolved with each person's interests in mind, and attention must be paid to the development of each person on the team. Leaders provide direction, encourage personal interconnectedness, and mutual respect. Each person's goals must align with the goals of the organization or department (Gmelch, 1994).

Harkavy (2007) states that the first step in developing others is to adopt the mindset that the leader's role is to improve the careers of the people he leads. For successful leaders, the highest priority is to develop others. Some essential steps listed and explained in his study for acquiring this social skill are: communicating the truth, serving others, being aware of the time limit and appreciating talent. A first step in coaching begins in the character of the leader. If the leader communicates transparently, it will facilitate the openness of subordinates. Serving others most reflects the leader's willingness to help people develop, through the willingness to listen to people's needs, their feedback, by offering encouragement and by taking intentional time to get to know subordinates. Timeline awareness refers to the leader's willingness to intervene for the benefit of those they lead, at the right time, and to understand the evolution of the process that the subordinate has to go through in order to grow and succeed in improving

themselves in the work they contribute. Talent appreciation refers to encouraging people, understanding the strengths that people have and highlighting and complimenting them in discussions.

Inspiration

Inspiration is the leadership competency through which the team is mobilized to fight for common goals. Although the impact is strong on the team, the competency begins with what the leader believes about the future of the company and the ideal organizational culture. Inspiration means the leader's ability to convey the same vision to subordinates and to make them aware of the change they bring to society. Because inspiration begins with the leader's vision, the leader has the responsibility to be the first to act according to the values he believes in, before asking subordinates to adopt them. Thus, if the leader wants an organizational culture in which feedback is practiced, honest communication, in which people have respect and help each other, in which there is patience and understanding, then the leader must be the first to receive feedback, who opens up, who is transparent and who prioritizes others. Goleman et al. (2013/2018) define inspiration as resonance, through which the leader is connected to the feelings of others. Through resonant leadership, the leader demonstrates to subordinates that they are understood. Through the positive emotions the team experiences, they become willing to follow the leader.

There are a number of issues associated with resonant leadership. The first is the leader's ability to receive feedback. Many subordinates are reluctant to be honest with their leader about how well they are performing. Either it is a problem with the leader, because they are unable to properly assess themselves and understand their shortcomings and, as a result, cannot receive an honest assessment from anyone else, or the problem is the subordinates' mentality. Subordinates may be reluctant because they want to appear overly optimistic in the eyes of the leader, or there is a fear of the leader. Thus, it remains the leader's duty to encourage the team to give honest feedback, to build trust in the relationship with subordinates, to take a stand when receiving information, and to be open to learning new things from those they lead.

Another aspect refers to the self-improvement of the leader, which is based on "*the five discoveries*", according to a model developed by Boyatzis (2007). These discoveries are: the leader identifies what the ideal of his or her future self looks like, what are the weaknesses and strengths he or she currently has, how the qualities he or she currently has can be improved, practicing this development model until it becomes a natural behavior, discovering the relationships that encourage and support this change in the leader's life. Inspiration means that, in order to produce real change, the leader must discover

a vision that generates this resonance, about which Goleman (1995/2008) talks. He argues that leaders must first analyze themselves, in order to understand what their own vision for the organization is and what is missing for it to be fulfilled. It is good for the leader to turn to subordinates, to analyze together the point where they are and the one where they need to reach, in such a way as to create that belonging to the group and that motivation for change. This is called harmonization and refers to an emotional connection at the team level, which mobilizes people to strive to achieve their goal. The leader must ensure that each subordinate has a direct contribution to the implementation of the change, and each person is aware of his importance in the organization.

Material and method

The purpose of this research refers to the analysis of how successful leaders develop their competencies and the level of interconnection between emotional, cognitive and social competencies. The general objectives of the paper are: (A) Analysing of the development of leaders' emotional competencies, (B) Analysing of the development of leaders' cognitive competencies, and (C) Analysing of the development of leaders' social competencies.

The specific objectives of the paper are: (a) Identifying how emotional self-knowledge is developed, (b) Analyzing the level of interconnection established between emotional self-knowledge and the other competencies analyzed, (c) Identifying how self-confidence and self-worth are developed, (d) Analyzing the level of interconnection established between confidence and self-worth and the other competencies analyzed, (e) Identifying how innovative thinking is developed, (f) Analyzing the level of interconnection established between innovative thinking and the other competencies analyzed, (g) Identifying how strategic thinking is developed, (h) Analyzing the level of interconnection established between strategic thinking and the other competencies analyzed, (i) Identifying how coaching is developed, (j) Analyzing the level of interconnection established between coaching and the other competencies analyzed, (k) Identifying how inspiration is developed, and (l) Analyzing the level of interconnection established between inspiration and the other competencies analyzed.

The approach used in this paper is qualitative in nature, to understand how leaders have experienced the development of competencies and what their impact is in the organizational environment. This analysis is conducted on existing data, based on 14 episodes of the podcast Craig Groeschel Leadership Podcast, where the guests are leaders from the business environment, non-

profit organizations or leaders in other fields, such as medicine and sports. This research starts from the hypothesis that leadership competencies can be transferred from one field to another. The purpose of the podcast is to provide listeners with information about what leadership means, while also giving leaders the opportunity to describe their own professional path. The competencies analyzed are attributes that we can observe in the people around us. In leadership, these competencies take on a higher purpose, depending on the level of influence that the leader has.

Firstly, 14 episodes of the podcast launched in 2016 were selected for analysis. Craig Groeschel, its host, has over 25 years of leadership experience. In total, 13 guests were interviewed (the same guest appears in two episodes, in March 2022 and March 2024, and in one episode there is present only the podcast host, who talks about his own experiences, “playing the role” of a guest). The guests live in the United States of America, and the podcast is international, in English. The shortest episode is 21:25 minutes long, and the longest is 1:08:23, the episodes totaling approximately 11 hours of data. The chosen episodes date from 2018 to 2024. 13 of the episodes are video material, and one is just audio material. The podcast is public, posted on platforms such as YouTube and Spotify.

After selecting and listening to them, the episodes were transcribed. The episodes begin with the podcast host introducing the participants to the audience, providing the most important details about their professional or personal progress. Craig Groeschel leads the conversations by asking questions to which the guests respond and, depending on the direction the guest’s answer takes, Craig brings interpretations to clarify the message and then launches other questions to reach a greater level of detail in the story. Many guests mention their own theories deduced from the experiences they have had. The podcast does not focus explicitly on leadership skills, but rather on recounting the experiences and stages of the process that leaders have had. Several topics are addressed in the episodes, depending on the background of each guest so that the episodes are titled according to the prevailing topic. Most guests have certain strengths, and the conversation is built around them. The guests talked about how they make decisions, their relationship with failure, the experiences they had with people in the organizational environment, the lessons they had to learn to face challenges, and many of the listeners probably resonate with these feelings.

After going through the episodes, the information was distributed according to the categories of skills, and subsequently, the leadership skills that predominated in the transcribed text were selected. Thus, the research was reduced to seven leadership skills. An inductive analysis was carried out, starting

from these data. The experiences of the guests were interpreted to draw conclusions, but even in the content of the episodes, interpretations made by Craig or the guests can be observed.

Results and discussions

Topic 1a – Emotional leadership competencies: Emotional self-awareness

One of the podcast guests is Jamie, whose vision was to change the beauty industry and give new meaning to the word “beautiful” among girls and women. Jamie had many moments when intuition helped her make the right decision, despite the circumstances she was in, despite the hundreds of rejections and shortcomings that constituted the process of materializing her business idea. The first time the idea came to her – “*this sort of entrepreneurial spark*” –, but immediately the thoughts of insecurity came: “oh, but you don’t know anything about that industry, the beauty industry”. She created the product, but all kinds of challenges came (Groeschel, 2022). An investor told her that the product was good, but he wouldn’t invest in it because women wouldn’t buy make-up from someone who looked like her. Then, intuition helped her make the right decision, to continue trying to promote her product:

Six years later, when L’Oréal bought this little, tiny company I started in my living room for \$1.2 billion cash, and it was their largest acquisition in the US history for them, they made me the first woman to hold a CEO title in their 100 plus year history [...] and that’s when I heard from that investor for the first time [...] I hadn’t heard from him in six years. And he said, congratulations, I was wrong. I’m so happy for you (Groeschel, 2022)!

What emerges from this first example is that intuition increases the leader’s level of *self-confidence* in moments of uncertainty, when there is no clear data to guarantee success. *Self-confidence* supports the development of *innovative thinking*, which may involve solving an existing problem by applying an absurd idea. This idea was so unusual that it was categorically rejected, but the certainty of its functionality, encouraged not by concrete data, but by an intuitive feeling, gave Jamie the courage to try to implement it.

One of the factors that stimulates innovation is limited resources. Given limited financial resources, Jamie employs a solution that does not seem very promising, but nevertheless, based on listening to her intuitive feeling, she received the necessary resources. Jamie explains how she came to listen to that instinctive feeling, intuition:

I think it's a muscle that we build over time and I think it's a lifelong journey [...] I think back to times in my life where I just knew I was right, I had a gut feeling, but I didn't listen to it [...]. Or on the flip side, times we've trusted ourselves [...] and what happened when we did in both occasions. And the more we reflect on those, the more we're able to build our muscle of intuition over time (Groeschel, 2022).

Leaders who have a high level of self-awareness are aligned with “*what is good for them*”. These leaders know their values very well and will not compromise their integrity to the point of refusing an opportunity that is very good from some points of view, but that is not in line with their beliefs and goals (Goleman et al., 2013/2018).

Jamie had the opportunity to accept a tempting offer, but it was completely contrary to the purpose for which she started her business. The external consultants she hired told her that she would be guaranteed success if she represented her product with models who looked perfect, but she wanted to appear on television with her visible skin condition, along with other models of various ages, ethnicities, and skin conditions, an idea that terrified her. From this experience it emerges that emotional self-knowledge, from the perspective of maintaining integrity and authenticity, can give rise to an unusual idea, which is related to *innovative thinking* and can pave the way for its success in society:

And for whatever reason, I kept imagining a single mom in Nebraska folding laundry, who was too busy to remember that she mattered, that she's beautiful. And I just had this moment in that car where I thought, if she's gonna turn that television on, see me for three seconds, I don't care if she's gonna buy anything. I'd rather have her see me showing women who look like her, like calling them beautiful and meaning it. And I'd rather stand for that than sell a whole bunch of product and stand for nothing. And so I knew what I had to do, but I was scared [...]. And I remember the moment my bright red bare face before shot came up on TV and I remember walking over to the models, all different skin tones and ages and sizes and calling the beautiful [...]. And then literally right at the 10 minute mark, the giant SOLD OUT sign came up across the screen and they cut (Groeschel, 2022).

Another guest, Cynt, had the opportunity to be promoted at the age of 21. However, knowing her values well, she decided to turn down the position. All of her actions demonstrated sincerity towards her own faith and mission:

First, I learned our business [...] and I actually turned down a few promotions [...] just because I wanted to learn our business [...]. I had an opportunity to take my boss's job a year and a half into it [...]. I didn't do that because I wanted to just learn our business because I knew I would climb in the business, but I wanted to know what was going on there [...]. I just didn't wanna

be one of these bosses that had to just totally rely on their people, which you do rely on your people, but you wanna know about the area so you can truly serve them [...]. I truly learned the business for the sole purpose of being able to serve [...] (Groeschel, 2023b).

This example given by Cynt shows that understanding one's own feelings and motives leads to the development of *inspiration*. She manages to follow the model presented by Boyatzis (2007), practicing "*the five discoveries*": Cynt understood what kind of leader she was at that time and what kind of leader she wanted to become; she understood that, in order to improve her leadership qualities, she had to learn how to climb poles (the training process); she improved in this activity by participating in several courses. The people who supported her in this process were those who taught her courses, and the people who motivated and encouraged her were the installers and technicians. Cynt, through emotional self-knowledge, manages to develop her *inspiration* competence, because she demonstrates, through her actions, the principles she believes in and wants them implemented at the organizational level. These are: integrity, the fight for change, the willingness to be a support for the people around you, the attitude of service, altruism, solicitude, devotion. At the same time, the development of *emotional self-knowledge* is interconnected with *coaching*.

The desire to be a support for others is detected when the leader self-analyzes his feelings (whether he does it consciously or not). The way to implement it, as demonstrated by the example given by Cynt, also begins at a point of emotional self-knowledge, in which the leader is honest about the point where he is and the point where he needs to reach, in order to be able to offer subordinates the necessary support to facilitate their work in the organization. This availability demonstrated by Cynt contributes to *inspiration*, in that a leader who proves to be available to be taught, will determine, through resonance, his subordinates to be receptive when he teaches them new things. Cynt's behavior facilitates the coaching of others by gaining the trust of subordinates.

Topic 1b – Emotional leadership competencies: Confidence and self-worth

Jamie points out that no matter how successful a company, project, or team is, they may not move forward because of the fear that underlies a lack of self-confidence (Groeschel, 2024c). This explains how failure or rejection can be the cause of a lack of self-confidence or self-worth. When self-worth is affected, it is an identity issue: the leader identifies with negative experiences and emotions of helplessness and failure:

Two things happen when we start to face a lot of rejection or have had a lot of failures either presently or in the past is we often... of course, it affects our confidence 'cause it's an external thing. But where it hurts our self-worth is when we let it take root and we start to think we're a failure or we've had so many rejections, we're a reject. And that's when it can affect both (Groeschel, 2024c).

The attitude that a leader has towards himself and the way he evaluates his abilities will affect the quality of the task he performs. So one of the essential steps in redefining the leader's self-worth is to accept the idea that failure is part of the growth process and that it is not a defining element for the person and, very often, not even for the skills he has or the work he has done. The leader's identification with negative emotions can result in a mental block that will prevent the leader from persevering in pursuing the vision he has.

This idea of defining the leader's identity is supported by other guests. The advantage of this practice is that leaders force themselves to remain loyal to the truth and will practice until the rejection of negative thoughts becomes automatic: *"The more I apply these, the more resilient you'll become"* (Groeschel, 2024c). Carly supports the idea that fear is a normal response that leaders can have in the face of challenge, but that it can be diminished through practice:

Courage takes practice. And until and unless we can get over our fears, we [...] will never fulfill our potential and we won't make the kind of positive contribution that we're meant to make. [...] the fear diminishes in the sense that the small things don't scare you anymore, but there are big things that still might scare you. For example, by the time I got to be a CEO, I wasn't afraid of people's criticism. That's a good thing, because criticism is always the price of leadership. And you have to be able to withstand criticism and you have to be able to say: "What other people say about me doesn't define me. What defines me is my own character, my own behavior, my own choices, my own impact". And so you get better at bigger fears, but fear is part of the human condition and all of us have it; courage takes practice (Groeschel, 2019b).

Liz redefines criticism as an opportunity to learn something new. On the other hand, she addresses external and internal sources of criticism (from others and from oneself) as reactions to a fear-inducing challenge:

There's external criticism. So this is when you're like, they don't get my idea. They're not, you know, they're not taking me up. They're not taking me seriously. The circumstances aren't right. It's, you know, the market's down, whatever it is. And then there's internal criticism where you start to say like, I'm not good enough. I'm stupid. I don't deserve to be here. [...] The moment I have the instinct to criticize, that becomes like the signal to me, this like, to like, oh, get curious, lean into that, ask the question (Groeschel, 2019b).

Amy supports the idea that self-confidence can be acquired through practice, through the successes that the leader has after trying something but, up to that point of self-confidence, the leader can call on courage, which means the willingness to try, despite the uncertainty of obtaining results:

When I talk about this idea of confidence is earned, what I mean by that is when you start to put yourself out there, and in my case, start to build a business, and I do my first launch, and it doesn't work out, and then I do another and I start to grow it, that is where the confidence comes in. I have a proven track record, it might be small, but like inch by inch, it's starting to work. So my confidence starts to grow. I'm earning it, I'm putting in the time, I'm putting in the work. But before it starts to work, and it took me a good two years before my business really started to work, that's where I had to rely on the courage. Because the number one insecurity I had is that I wasn't good enough (Groeschel, 2023a).

What can be observed in the previous examples is that most leaders, when talking about self-worth and identity, mentioned failure or rejection. Thus, they conditioned their self-worth to negative factors. Regarding self-confidence or fear reduction, most recognized that repeated practice is needed to acquire them. Another common element observed in the reports is that most mentioned the connection between self-confidence or self-worth and an idea, a challenge, a task, thus supporting the theory of Hollenbeck and Hall (2004), which states that self-confidence can be influenced by the wrong perception that leaders have of their own abilities, or by the perception they have of the degree of difficulty of the task to be performed. Thus, the level of development of self-confidence and self-worth influences the accomplishment of tasks and the implementation of ideas generated by *innovative thinking*.

Topic 2a – Cognitive leadership competencies: Innovative thinking

Good leaders know how to balance the use of ideas and feelings. There are close links between the neural systems related to cognitive skills and those related to emotions (Goleman et al., 2013/2018). According to Groeschel (2018b), in order to meet people's needs, a leader needs to learn to innovate, and what differentiates innovative people from creative people is that innovators are *"those who put ideas into practice"*. The importance of innovative thinking in leadership is reflected in the need to remain relevant in a world that is constantly changing. The way in which creative and innovative thinking can bring stability in times of uncertainty or crisis is by creating new future possibilities and finding *"ways to deal with various possibilities"* (de Bono, 1993/2012). Groeschel (2018b) lists four elements that pave the way for innovation: a problem to solve, limited resources, openness to failure, and an unusual idea. He states that leaders must

train their minds to view problems as opportunities for innovation. Problem solving involves reactive thinking, but developing creativity can also involve proactive thinking (de Bono, 1993/2012).

Although Carly does not exemplify how innovation involves solving a problem, she argues that it is a leader's duty to have such a mindset and bring about change, demonstrating the proactive thinking found at de Bono (1993/2012). This perspective helped her advance professionally, becoming the company's CEO:

If the purpose of leadership is to change the order of things for the better, then they must run towards problems. But it's also true that if you want to unlock potential, if you want to achieve more, if you want someone to figure out what they're made of, they have to tackle something hard, not something easy [...]. Find a problem that's close to you and that you care about. Don't pick an abstract problem, find a problem that's close to you and that impacts you, and think about why you care about that problem, and then begin to gather others who care about that problem [...]. Solving problems can bring joy in addition to unlocking your own potential (Groeschel, 2019a).

In Bobby's case, it turned out that the lack of financial resources for human resources can generate other creative methods of attracting people, and several guests recognize that the role of a leader who has a vision is to start the activity at the point where they are and with what they have available:

So I love leading with vision, and because I'm a visionary, that's a little bit easier and I am a lover of words, so I can paint a picture. And I love to say I pay people an opportunity. I may not be able to pay people with large financial donations or acquiring people through large paychecks, but I love to pay people an opportunity (Groeschel, 2021).

Two other guests acknowledge that the role of a leader with a vision is to start where he is and with what he has:

So each step along the way at the beginning, we found that we really had very little, but my role was to cast vision for this [...]. But if we had started saying: "Hey, we need to have all this in place before we could begin" we would never have started because we had so little at the time and so much that we needed (Groeschel, 2018a).

I started out in journalism and became increasingly interested in issues that were facing women and girls that were living in extreme poverty and in conflict and post-conflict zones [...]. It was that moment in the story when I realized I had all these like big ideas and go beat, an international correspondent for a really well-known news organization, come up with a corporate philanthropy scheme that involves millions of dollars that we can pour into initiatives that will help benefit women and girls. But the thing was, I wasn't doing anything about it because all of those either felt like external factors, right (Groeschel, 2019b)?

In this last example, Liz demonstrates how concept challenge works. The concept challenge is the idea that women and girls living in extreme poverty need support. The concept challenge was done by addressing the idea that a single woman in this context needs help.

Regarding openness to failure, most of the above accounts have one thing in common: the experience of failure. This willingness to fail must be adopted especially when leaders come up with new ideas that are contrary to the current habits that people have. Often, ideas are born from the inner conviction that they are responsible for bringing about change in ways that no one else has had the courage to do so far. They demonstrate integrity and authenticity, but can easily be met with adversity and challenges, due to the reluctance that people have towards change. This approach is linked to another method of developing creativity, proposed by de Bono (1993/2012), called “*creative contestation*”, through which the leader categorically refuses current approaches to a situation, requiring clear justifications regarding the current practices of that situation.

Approaching a problem authentically means being open to failure and rejection. Scott was struck by the reluctance of the people then until he began to have the conviction that he must bring water to the people of Africa:

Well, I listened to everyday people and I listened to their objections. So why they weren't giving to charity, why they were distrustful [...] and my friends worked at Sephora and MTV and Goldman Sachs. So as I was telling them of this passion to get clean water [...] people were like: "What? Humans are drinking dirty water?". So I would prove to them by what I had seen and what I'd experienced that was true. And then I said: "Well, what would stop you from giving?" "I don't know where my money's going. Would my money even make a difference? Would it even reach Africa?". So objection after objection kept coming in and I realized, wow, what if I could create a completely different charity that would operate differently, that would think differently, where money would flow differently, that would speak to these objections [...]. 70% of Americans believe charities waste their money. So 7 out of 10 potential givers have a story in their mind that the charity is gonna be a bad steward of their gift. So I had this crazy idea, what if we could promise the public that 100% of whatever we raised would go directly to the construction of a water project that would help the most marginalized people in the world [...]. So we became the first charity in the world just to geolocate on Google Earth and Google Maps every completed project, and we'd send the satellite images back to a donor so they could see exactly where their money went, where 100% of it went, and nobody was doing this. So it felt like a super charity to people. This is transparent, it's innovative, it's digital, it's a feedback loop and it started to grow really, really quickly (Groeschel, 2024d).

This example demonstrates that failure can be the very point where innovative ideas are generated. Because people didn't have the confidence to donate, Scott had to come up with a new solution. When failure is evaluated, alternatives can emerge. This moment and result of failure was experienced by Liz:

I started a charity and then realized that we needed to be investing in marketplace business solutions to solve some of the world's most challenging problems. And so, started a chicken farm and that failed. And then I launched a tiny little sandal company and made a promise to three young women that if they made sandals for the next nine months, that they would go to college and then came back home to the US and started selling strappy sandals out of the back of my car. And that's kind of how it all started (Groeschel, 2019b).

The creative challenge through escape can also be seen in Will's case. He refuses to run his restaurant according to the common model and principles, which aim to improve the menu. The element of authenticity and the assessment of failure are also found in his experience:

That night that we came in 50, I wrote on a cocktail napkin, we will be number one in the world. But a goal without a strategy is nothing more than a pipe dream. I needed to identify what was our impact going to be. And so I thought about the chefs, if they became number one, because they were unreasonable in pursuit of product and relentless in pursuit of change, our impact was going to come through being unreasonable in pursuit of people and relentless in pursuit of the one thing that will never change, which is our human desire to feel seen, to feel cared for, to feel a sense of belonging, our collective need to feel a little more loved. And so that's when I wrote Unreasonable Hospitality on a Cocktail Napkin, we ultimately became number one because we made the choice to be as unreasonable in pursuit of how we made people feel as every other restaurant on that list was purely in pursuit of the food they were being served (Groeschel, 2024a).

It can be seen that most of the guests had an unusual idea (or more) that they were willing to give a chance to, many of them despite their lack of professional training, lack of resources and the fact that people around them did not see their potential. What can be observed in the case of leaders who have developed their innovative thinking skills is the need to know very well the reason why they create and what is the impact they will have on society, which demonstrates, once again, *emotional self-knowledge* as a starting point for *innovative thinking*. The resilience they demonstrated relative to rejection and failure proves the impact that *self-confidence* and *self-worth* can have on the success of *innovative thinking*. These leaders, before asking their subordinates

to behave in a way that demonstrates loyalty to the vision and values they believe in, reach the required standard themselves, *innovative thinking* being thus strongly interconnected with *inspiration*.

Topic 2b – Cognitive leadership competencies: Strategic thinking

Strategic thinking involves both identifying new opportunities and discerning the most profitable ones. That is why the leader must have a clearly established vision in order to make decisions based on their relevance to the company's long-term objectives. The guests relate to this aspect in a similar way:

I'm very clear about my meaningful mission [...]. I know what I'm doing [...]. It's easier to make decisions. Maybe it's like: "I have a six month mission, it's three years, maybe, who knows?" and this can evolve and change over time (Groeschel, 2023c).

The detachment principle as defined is recognizing when holding on does more harm than good [...]. And that's what's so important about this detachment principle is that you can't start focusing on what lies ahead unless you detach from what was already passed and is no longer relevant in a situation. The person who can detach from the present inevitability and begin focusing their efforts on the outcome is gonna be better prepared for that outcome. And for many leaders, the challenge is often their inability to detach their ego and their pride to something that was (Groeschel, 2023d).

Previous guest stories show that ego can influence the decisions made by the leader, thus affecting the organization he leads. Thus, *strategic thinking* is influenced by the level of *emotional self-knowledge* of the leader. If he is willing to analyze his actions, feelings and motivations, the result will consist of better decision-making and a more efficient allocation of the organization's resources, pursuing opportunities that align with the company's objectives. Some leaders choose to intentionally limit themselves to a very limited number of objectives. This allows them to focus resources and labor on a few elements that are most relevant to the development of the company at the moment. And, for entrepreneurs who are just starting out, the best strategic decision is to focus on a single important objective to be accomplished:

I would limit it [the objectives' number] to 10 because the more numbers I have, the more overwhelming it feels for me and my team. There's only so many things that we can do. I have a small team, I have 20 people on my team [...] but for the volume we do, it's a pretty small team. And so I know that we can't get to everything, so if I keep their eye on what's most important, I know that the levers will be pulled correctly. And the reason why we chose these specific levers are they're the areas that I know that I'm good at (Groeschel, 2023a).

The following examples illustrate how strategic thinking can be used within a team. For some leaders, the strategic decision is to form their team in such a way that other members complement them in areas where they lack sufficient knowledge. For others, who have a small team, it is more effective to pursue simple goals and constantly refine how the team achieves them. Thus, strategic thinking plays an important role in *coaching*:

I am a visionary, I'm a motivator [...]. Where I lack is structure. And I could see where we're going, I just don't know how we're going to get there [...]. So I'm looking for people who think differently than me, that are not afraid to push back [...] so I think when we build a team I wanna make sure that it's super diverse, that it's not just the same type of person wanting the same type of outcomes. I want it to be robust and look different and I'm not okay with pushing back (Groeschel, 2021).

I think one of my strengths is that I actually don't love variety. I love going deep with just a few things. And so what I learned early on in my business is in order to, before I add something new, I first have to ask myself what's already working and what can I optimize so I do not have to start from scratch. That has been something that has helped me immensely. Also, simplifying things [...]. And so when I add something new, I have to ask myself, what's going to come off the table or what's no longer going to get the attention that it was getting [...]. We're only one small team (Groeschel, 2023a).

Topic 3a – Social leadership competencies: Coaching

Goleman et al. (2013/2018) argue that good leaders are motivated by a sincere desire to help others develop, knowing their strengths and weaknesses. They understand how to give feedback and how to offer criticism to help achieve the goals that the people in the team have. A good leader can see the potential of a person to grow professionally, and thus, when bringing someone new to the team, their willingness to learn and their character are priority criteria in making the hiring decision. For a healthy environment, employees must be chosen according to similar criteria, and everyone must be given the opportunity to grow and be equipped within the team:

And so I look for three things when I'm interviewing someone. Do they have integrity? Do I think they're going to work hard? And are they someone that the people who already work for me will get along with? Because hospitality is a team sport and a team cannot thrive in the absence of chemistry. If the answers to those three questions are yes, they have integrity, I think they're going to work hard and they're going to get along with the people on my team, there's nothing that we do that's all that difficult and if I'm willing to invest enough in them to set them up for success, I can teach them the rest of it. At that point, it's just giving them time to fully absorb the culture we've created (Groeschel, 2024a).

One of our values is that everybody needs to be coachable. And what I mean by that is that everyone comes with skill sets and knowledge into our company and we expect a lot from our employees in terms of their ability to make things happen. But I also don't expect them to know exactly how we do everything (Groeschel, 2023a).

Stephanie prioritizes connecting honestly with the people on the team she leads, looking for things she has in common with them. What we observe in Stephanie is that a good leader goes beyond his official position in the organization and makes himself available to his team. From Stephanie's behavior we observe that it is not a sign of weakness or lack of authority for the leader to create a bond of friendship with the team he leads. On the contrary, by being willing to make himself vulnerable and listen to others when they open up, he may gain more authority and respect in the eyes of others. Leaders who have such behavior are based on a well-developed *self-worth*, because they do not condition their value on the people they interact with and their hierarchical level or even their own. Such leaders also do not associate their identity to the position of authority they hold. This aspect can be deduced from the accounts made by Stephanie:

When I think of the word ally, so A-L-L-Y, is ask, listen, learn, and then you take action, right? So every team I've ever had, whether they were like me or usually not like me at all, is I spent time connecting with them just as a human being. It's like [...] he is somebody's father, somebody's brother, somebody's son, somebody's best friend. That's how I really want to get to know him. And then once I'm able to do that, he can see my sincerity, right? Because I'm truly trying to understand him as a person. Then the guards start to come down on both sides, right? And then all of a sudden we can realize that we've got more in common than we do not. And now we can get to the same beat of the same drummer, right (Groeschel, 2024b)?

The leader must understand that the position of authority means the willingness to sincerely help those he coordinates and, due to their possible reluctance to receive help, he is forced to convince them that this aspect is part of his responsibility as a leader.

Leaders must learn to empathize with diverse groups of people, whether they are teams they lead or teammates. This way, when one person puts themselves in an uncomfortable position to create resonance, the other person will understand that the relationship is a safe space for mutual openness and vulnerability. From that point, they understand that they have strengths and weaknesses and that their strengths can complement each other, resulting in excellence. One such example is Carly's experience:

So Carl was my first teammate when I joined the corporate America AT&T [...]. And so he didn't really like being teamed with me. So the very first meeting that I was going to have with his clients who were now also going to become my clients, he showed up my desk and said "you can't come to the meeting" [...]. I was humble enough to understand I have to work with Carl. I don't know these clients, I don't know this company, I need some of the knowledge and the relationships that he has if I'm gonna do my job. But I also began to have empathy for Carl because it turned out that Carl was afraid too. What Carl was afraid of was being kicked to the side of the road after a lifetime of a career that he was proud of. And so with that combination of humility and empathy and Carl figured out he needed me because I would attend to the details of getting things done that he wasn't very good at. So we became good colleagues and good teammates (Groeschel, 2019a).

The importance of celebrating victories with the team is recognized by both Stephanie and Will, but from two different perspectives: the first suggests the importance of a sense of belonging to the group of people working together, and the second suggests celebration as a method of encouraging behavior that best reflects the core values and purpose of the organization:

So we're going to be in a spirit of celebration all the time. I always want everybody to have a lot of fun. They're going to spend more time together than they will with their family. So how do we celebrate that (Groeschel, 2024b)?

Every time someone on my team did something great, the next day in our daily huddle, we would celebrate them. Not just to make them feel good, not just to show everyone else that they should do something awesome because they wanted that incredible feeling of affirmation, but also every time we celebrated something in front of the group, people had a slightly better understanding of what we thought good looked like (Groeschel, 2024a).

Through feedback, the quality of work is improved. Will explains step by step what it means for him to give feedback in the most effective way to people in such a way that, through the message conveyed, the person brings the best possible results in the future. His way of delivering feedback is divided into the following steps: organizing specific meetings for feedback and clarifying the purpose of the meetings (so that people are more receptive), and the way he delivers criticism is based on a series of principles:

First, criticize the behavior, not the person. It's never the person you're criticizing. It's just that thing that they did. Two, criticize in private, never in public. When you're offering someone criticism, it's a message that you want to make sure they're able to receive, and if you do it in public, a wall of shame is going to go up, and they are not going to hear a single thing you're trying to say. Number three, it is not emotional, and you cannot make it emotional. Because the moment you bring emotion into a conversation like that, you're inviting the other person to do the

same in return, which once again clouds the entire exchange. Number four, criticize consistently, and I mean every single time. [...] ask the question before you say the thing [...]. And then always in private [...], that doesn't mean you need to go and find an office in the back and sit down and close the door and have the conversation [...]. You can't love on everyone in the same way, in the same way that you can't criticize everyone in the same way (Groeschel, 2024a).

Topic 3b – Social leadership competencies: Inspiration

One way a team can learn what their attitude towards work should be and how they can adopt the values and vision of the leader is to observe them in the leader, first of all. A leader who actively practices what he believes in is much easier to be followed, as a standard or ideal for employees. Will was able to inspire his team to work effectively towards achieving the goals of the restaurant he runs by taking the time to spend with the employees, by getting to know them personally, in such a way that this mentality of serving those around him is first seen in him, as a leader, and then adopted by the entire team:

I always found that the best way to teach and inspire my team around what our brand of hospitality looked like and how I wanted them to extend it to our guests was to first show it to them and find creative little ways to create surprise and delight moments for my employees from like the very get-go. Because if they could witness firsthand from me the fact that I would be present with them, that I didn't need to take myself so seriously, that I was going to care enough to listen to who they were and then to do something with what I heard, and then do these little things for them, they very quickly started to understand what right looked like and how we wanted to pay that forward to the people we were serving (Groeschel, 2024a).

In meetings, Stephanie conveyed the message to the teams she led: “I expect you to be your brother’s keeper” but there was a moment when she had to prove through her own behavior that she believed in this message and indirectly (but still much more convincingly) convey the idea that people in a team must take care of each other. That moment was when a person on the team Stephanie led made a mistake that would cost the company \$325,000. Her willingness to defend an employee proves that Stephanie had a lot of *self-confidence* and a healthy *self-worth*, given the certainty she had in the decision she made, despite her boss’s impulsive reaction:

And so I remember [...] I get called into the CEO's office who I reported into and he was livid, which I don't blame him [...]. And I remember he said to me: "Who did this?", because he wanted a name. And I was like "I did this. As far as you're concerned, I did it." [...] He actually got madder when I made that

comment. He said "You don't write proposals; I know you didn't do this." And I was like: "But my team, we have a process. And that process wasn't followed. So as far as you're concerned, I did it. And so I never gave up the name. [...] And so now, of course, I'm gonna handle it on the opposite end with the teammate [...]. The point was the leader always protects the team, no (Groeschel, 2024b)?

Will also highlights that even receiving criticism must be seen first in the leader and then can be adopted by the rest of the team. Thus, the leader inspires by setting a standard in the attitude towards the rest of the team. Will has an honest attitude and is ready to admit where he went wrong. It can be seen that Amy has the same approach:

I'm the leader of this group of 150 people, and the exact thing I told them to do was the thing that resulted in this moment of failure. Sometimes you learn from adversity, sometimes adversity fuels your competitive fire. In that case, it just gave me the opportunity to do something that I wish more leaders were comfortable doing in front of their entire teams, which was to stand up and apologize. And I see us on that moment of adversity, I stand up in front of the entire staff, I called an all-staff meeting and apologized for the fact that I'd become so focused on winning that I'd lost sight of the very thing that had gotten us that far along in the game. And after that, we went right back to doing things the way we always had (Groeschel, 2024a).

I find myself saying sorry more than I'd like to admit, but if I can be coachable [...] I encourage them to give me that feedback, then I feel as though it can be reciprocated [...] I have friends that I encourage to kind of call me out and my employees as well (Groeschel, 2023a).

These examples highlight the fact that an important role in the development of this competence is played by the development of *self-worth*. The leader's willingness to be corrected means that he has a healthy relationship with failure and that he understands the continuous learning process in which he is involved.

To increase passion for their work, some leaders find ways to remind their team why they're fighting together. Will constantly talks in meetings about the impact they make on people's lives through the way they serve in the restaurant, and Jamie's team had notes on their desks with the purpose of the business written on them. Stephanie talks in meetings about vision, having a plan ready to fulfill it. These examples demonstrate that leaders, before being an inspiration to others, develop their *emotional self-knowledge*. In this way, they manage to remain loyal and ambitious towards their vision, and then manage to transmit this enthusiasm to others:

Because I don't care how much you like your job, sometimes work is really hard. And if you don't believe that there's importance in how you spend your days, it's really hard to bring your best self to the table on those difficult days. Every month, without fail, I would talk about in my daily huddle how there is nobility in service, how in restaurants we get to help people celebrate some of the most important moments of their lives, so we can conversely give them the grace of only for an hour or two to forget about their most difficult moments, how we can inspire people to be better versions of themselves through our attention to detail, how we give people something to look forward to (Groeschel, 2024a).

And I think a big part of the great resignation and all the things happening in society right now it's easy as a leader to forget that your team may not truly know why they're doing what they're doing for you and with you [...]. We had these little cutouts, like literally paper cutouts that had our why in the middle and it had our customer in the center and it had our four pillars of our mission at IT Cosmetics and they were on every person's desk. And I would ask our team whenever they're making a decision, whether it is a product development decision or a hiring decision, or a marketing decision that they try to run it through the lens of that image of what matters to us, where we're going, why we're doing what we're doing (Groeschel, 2022).

Conclusions

The objective of this paper was to analyze how *emotional, cognitive and social leadership competencies* are interconnected, with the aim of providing a deeper understanding of the most effective ways to equip leaders. Regarding the specific objectives, the paper aimed to analyze the development strategies of the following leadership competencies: *emotional self-knowledge, self-confidence, self-worth, innovative thinking, strategic thinking, coaching, and inspiration*. In terms of results, the following aspects emerge:

Emotional leadership competencies have a strong influence on the development of *cognitive competencies*. *Emotional self-awareness* can support *innovative thinking* by: developing intuitive feeling, proven authenticity in decision-making, problem solving, willingness to provide help, resilience developed in response to failure and rejection. *Emotional self-awareness* supports *strategic thinking* by removing ego in decision-making.

Emotional leadership competencies facilitate *social competencies*. *Emotional self-awareness* can support *coaching* by developing intuition, willingness to help, and empowerment of subordinates. *Self-worth* supports *coaching* through the healthy relationship leaders have with failure. *Emotional self-awareness* supports *inspiration* through personal vision and values.

Social competencies and *cognitive competencies* are interconnected, as developing *inspiration* can influence how ideas are generated within *innovative thinking*. *Strategic thinking* also plays an important role in coaching through how subordinates' autonomy and collaboration are developed within the organization.

Thus, *emotional leadership competencies* have a very strong influence on the development of *social* and *cognitive leadership competencies*. At a much lower level, it can be observed how social and cognitive skills support each other. The final recommendation of this study is to specifically include *emotional competencies* in the construction of leadership competencies training programs.

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ROMANIAN TOURIST RESORTS

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ABSTRACT. Tourist resorts, as they are known nowadays, can be considered important development poles of local and/or regional tourism, given the concentration of tourism resources and tourist activity. The present paper, constructed as a case study, investigates the spatio-temporal evolution of Romanian resorts, grouping them by type of locality to which they belong administratively. In addition, the analysis defines two new categories of resorts, the 'old' and 'new' resorts, based on their presence in a tourist guide from the communist period. The status of tourist resorts is attracting an increase in tourism activity as shown within this research, mainly when the national resorts are under scrutiny. Though, one can observe an uneven distribution, mainly at regional level, especially in the case of local tourist resorts. Currently, all tourist resorts are facing the challenge of shorter trips/vacations and the need to compensate for this phenomenon by attracting more tourists, hence the need to improve and diversify their tourism products. An alternative classification of these resorts also emerges based on these tourism products. Mainly for local resorts, improved data availability is necessary for improved research results.

Keywords: tourism, resorts, Romania

JEL Classification: L83

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Introduction and a brief review of literature

The tourism sector often plays a crucial role in the economic and social development of many countries and regions (Chu *et al.*, 2024; Sampaio *et al.*, 2024). Tourist resorts, as they are known nowadays, can be considered important development poles of local and/or regional tourism, given the concentration of tourism resources and tourist activity (Papatheodorou, 2004; King, 2022). In some countries and/or regions, tourism resorts can be seen even as the backbone of tourism sector (Viljoen *et al.*, 2019).

While tourist resorts are often perceived as a modern occurrence (Viljoen *et al.*, 2019), they can be traced back in history to Roman Empire period and a brief historical evolution of tourist resorts is provided by Viljoen *et al.*, (2019) and King (2022). Nonetheless, the growth of mass tourism put its imprint on the contemporary development of tourist resorts (Butcher, 2020).

Probably the most simplistic definition of a tourist resort is that equating it to a locality or a special developed space/place that focuses on tourism and contains a variety of leisure facilities (Beaver, 2012; Viljoen *et al.*, 2019; Butcher, 2020). Other definitions consider tourist resorts to be tourist destinations that can be (relatively) self-sufficient and which provides tourist accommodations, entertainment, leisure, and sport facilities along with food and beverage services, shopping areas and showrooms, catering for visitors' needs (Palmer & Mathel, 2010; Chu *et al.*, 2024; Zhu & Yan, 2024). Nonetheless, a globally accepted definition of tourist resorts is difficult to envisage since the way resorts are viewed differs around the world (from Europe to North America to Asia) and also differs from country to country. In some countries/regions, the tourist resorts are viewed as autonomous enclaves, while in other places they are overlapping with long established localities.

It is also difficult to aim toward a consensus regarding the classification of resorts. Brey (2011) offers a preliminary classification system for resorts, but the proposal is appropriate mainly for North America. General classifications can be made based on location, on activities that can take place within a resort (e.g. golf, ski), on types of natural or cultural resources (Viljoen *et al.*, 2019; Palmer & Mathel, 2010).

The academic literature on tourist resorts can be grouped into several major topics. One broad topic is focused on exploring the concept(s) and types of tourist resorts (e.g. Papatheodorou, 2024; Brey, 2011), with a subgroup that investigate the application of life cycle model introduced by Butler (1980) with various alterations and new proposals like that of Prideaux (2000) which included the economic forces as factors influencing tourist resort development (e.g. Agarwal, 2002). Another ample topic includes research related to management,

marketing, operations, and efficiency of tourist resorts (e.g. Palmer & Mathel, 2010; Hanna *et al.*, 2018; Chu *et al.*, 2024). Newer research trends are represented by spatial evolution of tourist resorts (e.g. Ma *et al.*, 2020), visitors' perceptions of and lived experiences within a tourist resort (e.g. Ahn & Thomas, 2020), and the case of integrated resorts (Ahn & Back, 2018).

Due to the particularities of tourist resorts in each country, the vast majority of papers focus on a specific country and analyze specific issues, as is the case of China (e.g. Chu *et al.*, 2024; Zhu & Yan, 2024), or on a combination of a tourist resort type and a country or region, such as all-inclusive resorts in Turkey (Ozdemir *et al.*, 2012) and Scandinavia (Wall-Reinius *et al.*, 2019), ski resorts in Austria, France, and Italy (Moreno-Gené *et al.*, 2018) and Finland (Kulusjarvi, 2016), and Polish spa resorts (Dryglas & Rozycki, 2017).

On Romanian tourism one can find a relatively extensive academic literature, though this is highly fragmented, covering various time periods, various regions, counties or localities/destinations. However, the Romanian academic literature focusing on Romanian tourism resorts is relatively limited. A category of studies are centering their attention on general presentations like Cianga & Patrascu (2010) which offers a brief description of tourist resorts within the trends of tourism development in Romania, or the study of Ilies *et al.* (2017) which depicts Romania's geography of tourism where some of the tourist resorts are included, classified in spas/balneary, climatic and mixed. Another category of studies is focused on the types of tourist resorts like the one of Nistoreanu & Aluculesei (2021) which discusses the situation of 6 Romanian spa resorts (5 of national interest and 1 of local interest) and highlights the ambiguous position of Romanian tourism authorities regarding the development of spa resorts. In this category one also can include the study of Stupariu & Morar (2018) discussing the seasonality in 20 spa resorts (all of national interest) and the research of Popescu *et al.* (2023) which investigates Romanian tourists' preferences for Romanian and Bulgarian sea-side resorts, underlining the lack of all-inclusive packages at Romanian hotels.

Only three relatively recent studies tried to adopt a broader view of Romanian tourist resorts. The study of Simoni (2017) discusses the lack of an adequate classification of resorts through legal norms, considering the split in resorts of national and local interest not clear enough for tourists (mainly for the foreign ones). Simoni (2017) proposes a combined classification based on geographical location, tourism function (types of tourism), seasonality and importance (national or local) for a better tourist resort segmentation. The complex study of Grecu *et al.* (2019) put under scrutiny the 108 resorts designated at the end of 2008 and found that mainly in the national resorts there is a high pressure on the environment through the requests made for more land to be dedicated to lodgings and leisure activities. Only about a third of investigated resorts having

a low level of environmental conflicts. Also, Grecu *et al.* (2019) makes an interesting disclosure that only about 20% of Romanian tourist resorts can report tourism as being the predominant economic activity while for the remaining 80% tourism seems to be a complementary activity. The research of Herman *et al.* (2026) discuss the spatial-temporal evolution of Romanian tourist resorts, revealing an overall uneven distribution across the country's development regions.

The present paper, constructed as a case study, investigates the spatial-temporal evolution of Romanian resorts, grouping them by type of locality to which they belong administratively. Also, two new categories of resorts are defined, the 'old' and 'new' resorts, based on their presence in a tourist guide from the communist period. Further, the study is focused only on the 57 national resorts (hosted by 51 localities) due to data availability and presents the position of these resorts in comparison with other urban and rural destinations. To the best of authors' knowledge, a complete list (as of December 2025) regarding the Government Decisions attesting the tourist resorts was not provided by any research to date. Also, there was no research on the position of these tourist resorts from offer and demand viewpoints compared with other Romanian tourist destinations.

Data and method

The present research is a case study regarding the spatial-temporal evolution and the position occupied by Romanian tourist resorts among the other Romanian destinations. The period under scrutiny was 1990-2025 for identifying the resorts and 2001-2024 for statistical data, since the tourist arrivals are available by locality only since 2001. All the statistical data were collected from the National Institute of Statistics (NIS) via the Tempo online database (<http://statistici.insse.ro:8077/tempo-online/#/pages/tables/insse-table>).

The information concerning the designated resorts was collected using the identified Government Decision via the specialized search engine 'Portal Legislativ'.

For the understanding of this study, the readers less familiar with Romania's administrative structure should comprehend that the smallest administrative unit is the commune, in rural areas, followed by towns, municipalities, and counties; each county has a county residence, which is a municipality. The development regions do not have administrative functions, their role being that of coordinating regional (inter-county) projects and supporting the absorption of European funds, according to the Romanian Government (<https://arice.gov.ro/1/regiunile-de-dezvoltare/>).

In order to classify the national resorts in ‘old’ and ‘new’, the information available in Cucu & Stefan (1979) was used for the ‘old’ resorts; the ‘new’ ones⁴ are those not included in the mentioned tourist guide.

Bucharest was not included in the urban destinations used for comparisons due to its peculiar position as Romanian administrative capital, cumulating about 14% of the country’s tourist arrivals.

Of the 170 tourist resorts of local interest, data series for 81 covering the period 2001–2024 are incomplete; therefore, it was impossible to perform a proper comparison between national and local resorts; the complete statistical data were analyzed only for the national resorts.

The definition of a tourist resort and the general conditions for a locality to be designated⁵ as tourist resort in Romania

After 1989, the Government Ordinance no. 58/1998 introduced the definition of tourist resort. Law 755/2001 and Government Ordinance 86/2022 subsequently amended this Government Ordinance. The tourist resort definition has remained unchanged since 1998 and states that a tourist resort is a locality, a part of a locality, or an area consisting of neighboring localities or parts of neighboring localities that possess tourism resources and is officially recognized under the legal regulations in force. Some Romanian authors, such as Simoni (2017) and Grecu et al. (2019), when discussing the definition of Romanian tourist resorts, refer to a definition proposed in a 2009 draft tourism bill that was never passed.

According to Romanian norms, the overall goal for attesting a locality as a tourist resort is that to create the necessary framework to protect, preserve and benefit from the tourist potential of a locality or area.

The legal norms for designating tourist resorts were, however, first issued in 1996 through Government Decision 77/1996, preceding the definition by 2 years. This Government Decision content was altered by Government Decisions 1122/2002, 867/2006 and replaced by Government Decision 852/2008 (its content being also altered by Government Decisions 377/2020 and 120/2024⁶).

⁴ The ‘new’ national resorts identified are 17 localities: 3 county residences (Piatra Neamt, Oradea, Baia Mare); 1 other municipality (Petrosani); 9 towns (Targu Ocna, Azuga, Gura Humorului, Targu Neamt, Rasnov, Horezu, Viseu de Sus, Novaci) and 4 communes (Sucevita, Moroeni, Turnu Ruieni, Moisei).

⁵ The terms ‘designated’ and ‘granted the status of’ will be used henceforth instead of the literal translation of the Romanian term ‘*atestare*’ as ‘attested’. This choice reflects the different legal meanings and usages of the term ‘attested’ in English and Romanian.

⁶ A far higher number of Government Decisions altered government Decision 852/2008, though those decisions altered only the list of localities designated as tourist resorts and not the criteria for attesting those resorts (see Annex 1).

Currently, Government Decision 852/2008 is in force, taking into account all the alteration introduced by Government Decisions that followed, related to its topic.

Since 1996, the Romanian tourist resorts were classified as resorts of national interest and resorts of local interest, with a set of minimal criteria to be fulfilled. The 1996 norms also specified that a locality is designated as tourist resort through Government Decisions (henceforth it will be used the abbreviation HG, more common for Romanian readers, deriving from *Hotărâre de Guvern*). While the HG 77/1996 mentioned that the MoT (Ministry of Tourism⁷) can have the initiative to propose a locality as tourist resort, since 2006, through HG 867/2006, the initiative for proposing a locality as a resort can come only from the local administrative authorities.

Between 1996 and 2008, there was a single set of minimal criteria for national and respective local resorts. These minimal criteria were grouped by types: a) the natural setting and the quality of the environment; b) the accessibility; c) the utilities and other minimal facilities; d) lodgings and leisure facilities. Through HG 867/2006 a fifth group was introduced: e) providing tourist information and tourism promotion. This set of minimal criteria was split by HG 852/2008 in a set of minimal compulsory criteria (assembled under the 5 groups mentioned above) and a set of supplementary criteria. For the additional criteria, a number of points are allocated. For national resorts, the minimum number of points required was 135 between 2008 and 2023; it was increased to 160 points by HG 120/2024. For local resorts, the minimum number of points needed was 90 between 2008 and 2023; it was increased to 100 points by HG 120/2024. Popescu (2024) provides more details and a discussion regarding these criteria.

One of the main differentiating criteria was the minimum number of bed-places required: 300 for the national resorts and 50 for local resorts (the bed-places in campings were excluded). Also, a minimum number of lodgings were required to be classified at 3 stars. This minimum number of bed-places was raised to 500 for national resorts and 100 for local resorts through HG 867/2006 and has remained unchanged until the present. Though, HG 120/2024 introduced new minimal structure requirements, asking for the existence of hotels within national resorts and that a minimum 10% of bed-places should be found in lodgings classified at 3-5 stars, for both national and local resorts.

⁷ MoT abbreviation will be used within this article to signify the central administrative authority with ascribed tasks for tourism. This option was chosen due to the fact that the responsibilities for tourism are frequently moved from a ministry to another, depending on the political and administrative vision of successive governments.

It must also be mentioned that Government Ordinance 109/2000 provides a classification of balneary, climatic, and balneo-climatic resorts, along with their definitions. However, this classification is not correlated with the official lists of national and local resorts, which do not indicate whether resorts have a balneary, climatic, or balneo-climatic status.

Results and discussions

As Table 1 shows, before the first official list of national and local resorts was published in HG 1122/2002, 13 localities were declared (or designated) resorts through individual Government Decisions.

This model of individual Government Decisions continues for the period 2003-2012, followed by a hiatus in the attestation process: for about 5 years, until 2017, no individual or collective (for a list of localities) Government Decisions for attestation of resorts were issued. Starting with 2017, the individual Government Decisions disappear. Another phenomenon that can be observed is that between 2017 and 2025 only one new locality (Baia Mare – tourist area) is designated as national resort, the other localities (9) were upgraded to the status of national resorts from local resorts.

One must note that the process of attesting national resorts had a relative constant pace, with the exception of 2002, when it introduced 28 new localities as national resorts. On the other hand, the process of attesting local resorts registered several leaps: the first one was in 2002 when 34 localities were declared local resorts, followed by 2022 when 52 localities were designated as local resorts. Since 2017 (except for 2022) between 2 and 14 local resorts were designated either annually or every two years (see Table 1 below). The following sub-periods can be identified between 1992 and 2025 regarding the designation process: i) the sub-period between 1992 and 2000, when mainly individual Government Decisions were issued for the designation of tourist resorts; the frequency was low, except for 1999, when 7 localities were designated; there is a gap of 2 years (1997 and 1998) when no designation was decided; ii) the sub-period between 2002 and 2012, dominated by individual Government Decisions, but one in 2002 which includes a list for 28 national resorts and a list of 34 local resorts; within this period, there is a gap of 2 years (2007 and 2008) when no locality was designated as a resort; iii) the sub-period 2013–2016, when no Government Decisions were issued for resort designation; iv) the sub-period 2017–2025, during which individual Government Decisions completely disappeared and were replaced by lists of localities included in the newly issued decisions; no gaps of 2 years exist within this sub-period.

As such, by the end of 2025, Romania had 57 national resorts (of which 10 were upgraded from local resorts) and 170 local resorts. However, At the end of 2025, the list of resorts provided by MoT at the link <https://se.situr.gov.ro/OpenData/OpenDataList?type=listaStatiuni> did not include 27 localities (26 localities declared resorts in 2024 and 2025 and Moinesti Bai declared resort in 2017) and also did not upgrade the status of Moisei from local to national resort.

Table 1. The evolution of designated national and local resorts between 1990 and 2025

Year	HG number/year	No. of designated resorts	Cumulate designated resorts		Observations
			National	Local	
1992	226/1992	1 (Predeal)	1	0	First locality designated as a resort after December 1989. The HG 226/1992 does not specify the national or local status of Predeal. The resort appears as national in HG 1122/2002.
1994	962/1994	1 (Snagov)	1	1	The HG 962/1994 does not specify the national or local status of Snagov. The resort appears as local in HG 1122/2002.
1995	113/1995	1 (Poiana Brasov)	2	1	-
1996	901/1996	1 (Breaza)	2	2	The HG 901/1996 does not specify the national or local status of Breaza. The resort appears as local in HG 1122/2002.
1999	117/1999	1 (Vatra Dornei)	3	2	-
	509/1999	1 (Valenii de Munte)	3	3	-
	510/1999	1 (Pucioasa)	4	3	-
	688/1999	1 (Baile Govora)	5	3	-
	689/1999	1 (Slanic)	6	3	-
	717/1999	2 (Fantanele, Rasca; Muntele Baisorii)	6	5	-
2000	416/2000	1 (Cheia)	6	6	-
	417/2000	1 (Tasnad)	6	7	-
2002	1122/2002	28 national resorts ¹ 34 local resorts ¹	34	41	-
2003	421/2003	1 (Azuga)	35	41	-
2005	114/2005	1 (Gura Humorului)	36	41	-
	298/2005	1 (Bran)	36	42	-
	299/2005	1 (Ocna Sibiului)	36	43	-
	801/2005	1 (Albac)	36	44	-
	936/2005	1 (Horezu)	36	45	-

ROMANIAN TOURIST RESORTS

Year	HG number/year	No. of designated resorts	Cumulate designated resorts		Observations
			National	Local	
	1319/2005	1 (Moieciu)	36	46	-
	1324/2005	1 transfer (Campulung Moldovenesc)	37	45	Campulung Moldovenesc was designated as a local resort in 2002 and upgraded to national resort in 2005.
2006	329/2006	1 (Arieseni)	37	46	-
	848/2009	1 (Targu Neamt)	38	46	-
2009	1204/2009	1 (Viseu de Sus)	38	47	-
	1205/2009	1 (Parang-Petrosani Area)	39	47	-
2010	511/2010	1 (Piatra Neamt)	40	47	-
2011	1181/2011	1 (Suior-Baia Sprie Area)	40	48	-
2012	1161/2012	1 (Rasnov)	41	48	-
2017	58/2017	1 transfer (Borsec) 1 national (Sucevita) 10 local resorts	43	57	Borsec was designated as a local resort in 2002 and upgraded to national resort in 2017.
2018	107/2018	1 transfer (Borsa) 3 national resorts 4 local resorts	47	61	Borsa was designated as a local resort in 2002 and upgraded to national resort in 2018.
	916/2018	11 local resorts	47	72	-
2020	377/2020	2 transfers (Tasnad; Lacu Sarat) 2 national resorts 5 local resorts	51	75	Tasnad was designated as a local resort in 2000 and upgraded to national resort in 2020. Lacu Sarat was designated as a local resort in 2002 and upgraded to national resort in 2020.
	887/2020	1 transfer (Ocna Sugatag) 13 local resorts	52	87	Ocna Sugatag was designated as a local resort in 2002 and upgraded to national resort in 2020.
	1073/2020	3 local resorts	52	90	-
2021	343/2021	5 local resorts	52	95	-
	843/2021	1 transfer (Horezu) 2 local resorts	53	96	Horezu was designated as a local resort in 2005 and upgraded to national resort in 2021.
2022	910/2022	1 transfer (Viseu de Sus) 17 local resorts	54	112	Viseu de Sus was designated as a local resort in 2009 and upgraded to national resort in 2022.
	1580/2022	35 local resorts	54	147	-
2024	120/2024	1 national (Baia Mare) 14 local resorts	55	161	-
	1448/2024	1 transfer (Moisei) 6 local resorts	56	166	Moisei was designated as a local resort in 2017 and upgraded to national resort in 2024.

Year	HG number/year	No. of designated resorts	Cumulate designated resorts		Observations
			National	Local	
2025	936/2025	1 transfer (Novaci) 6 local resorts	57	170	Novaci was designated as a local resort in 2018 and upgraded to national resort in 2025.

Note 1: The number does not include the resorts already designated and recorded in the rows above.

Source: Authors' compilation based of Government Decisions (HG.s) mentioned within the table

As Table 2 shows, the towns are the dominant type of locality in the case of national resorts, while in the case of local resorts the most numerous are the communes. The number of resorts is not very high when considering the total number of localities: about 23% of county residences, around 31% of other municipalities and towns, and only 4% in the case of communes. It is interesting to mention that a list provided under the National Program for Rural Development in 2012 (Order 54/2012⁸) recorded 839 communes with a high or very high concentration of tourist resources.

Table 2. The structure by type of localities¹

Type of locality	Romania	National resorts	Local resorts	Total resorts
County residences (municipalities)	40	5	4	9
Other municipalities	62	4	15	19
Towns	216	31	37	67 ⁴
Communes	2,862	11	110	120 ⁵
Total	3,181	51 ²	166 ³	215

Note 1: The figures DO NOT include Bucharest. Ilfov county DOES NOT have a county residence

Note 2: in the case of national resorts, the difference between the reported 57 national resorts and the number of localities of 51 is due to the fact that one municipality administratively includes 5 other resorts and one town is composed of 2 resorts, as explained in Annex 2.

Note 3: in the case of local resorts, the difference between the reported 170 local resorts and the number of localities of 166 is due to the fact that 4 localities include each 2 resorts, as explained in Annex 2.

Note 4: The total of 67 (instead of 68) is given to the fact that Predeal is reported twice, once as a national resort and second as a town including 2 local resorts.

Note 5: The total of 120 (instead of 121) is given to the fact that the commune of Sanmartin is reported twice, once as the host of national resort Baile Felix and second as the host of local resort 1 Mai.

Source: Authors' compilation based on NIS via Tempo Online

(<http://statistici.insse.ro:8077/tempo-online/#/pages/tables/insse-table>)

⁸ Order 54/2012 was issued by the Ministry of Agriculture and Rural Development and is available at: <https://legislatie.just.ro/Public/FormaPrintabila/00000G269R6YOO81RWI01H6BI3G3QI8N>

While the process of attesting the national resorts slowed down since 2020 and focused mainly on the upgrade of local resorts to national resort status, the certification process for local resorts accelerated between 2020 and 2024, with the year 2022 reaching a peak of 52 localities declared as local resorts. Depending on the efforts of local authorities to provide the necessary documentation to prove their respective localities fulfill the criteria to become a resort, the number of local resorts is likely to continue to grow.

The territorial distribution of resorts differs. The national resorts have a relatively even distribution across Romania's development regions, while the local resorts are concentrated mainly in the 3 neighboring development regions inside the Carpathian arch (North-West, Center, and West) as shown by Table 3, Annex 2 and the map (of counties and development regions) in Annex 4.

The region with the highest concentration of 13 national resorts is the Southeast mainly because this region includes the Constanta County, which covers the Romania's seacoast area and hosts the 12 littoral national resorts (the only county with this number of national resorts).

As mentioned above, the local resorts present a higher concentration in North-West region (28.24%), in Center region (22.35%), and West region (15.29%), the 3 development regions cumulating 65.88% of local resorts. This situation suggests a higher level of awareness among local authorities regarding the potential benefits of a locality being designated as a (local) resort and the desire to develop tourism as complementary to local agriculture and various small industries.

When the territorial distribution takes into consideration the counties, the disparities are higher. As of the end of 2025, 6 counties do not have any designated resorts (Botosani, Dolj, Giurgiu, Iasi, Teleorman, and Vaslui). Until the end of 2023, this number was even higher, of 8 counties, but during 2024 and 2025 the counties of Tulcea and Calarasi obtained the recognition of 2 communes (Tulcea) and of an area within the county residence Calarasi as resorts of local interest.

A number of 12 counties are hosting only resorts of local interests, while only 4 counties do not have resorts of local interest.

Of the 41 counties, 23 host resorts of national interest. Constanta County ranks first with 12 national resorts, followed by Valcea and Maramures, each with 5 national resorts. The counties of Prahova and Suceava host 4 national resorts each, followed by Brasov County with 3 national resorts. Other 7 counties have 2 national resorts each, while 10 counties host one national resort.

The resorts of local interest are located in 30 counties, with Suceava County hosting the highest number (22). Bihor County includes 16 local resorts, followed by the counties of Cluj and Maramures with 12 local resorts each. They

are followed by Brasov County with 8 local resorts and by Alba and Gorj with 6 local resort each. Within the remaining 21 counties, the distribution is as follows: 4 counties with 5 local resorts each; 3 counties with 4 local resorts each; 4 counties with 3 local resorts each; 5 counties with 2 local resorts each and 5 counties with 1 local resort.

Table 3. The resort distribution by regions (a synthesis of Annex 2)

Region	Number of resorts		Observations
	National	Local	
<i>Center Region</i>	7	38	Counties without national resorts: Alba and Sibiu
<i>West Region</i>	6	26	-
<i>South-Muntenia Region</i>	8	7	Counties without any resorts: Giurgiu and Teleorman Counties without national resorts: Calarasi Counties without local resorts: Dambovita and Ialomita
<i>North-East Region</i>	8	29	Counties without any resorts: Botosani, Iasi, and Vaslui
<i>North-West Region</i>	9	48	Counties without national resorts: Cluj and Salaj
<i>South-East Region</i>	13	7	Counties without national resorts: Buzau, Galati, Tulcea, and Vrancea Counties without local resorts: Braila and Constanta
<i>South-West (Oltenia) Region</i>	6	14	Counties without any resorts: Dolj Counties without national resorts: Mehedinti and Olt
<i>Bucharest-Ilfov Region</i>	0	1	Counties without national resorts: Ilfov
<i>Total</i>	57	170	-

Source: Authors' compilation

Further, the analysis is focused only on the 51 localities that include and/or are national resorts due to data availability, as mentioned in the section dedicated to data.

As details in Annex 3 show, some of the national resorts concentrate an important number of lodgings in conjunction with a high accumulation of bed-places when compared with the total urban or rural lodgings and bed-places of their respective counties. Also, several national resorts attract an important portion of the tourists visiting the urban or rural destinations of the respective counties.

By types of localities, the county residences that include national resorts are by their nature (being the most important administrative centers of the respective counties) prone to cumulate a high number of lodgings and bed-places (as shown also by Pop & Balint, 2018), and to attract tourists. Oradea, as data show, concentrates over 57% of the urban lodgings of the county, more than 65% of the urban bed-places of the county and almost 92% of the urban tourists visiting Bihor County. At the other end of the spectrum is the municipality of Constanta, which includes Mamaia national resorts. The modest position of Constanta municipality regarding the urban lodgings and bed-places is given to the fact that these are spread along the seacoast and are concentrated within the municipality of Mangalia and the town of Eforie. Nonetheless, Constanta municipality attracts over 44% of urban tourists visiting Constanta County due to its position of county residence and as a year-round business destination, while Mamaia, Mangalia, Eforie and the other littoral resorts are mainly visited between May and September. Annex 3 further shows that all the urban national resorts concentrated in Constanta County dominate the urban tourism with 99% concentration of lodgings, bed-places, and tourists.

A dominant position within the category of other municipalities is not evident. Nonetheless, Vatra Dornei concentrates over 30% of Suceava County urban lodgings and bed-places, though attracting only about 21% of urban tourists. Mangalia, which includes also other 5 national resorts, gathers 30% of urban lodgings and 42% of urban bed-places and attracts about 30% of urban tourists of Constanta County. The concentration of lodgings, bed-places and the attraction of tourists is more modest in the cases of the other 2 municipalities, Campulung Moldovenesc and Petrosani.

In the case of towns, the situation is more diverse, varying from very modest positions within urban localities, like the cases of Slanic and Techirghiol, to a highly dominant position in the case of Baile Herculane. While Baile Herculane with the status of national resort deserves a dedicated case study, it must be underlined that the town clusters 52% of urban lodgings, 75% of bed-places, and attracts 75% of tourists of urban destinations of Caras-Severin County. Baile Herculane was one of the resorts targeted also during the communist

period for hotel constructions, given its long-time reputation (since the Roman Empire period) as balneary destination. It is followed by the town of Amara with a concentration of 44% of urban lodgings and 80% of urban bed-places and attracting 46% of tourists within urban destinations of Ialomita County. Another town with a prime position is Sovata mainly for lodgings (44% of urban lodgings) and bed-places (48% of urban bed-places), though attracting only 30% of tourists within the urban destinations of Mures County. Sinaia, Prahova County, has also a dominant position in attracting the respective county's urban tourists (57%), while concentrating 36% of urban lodgings and 44% of urban bed-places. The peculiar situation of Sangeorz Bai, Bistrita-Nasaud County, deserves a mention: while it concentrates only 18% of urban lodgings and attracts only 12% of urban tourists, it has a high cluster of bed-places (49%) suggesting that this destination was also targeted during the communist period for hotel constructions.

In the case of communes, 6 of them have dominant position within the rural tourism of their respective counties. Costinesti, Constanta County, and Sanmartin, Bihor County, have prime positions (over 50%) in all 3 cases (lodgings, bed-places and tourists). In other 3 cases the respective communes are dominant on bed-places and tourists (Moneasa – Arad County, Moroeni – Dambovita County, Chiscani – Braila County) while Voineasa dominates only through the concentration of bed-places (though the 46% of lodgings and 48% of tourists are not modest numbers).

A certain pattern occurs: the 'old' destinations, those that could be identified in Cucu & Stefan (1979) guide, benefited from the communist period investments in hotel construction between 1965 and 1980 (Opris, 2020, 2021). Also, these 'old' resorts benefited from the communist period policy to make tourism accessible to the large public and the respective resorts became popular destinations (Bardan, 2024). Some inertia persisted throughout the 1990s and until 2010–2011, when some of these 'old' resorts began to lose their attractiveness and experienced a steep decline in tourist arrivals (mainly Moneasa, Sangeorz Bai and Slanic; see Table 4 below). On the other hand, the 'new' entries, resorts that are mentioned as such only through the attestation process and listed in Data and method section, have a modest position within the urban or rural tourism of the respective counties, with and increasing number of lodgings but of smaller capacity (the only exception is Moroeni). However, the majority of these 'new' entries have witnessed a steep increase in the number of tourist arrivals, as Table 4 shows.

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Table 4. Average annual increase/decrease rate and total increase/decrease rate (2024 vs.2021) for the national resorts

No.	Locality / county	Designated since	Average annual rate (%) for 2002-2024			Total increase/decrease (%) – 2024 versus 2001		
			lodgings	bed-places	arrivals	lodgings	bed-places	arrivals
1	Brasov (Poiana Brasov) / Brasov	1995	9.03	5.87	1.19	504.17	206.74	309.17
2	Constanta (Mamaia) / Constanta	2002	3.46	0.53	3.71	100.96	10.75	99.30
3	Piatra Neamt / Neamt	2010	8.06	2.28	5.33	400.00	50.17	67.30
4	Oradea ¹ / Bihor	2020	13.47	6.99	8.29	1,333.33	309.22	226.44
5	Baia Mare / Maramures	2024	5.23	2.06	4.06	178.95	49.58	62.14
County residence - averages			7.85	3.55	4.52	503.48	125.29	152.87
6	Vatra Dornei / Suceava	1999	7.03	2.44	2.92	325.00	65.31	53.26
7	Mangalia (including Cap Aurora, Jupiter, Neptun-Olimp, Saturn, Venus) / Constanta	2002	2.22	-0.92	3.31	20.30	-26.47	74.24
8	Campulung Moldovenesc / Suceava	2005 (local resort since 2002)	11.09	5.46	5.88	757.14	213.82	41.28
9	Petrosani / Hunedoara	2009	11.38	5.06	6.44	385.71	126.82	71.10
Other municipalities - averages			7.93	3.01	4.46	372.04	94.87	59.97
10	Predeal / Brasov	1992	3.45	1.72	4.72	96.25	36.28	72.50
11	Pucioasa / Dambovita	1999	2.72	0.98	3.80	66.67	23.80	13.86
12	Slanic / Prahova	1999	5.51	0.73	2.21	80.00	-27.07	-38.44
13	Baile Govora / Valcea	1999	4.15	-0.05	3.64	81.82	-3.11	44.24
14	Slanic Moldova / Bacau	2002	12.06	5.84	8.34	566.67	84.67	143.00
15	Targu Ocna / Bacau	2002	21.17	6.34	5.96	1,250.00	236.27	76.60
16	Sangeorz Bai / Bistrita-Nasaud	2002	7.22	-3.26	1.21	233.33	-56.56	-74.72
17	Baile Herculane / Caras-Severin	2002	7.24	0.03	4.26	327.27	-3.05	81.26
18	Techirghiol / Constanta	2002	1.95	-0.77	5.65	-8.57	-33.50	90.57
19	Eforie (Eforie Nord and Eforie Sud) / Constanta	2002	2.68	0.24	6.45	31.42	-8.03	191.55
20	Covasna / Covasna	2002	4.59	1.04	4.39	125.00	20.21	67.21

No.	Locality / county	Designated since	Average annual rate (%) for 2002-2024			Total increase/decrease (%) – 2024 versus 2001		
			lodgings	bed-places	arrivals	lodgings	bed-places	arrivals
21	Baile Tusnad / Harghita	2002	7.12	-0.33	10.52	95.00	-18.69	77.00
22	Geoagiu (Geoagiu-Bai) / Hunedoara	2002	5.30	2.70	13.02	10.53	44.56	173.99
23	Amara / Ialomita	2002	1.63	-0.96	3.37	37.50	-24.64	-11.15
24	Sovata / Mures	2002	7.93	0.36	8.10	262.00	-1.28	280.34
25	Sinaia / Prahova	2002	3.97	1.84	4.89	102.94	44.05	117.86
26	Busteni / Prahova	2002	8.89	3.87	4.53	267.25	70.53	53.59
27	Buzias / Timis	2002	-1.95	-2.28	2.97	-50.00	-45.35	-6.35
28	Calimanesti (Caciulata) / Valcea	2002	8.12	1.86	9.23	380.00	46.11	360.67
29	Baile Olanesti / Valcea	2002	5.09	1.02	5.45	178.95	19.53	111.58
30	Azuga / Prahova	2003	14.86	12.82	22.57	933.33	738.89	1,525.52
31	Gura Humorului / Suceava	2005	13.99	12.29	35.32	1,566.67	1,147.26	12,605.39
32	Targu Neamt / Neamt	2009	17.58	7.56	6.51	900.00	274.50	168.31
33	Rasnov	2012	17.36	13.33	28.23	2,466.67	1,174.81	4,301.52
34	Borsec / Harghita	2017 (local since 2002)	8.98	3.49	21.67	0.00	-41.71	107.92
35	Borsa / Maramures	2018 (local since 2002)	13.57	10.03	8.93	944.44	409.79	117.83
36	Navodari (Mamaia Nord) / Constanta	2018	22.44	1.72	15.39	2,916.67	-5.75	173.61
37	Tasnad / Satu Mare	2020 (local since 2000)	13.08	7.04	16.99	400.00	25.81	1,066.57
38	Horezu / Valcea	2021 (local since 2005)	14.48	9.49	13.53	1,450.00	550.00	217.21
39	Viseu de Sus / Maramures	2022 (local since 2009)	21.60	15.37	256.12	2,500.00	667.52	216,055.00
40	Novaci / Gorj	2025 (local since 2018)	34.25	36.06	36.64	4,900.00	7,442.86	5,340.23

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No.	Locality / county	Designated since	Average annual rate (%) for 2002-2024			Total increase/decrease (%) – 2024 versus 2001		
			lodgings	bed-places	arrivals	lodgings	bed-places	arrivals
Towns - averages			10.04	4.86	18.54	745.55	412.54	7,854.98
Urban localities – averages (Bucharest excluded)			5.35	1.28	5.76	217.18	31.61	151.23
41	Moneasa / Arad	2002	4.76	-0.36	-1.70	122.22	-17.22	-69.34
42	Sanmartin (Baile Felix and 1 Mai)	2002	12.06	1.84	5.45	977.27	44.84	98.77
43	Costinesti / Constanta	2002	6.15	4.96	16.92	174.70	135.95	797.54
44	Voineasa / Valcea	2002	2.70	-1.67	4.94	45.83	-65.46	16.86
45	Sucevita / Suceava	2017	17.42	13.91	12.03	1,333.33	919.57	378.43
46	Dambovicioara / Arges	2018	17.37	10.67	21.78	1,550.00	434.78	1,721.93
47	Moroeni (Pestera-Padina) / Dambovita	2018	4.58	0.51	3.36	116.67	-4.27	56.96
48	Chiscani (Lacu Sarat)/ Braila	2020 (local since 2000)	40.69	67.60	4,566.98	1,300.00	6,890.00	20,785.48
49	Ocna Sugatag / Maramures	2020 (local since 2002)	21.21	7.98	9.91	2,250.00	301.15	250.74
50	Turnu Ruieni (Borlova-Muntele Mic) / Caras-Severin	2020	29.80	31.90	58.61	650.00	74.73	49,915.79
51	Moisei / Maramures	2024 (local since 2017)	23.45	28.77	29.72	4,800.00	8,012.50	3,276.33
Communes - averages			16.38	15.10	429.82	1,210.88	1,520.60	7,020.86
Rural localities - averages			8.32	4.42	8.75	477.42	159.13	395.79

Note 1: Oradea is located about 9 km from Sanmartin commune, which includes Baile Felix (national resort) and 1 Mai (local resort).

Source: Authors' compilation based on NIS data via Tempo Online

Table 4 above presents the increase/decrease in lodgings, bed-places, and tourist arrivals based on the annual average rates and on the total rates. As can be observed, rural localities have higher (positive) rates compared with urban localities. All the urban national resorts have higher rates for the number of lodgings and bed-places compared with Romania's urban localities. However,

in the case of tourist arrivals, only the towns registered higher rates for tourist arrivals compared with all urban localities. This suggests that the status of national resort is more important for this type of administrative unit. This phenomenon is especially featured by the towns of Rasnov, Gura Humorului, Viseu de Sus, and Novaci, which show remarkable total growth rates of tourist arrivals between 2001 and 2024, mainly due to a very low numbers of tourist arrivals reported for 2001. These 4 towns are followed by a more modest growth (of 'only' above 1,000%) registered by Azuga (a former industrial center of Prahova valley) and Tasnad. It must be noted that all the 6 towns mentioned previously can be considered 'new entries' in the category of national resorts; they were not mentioned as resorts by the tourist guides of communist period (Cucu & Stefan, 1979), therefore did not benefit from the respective period investments in lodging infrastructure.

The section of Table 4 dedicated to the 11 communes designated as national resorts show higher rates compared with the Romania's rural localities. Similar to towns, the status of national resort appears to attract a large number of tourists, particularly in the cases of Turnu Ruieni and Moisei, also 'new entries', but also in Chiscani (Lacu Sarat), which appears to be undergoing a revival that has generated a significant increase in tourist arrivals, combined with a substantial increase in lodging capacity.

The majority of urban national resorts and all the national resorts that are communes registered an increase in the number of lodgings. However, the lodging capacity displays lower rates (in some cases negative rates) compared to lodgings, which indicates that the lodgings entering the market have a smaller number of rooms compared with the lodging capacity structure of 2001⁹. The lodging capacity rate is higher only in several cases (the towns of Novaci and Geoagiu and the communes of Chiscani and Moisei). While for the 'new entries' (Novaci and Moisei) a lower number of lodgings with important lodging capacity seems to be the common ground, the older national resorts of Geoagiu (Geoagiu-Bai) and Chiscani (Lacu Sarat) appear to go through a renewal process (as suggested by data).

Several particular situations must be pointed out:

a) the town of Buzias seems to have an almost overall negative evolution, with a decreasing total rate for all 3 indicators; this suggests a poor accommodation infrastructure and a lack of interest in this destination; further research is necessary to understand the position of this destination;

⁹ Based on NIS data, the average number of rooms per lodging in 2001 was of about 42 (varying from 95 in the case of hotels to 5 in the case of rural pensions), while in 2024 the figures decreased to 17 rooms per lodging (varying from 63 for hotels to 9 for rural pensions).

b) the towns of Slanic, Sangeorz Bai, Amara and the commune of Moneasa registered not only a decrease in lodging capacity, but also an overall decrease in the number of tourist arrivals; further investigations are necessary to reveal the causes of this decrease in attractiveness, mainly in the cases of Sangeorz Bai and Moneasa;

c) the town of Techirghiol registered not only a decrease in accommodation capacity, but also in the number of lodgings; given the proximity to the town of Eforie (within walking distance), this decrease can be compensated by the lodgings in the nearby town; nonetheless, as an independent administrative unit, Techirghiol can, in time, be negatively influenced by this situation.

It should be highlighted that, in the case of urban localities, both the occupancy rate and the length of stay show a decrease between 2001 and 2024, with the average annual rates for these two measures of tourist activity confirming the downward trend generated by the overall trend of more frequent and shorter trips (Holmes, 2019; Kerr, 2025), a tendency that has taken shape since the mid-2010s.

Table 5. National resorts with a higher occupancy rate and longer length of stay compared with the urban or rural localities of their respective counties (based on the averages for the 2001-2024)

Type of locality	National resorts with higher occupancy rate	National resorts with longer length of stay	National resorts with both – higher occupancy rate and longer length of stay	Total national resorts
County residences	4	1	1	5
Other municipalities	2	2	2	4
Towns	19	23	18	31
Communes	7	6	6	11
Total	32	32	27	51

Source: Authors' compilation based on the data in Annex 3 and on NIS data via Tempo Online

Table 5 shows that more than 50% of national resorts recorded a better occupancy rate and an improved length of stay. However, the exception occurs in the case of county residences where the length of stay is shorter when compared with the other urban localities from the respective counties. This situation can be explained by the fact that for the county residences, despite the inclusion of a national resort, the dominant tourism remains the business

tourism. The county residences position as main administrative centers of a county will, in general, overpass their attractiveness as resorts. The proximity of those resorts does not induce an increase in stay for business tourists as long as they can be visited within a day or even host business meetings. As long as the data is not officially available for the individual localities within the county residences, the 'pure' attractiveness of those resorts cannot be clearly established.

Table 6. National resorts with an average annual positive (increased) rate of occupancy and length of stay

Type of locality	National resorts with increased rate of occupancy	National resorts with increased rate of length of stay	National resorts with both – increased rate of occupancy and length of stay	Total national resorts
County residences	3	1	1	5
Other municipalities	3	1	1	4
Towns	21	9	9	31
Communes	8	6	5	11
Total	35	17	16	51

Source: Authors' compilation based on the data in Annex 3 and on NIS data via Tempo Online

Table 6 shows that for 35 of 51 localities, the annual average of occupancy rate shows an increase, however the length of stay increased only in the case of 17 localities, while the remaining 34 were confronted with the decreasing trend registered over the past decade at international and national level, as shown above (Holmes, 2019; Kerr, 2025). The communes certified as national resorts seem to be more able to attract longer stays.

The data in Table 7 confirms the information in Table 6, though showing an even gloomier picture for the entire period under scrutiny (2001-2024). The occupancy rate grew only in 17 localities, with communes better represented (5 out of 11), while only 10 localities recorded an increase in the length of stay; however, the overall growth was sometimes relatively small (e.g. from 1.42 days to 1.64 days in the case of Tasnad, or from 1.41 days to 1.76 days in the case of Oradea).

Both Table 6 and 7 are confirming the overall tendency toward shorter trips, even when it comes to travel in balneary resorts where the procedures usually need longer stays to yield proper results.

Table 7. National resorts with a total positive rate of occupancy and length of stay – 2024 versus 2001

Type of locality	National resorts with a positive rate of occupancy	National resorts with positive rate of length of stay	National resorts with both – positive rate of occupancy and length of stay	Total national resorts
County residences	2	1	0	5
Other municipalities	2	1	1	4
Towns	8	4	2	31
Communes	5	4	3	11
Total	17	10	6	51

Source: Authors' compilation based on the data in Annex 3 and on NIS data via Tempo Online

Table 8 below confirms all the data presented and discussed above. The national resorts are in a better position than other urban or rural destinations, either having a higher pace regarding the investments in accommodation or a lower decrease rate. However, the national resorts do not perform well when the occupancy rate and length of stay are considered, this suggesting an increased competition on lodgings market in combination with the trend toward shorter trips.

Table 8. Descriptive statistics by type of localities within national resorts based on averages for the period 2001-2024

Descriptive statistics	County residences	Other municipalities	Towns	Communes	Urban localities ¹	Rural localities ¹
Lodgings						
Average	78	78	39	39	20	11
Minim	17	13	5	4	1	1
Maxim	158	225	288	182	288	182
Annual increase/decrease of lodgings (%)						
Average	7.85	7.93	10.04	16.38	9.24	12.09
Minim	3.46	2.22	-1.95	2.70	-3.62	-2.17
Maxim	13.47	11.38	34.25	40.69	46.40	80.74
Overall increase/decrease of lodgings (%)						
2024 versus 2001						
Average	503.48	372.04	745.55	1,210.88	423.95	615.05
Minim	100.96	20.30	-50.00	45.83	-75.00	-90.48
Maxim	1,333.33	757.14	4,900.00	4,800.00	4,900.00	13,100.00
Bed-places						
Average	7,396	11,156	2,393	1,754	1,287	306

Descriptive statistics	County residences	Other municipalities	Towns	Communes	Urban localities¹	Rural localities¹
Minim	981	638	283	149	36	12
Maxim	24,223	40,936	21,019	6,920	40,936	6,920
Annual increase/decrease of bed-places (%)						
Average	3.55	3.01	4.84	15.10	6.46	12.33
Minim	0.53	-0.92	-3.28	-1.67	-3.28	-5.28
Maxim	6.99	5.46	36.06	67.60	36.06	84.08
Overall increase/decrease of bed-places (%)						
2024 versus 2001						
Average	125.29	94.87	412.54	1,520.60	225.52	634.14
Minim	10.75	-26.47	-56.56	-65.46	-94.74	-87.86
Maxim	309.22	213.82	7,442.86	8,012.50	7,442.86	8,012.50
Tourist arrivals						
Average	220,460	95,254	44,753	27,332	33,413	5,742
Minim	51,274	10,534	4,342	2,269	79	97
Maxim	444,205	303,921	221,412	156,511	444,205	156,511
Annual increase/decrease of tourist arrivals (%)						
Average	4.52	4.64	18.54	429.82	28.27	70.61
Minim	1.19	2.92	1.21	-1.70	-2.94	-8.22
Maxim	8.29	6.44	256.12	4,566.98	1,121.34	4,615.24
Overall increase/decrease of tourist arrivals (%)						
2024 versus 2001						
Average	152.87	59.97	7,854.98	7,020.86	2,135.54	4,683.26
Minim	67.30	41.28	-74.72	-69.34	-97.83	-99.55
Maxim	226.44	74.24	216,055.00	49,915.79	216,055.00	134,660.00
Occupancy rate (%)						
Average	30.38	27.11	34.48	23.97	23.97	17.88
Minim	21.46	12.74	10.87	13.27	4.33	4.13
Maxim	39.04	43.87	57.02	46.76	57.02	74.79
Annual increase/decrease of occupancy rate (%)						
Average	0.53	1.35	2.37	19.99	9.81	18.95
Minim	-0.69	-0.77	-3.24	-4.71	-5.30	-9.17
Maxim	1.95	3.30	12.16	145.77	200.83	178.97
Overall increase/decrease of occupancy rate (%)						
2024 versus 2001						
Average	-12.12	-0.58	-1.39	192.74	66.19	209.96
Minim	-23.05	-3.20	-87.23	-80.83	-92.27	-98.96
Maxim	3.10	3.21	324.84	889.11	1,031.81	4,388.35

ROMANIAN TOURIST RESORTS

Descriptive statistics	County residences	Other municipalities	Towns	Communes	Urban localities ¹	Rural localities ¹
Lenght of stay						
Average	2.12	3.41	4.98	3.25	2.70	2.57
Minim	1.58	1.82	1.36	1.94	1.04	1.14
Maxim	3.40	5.38	10.24	5.86	10.24	15.72
Annual increase/decrease of length of stay (%)						
Average	-0.42	-6.45	-0.96	4.44	2.55	4.06
Minim	-2.08	-38.21	-5.05	-5.33	-5.05	-6.54
Maxim	1.72	35.69	15.29	55.87	45.65	55.87
Overall increase/decrease of length of stay (%) 2024 versus 2001						
Average	-12.82	-12.66	-39.03	-12.56	-11.67	0.73
Minim	-39.65	-54.30	-79.26	-81.72	-79.26	-98.73
Maxim	24.63	84.49	92.91	140.09	202.90	196.54

Note 1: The data include all the urban / rural localities with complete data series.

Source: Authors' compilation based on NIS data via Tempo Online

While this problem was not the main focus of the present paper one cannot conclude before mentioning that since 2012, a number of specialists, among which Lazea (2012), underlined the absence of Romanian tourist resorts segmentation¹⁰, pointing out the idea of resorts oriented toward luxury tourism. Also, Lazea (2012) hinted that even the communist authorities understood the need for some resorts to host upscale and luxury lodgings for attracting foreign tourists and names the resorts of Poiana Brasov and Neptun-Olimp-Cap Aurora. The lack of tourist resort segmentation is also pointed out by Simoni (2017), though in this case the author shows the need for a better classification of resorts in order to attract the appropriate type of tourists, either domestic or foreign.

¹⁰The idea of segmenting Romanian spa resorts was proposed in the extended version of the Master Plan for Tourism Development 2007–2026. However, no clear follow-up measures were developed and, consequently, no spa resort segmentation was implemented. Nonetheless, the Master Plan (extended version) does not include any distinct chapter or subchapter dedicated to Romanian resorts in general or to a clear strategy for their development. The only distinct mention concerns spa resorts, but the proposed development measures are far too general. Separate plans for the development of balneary tourism were issued in 2010, 2013, and 2018 (a master plan), followed by an updated plan for the 2025–2030 period. The results of these plans are barely visible in practice: the number of tourist arrivals has rarely increased in the case of these balneary resorts, while the length of stay has clearly decreased.

Table 9, below, shows the quasi absence of luxury accommodations (5-star rating) and a modest presence of upscale lodgings (4-star rating) within Romanian spa, seaside, and mountain resorts, as reported by NIS¹¹. The image is distorted by the fact that the county residences designated as resorts are not included in either of the 3 categories presented in Table 9. Nonetheless, the spa and mountain resorts exhibit lower than national averages for luxury and upscale lodgings, while littoral resorts appear to be in a better position. Although the share of foreign tourists visiting Romanian spa resorts is very low¹², mountain resorts are in a slightly better position due to their proximity to Bucharest (140–160 km), particularly Sinaia (Prahova County) and Predeal (Brasov County), both well-known mountain resorts. Between them are located the national resorts of Busteni and Azuga (also in Prahova County).

The data regarding the upscale and luxury lodgings are confirmed by the data provided by MoT regarding the lodgings by locality¹³. As of December 2025, two of the national resorts (Moneasa and Targu Ocna) have no lodgings rated at 4 and/or 5 stars. Another 28 national resorts or localities (of which 7 are rural destinations) hosting national resorts do not have luxury lodgings (rated at 5 stars). The percentage of 5-star lodgings is very low, 0.59% of total lodgings (0.63% for urban localities and 0.40% for rural localities), while the percentage of 4-star lodgings is 4.63% (4.95% in urban localities and 3.11 in rural localities).

Table 9. Luxury and upscale lodging, and foreign tourists within Romanian resorts (average percentages for the period 2001-2024)

Type of resort	% of 5-star lodgings	% of 4-star lodgings	% of foreign tourists
Spa resorts	0.61%	5.64%	4.05%
Seaside/littoral resorts	1.12%	7.08%	4.43%
Mountain resorts	0.56%	5.67%	8.75%
<i>National/country level</i>	<i>1.02%</i>	<i>6.84%</i>	<i>19.40%</i>

Source: Authors' compilation based on NIS data via Tempo Online

¹¹It must be mentioned that NIS does not provide a list with the localities included in the 3 categories of reported resorts. In addition, there are no separate data for national and respective local resorts.

¹²It must be noted that the information regarding foreign tourists' arrivals is not available at locality level via Tempo Online.

¹³MoT provides a continuously updated database regarding the existing lodgings by each locality, available at <https://se.situr.gov.ro/OpenData/OpenDataList?type=listCazari>. MoT does not collect, and therefor does not provide, any information regarding tourist arrivals.

Regarding the branded hotels, as of December 2025, the situation is very poor, only 8 hotels, rated at 4 stars, are located in 5 national resorts¹⁴, while only 1 hotel, rated at 5 stars (a Swissotel), is located in Poiana Brasov and entered the market only during the second half of 2025.

The idea expressed by Lazea (2012) regarding the potential adaptation of existing resorts for luxury tourism is difficult to put into practice. The reason is provided by the way most of the designated (mainly national) tourist resorts development was influenced by the communist period when the accent was to provide vacations for the working people. Due to this trend, some tourist resorts became very popular for every Romanian. Any attempt to transform these destinations into luxury resorts would be perceived as discriminatory, and the resorts are reluctant to lose their regular visitors. Though, the idea of several luxury resorts might be implemented for newly designated resorts if this orientation is desired at local level.

Nonetheless, while there is room for further improvements, one should not omit the fact that most resorts are strongly influenced by the social security system which provides (for decades now) subsidized packages for pensioners and for those (active) persons with diverse health problems in need of various treatments offered within the Romanian tourist resorts. Therefore, the lodging structure is adapted to respond to this dominant demand. Furthermore, despite experiencing a decrease in tourist arrivals, Romanian tourist resorts do not feel the need for appropriate promotion (mainly online nowadays) as long as the minimum of visitors is ensured by social security subsidized tourists.

Conclusions

The status of tourist resorts is attracting an increase in tourism activity as shown within this research, mainly when the national resorts are under scrutiny. This finding is supported by the findings of Pop & Coros (2023) showing that some wine-related destinations are visited mainly because they have the status of resorts and not for the wine-related attractions. The benefits seem to be higher if the locality designated as a tourist resort is a commune or a town due to an increased visibility and tourist curiosity to visit a potential new, relatively unknown, destination. Nonetheless, while it was not the purpose of this study, it seems that when their visibility is concerned, the local authorities rely mainly on the promotion offered by MoT, rather than on their own websites. This is indirectly confirmed by the low visibility of Romanian tourist resorts

¹⁴ The 8 hotels are: a Ramada and a DoubleTree by Hilton in Oradea; one Ibis Styles in Venus (Mangalia); a Ramada and a Crowne Plaza in Mamaia (Constanta); two Ensana hotels (Sovata and Bradet) in Sovata; a Best Western in Gura Humorului.

among foreign tourists; not only the average percentages are low (Table 9), but in the case of seaside resorts the number of foreign tourists decreased between 2001 and 2024 by 41%.

The uneven spatial distribution by regions, mainly in the case of local resorts (Table 3), is in line with the findings Herman *et al.* (2026) and findings of Cehan *et al.* (2019) which highlight a significant concentration of tourism activity mainly in the leading territories. The most numerous local resorts are concentrated mainly in Center, West and North-West regions. These 3 regions also have lower relative poverty rates of respective 20.05%, 19.06%, and 17.22%¹⁵ (NIS data). This finding, in combination with Cehan *et al.* (2019) findings, suggests that the local administrations in the 3 above-mentioned regions are more inclined to make the steps necessary for their localities to be designated as tourist resorts, seeming to understand the development potential of tourism activity. Furthermore, the status of resort may improve the local authorities' access to a greater variety of financing sources for tourism or tourism-related developments.

Currently, all tourist resorts are facing the challenge of shorter trips/vacations and the need to compensate for this phenomenon by attracting more tourists, hence the need to improve and diversify their tourism products. Not only should the management of tourist resorts be improved (currently, as of December 2025, only 6 national resorts have a registered Destination Management Organization), but data availability should also be reconsidered in order to obtain a better understanding of the popularity and efficiency of these resorts, especially when they are administratively included within a locality (e.g. Poiana Brasov as part of Brasov municipality).

An alternative classification of Romanian tourist resorts, based on their main tourism products and/or attractions is necessary, as shown by Simoni (2017), for a better segmentation. Currently, the choice of a tourist resort is based on previous knowledge regarding the resort, the past reputation of the respective resort, and (electronic) word-of-mouth. This situation is confirmed by the study of Balint *et al.* (2026) regarding the smartness of 54 national resorts in Romania, showing significant disparities between destinations, with the littoral resorts being more advanced in adopting smart technologies.

Further research is needed for understanding the life cycle of Romanian resorts in conjunction with their past development, mainly for those which benefited by investment in accommodation during the communist period. In addition, it would be interesting to see how the level of accessibility and the proximity to county residences (therefore important communication nodes)

¹⁵ The figures are averaged for the period 2007-2014 for which NIS is reporting the relative poverty rate. The data are not available at county level.

influence the tourist arrivals versus the more peripheral locations. It would be interesting to consider the experiences of foreign all-inclusive resorts and integrated resorts and how appropriate those models are for Romanian resorts. Last, but not least, improved data availability would be necessary for more comparative analyses, mainly in the case of local resorts in order to establish their popularity and efficiency.

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- HG 901/1996: Hotararea Guvernului nr. 901 din 2 octombrie 1996 privind declararea localitatii Breaza din judetul Prahova ca statiune climaterica, MONITORUL OFICIAL nr. 270 din 31 octombrie 1996
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- HG 177/1999: Hotararea Guvernului nr. 177 din 18 martie 1999 pentru aprobarea atestarii orasului Vatra Dornei, judetul Suceava, ca statiune turistica de interes national, MONITORUL OFICIAL nr. 120 din 23 martie 1999
- HG 509/1999: Hotararea Guvernului nr. 509 din 24 iunie 1999 pentru aprobarea atestarii orasului Valenii de Munte, judetul Prahova, ca statiune turistica de interes local, MONITORUL OFICIAL nr. 305 din 30 iunie 1999
- HG 510/1999: Hotararea Guvernului nr. 510 din 24 iunie 1999 pentru aprobarea atestarii orasului Pucioasa, judetul Dambovita, ca statiune turistica de interes national, MONITORUL OFICIAL nr. 305 din 30 iunie 1999

- HG 688/1999: Hotararea Guvernului nr. 688 din 23 august 1999 pentru aprobarea atestarii orasului Baile Govora, judetul Valcea, ca statiune turistica de interes national, MONITORUL OFICIAL nr. 418 din 31 august 1999
- HG 689/1999: Hotararea Guvernului nr. 689 din 23 august 1999 pentru aprobarea atestarii orasului Slanic, judetul Prahova, ca statiune turistica de interes national, MONITORUL OFICIAL nr. 418 din 31 august 1999
- HG 717/1999: Hotararea Guvernului nr. 717 din 2 septembrie 1999 pentru aprobarea atestarii zonei Fantanele, comuna Risca, judetul Cluj, si a zonei Muntele Baisorii, comuna Baisoara, judetul Cluj, ca statiuni turistice de interes local, MONITORUL OFICIAL nr. 443 din 13 septembrie 1999
- HG 416/2000: Hotararea Guvernului nr. 416 din 19 mai 2000 pentru aprobarea atestarii localitatii Cheia, judetul Prahova, ca statiune turistica de interes local, MONITORUL OFICIAL nr. 233 din 26 mai 2000
- HG 1122/2002: Hotararea Guvernului nr. 1122 din 10 octombrie 2002 pentru aprobarea conditiilor si a procedurii de atestare a statiunilor turistice, precum si pentru declararea unor localitati ca statiuni turistice de interes national, respectiv local, MONITORUL OFICIAL nr. 770 din 23 octombrie 2002
- HG 421/2003: Hotararea Guvernului nr. 421 din 10 aprilie 2003 pentru aprobarea atestarii orasului Azuga, judetul Prahova, ca statiune turistica de interes national, MONITORUL OFICIAL nr. 265 din 16 aprilie 2003
- HG 114/2005: Hotararea Guvernului nr. 114 din 24 februarie 2005 pentru aprobarea atestarii localitatii Gura Humorului, judetul Suceava, ca statiune turistica de interes national, MONITORUL OFICIAL nr. 178 din 1 martie 2005
- HG 298/2005: Hotararea Guvernului nr. 298 din 14 aprilie 2005 pentru aprobarea atestarii localitatii Bran, judetul Brasov, ca statiune turistica de interes local, MONITORUL OFICIAL nr. 330 din 19 aprilie 2005
- HG 298/2005: Hotararea Guvernului nr. 299 din 14 aprilie 2005 pentru aprobarea atestarii localitatii Ocna Sibiului, judetul Sibiu, ca statiune turistica de interes local, MONITORUL OFICIAL nr. 330 din 19 aprilie 2005
- HG 801/2005: Hotararea Guvernului nr. 801 din 14 iulie 2005 pentru aprobarea atestarii localitatii Albac, judetul Alba, ca statiune turistica de interes local, MONITORUL OFICIAL nr. 695 din 2 august 2005
- HG 1319/2005: Hotararea Guvernului nr. 1319 din 27 octombrie 2005 pentru aprobarea atestarii comunei Moieciu, judetul Brasov, ca statiune turistica de interes local, MONITORUL OFICIAL nr. 1.002 din 11 noiembrie 2005
- HG 1324/2005: Hotararea Guvernului nr. 1324 din 27 octombrie 2005 pentru aprobarea atestarii localitatii Campulung Moldovenesc, judetul Suceava, ca statiune turistica de interes national, MONITORUL OFICIAL nr. 1019 din 17 noiembrie 2005
- HG 329/2006: Hotararea Guvernului nr. 329 din 16 martie 2006 pentru aprobarea atestarii localitatii Arieseni, judetul Alba, ca statiune turistica de interes local, MONITORUL OFICIAL nr. 249 din 20 martie 2006

- HG 867/2006: Hotararea Guvernului nr. 867 din 28 iunie 2006 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 609 din 13 iulie 2006
- HG 852/2008: Hotararea Guvernului nr. 852 din 13 august 2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 613 din 20 august 2008
- HG 848/2009: Hotararea Guvernului nr. 848 din 22 iulie 2009 pentru aprobarea atestarii orasului Targu-Neamt, judetul Neamt, ca statiune turistica de interes national, MONITORUL OFICIAL nr. 548 din 6 august 2009
- HG 1205/2009: Hotararea Guvernului nr. 1205 din 7 octombrie 2009 pentru aprobarea atestarii zonei Parang-Petrosani, judetul Hunedoara, ca statiune turistica de interes national, MONITORUL OFICIAL nr. 686 din 13 octombrie 2009
- HG 511/2010: Hotararea Guvernului nr. 511 din 2 iunie 2010 pentru aprobarea atestarii zonei turistice a municipiului Piatra-Neamt, judetul Neamt, ca statiune turistica de interes national, MONITORUL OFICIAL nr. 391 din 14 iunie 2010
- HG 1016/2011: Hotararea Guvernului nr. 1016 din 12 octombrie 2011 privind acordarea statutului de statiune balneara si balneoclimatica pentru unele localitati si areale care dispun de factori naturali de cura, MONITORUL OFICIAL nr. 743 din 24 octombrie 2011
- HG 1181/2011: Hotararea Guvernului nr. 1181 din 30 noiembrie 2011 pentru aprobarea atestarii zonei Suior-Baia Sprie, orasul Baia Sprie, judetul Maramures, ca statiune turistica de interes local, MONITORUL OFICIAL nr. 868 din 8 decembrie 2011
- HG 1161/2012: Hotararea Guvernului nr. 1161 din 27 noiembrie 2012 pentru aprobarea atestarii orasului Rasnov, judetul Brasov, ca statiune turistica de interes national, MONITORUL OFICIAL nr. 818 din 5 decembrie 2012
- HG 1072/2013: Hotararea Guvernului nr. 1072 din 11 decembrie 2013 pentru modificarea anexei nr. 1 la Hotararea Guvernului nr. 1016/2011 privind acordarea statutului de statiune balneara si balneoclimatica pentru unele localitati si areale care dispun de factori naturali de cura, MONITORUL OFICIAL nr. 825 din 23 decembrie 2013
- HG 926/2016: Hotararea Guvernului nr. 926 din 8 decembrie 2016 pentru completarea anexei nr. 1 la Hotararea Guvernului nr. 1016/2011 privind acordarea statutului de statiune balneara si balneoclimatica pentru unele localitati si areale care dispun de factori naturali de cura, MONITORUL OFICIAL nr. 1003 din 14 decembrie 2016
- HG 58/2017: Hotararea Guvernului nr. 58 din 16 februarie 2017 pentru aprobarea atestarii unor localitati sau parti din localitati ca statiuni turistice de interes national sau local si pentru modificarea anexei nr. 5 la Hotararea Guvernului nr. 852/2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 138 din 23 februarie 2017

- HG 107/2018: Hotararea Guvernului nr. 107 din 15 martie 2018 privind aprobarea atestarii unor localitati sau parti din localitati ca statiuni turistice de interes national sau local si privind modificarea anexei nr. 5 la Hotararea Guvernului nr. 852/2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 251 din 22 martie 2018
- HG 916/2018: Hotararea Guvernului nr. 916 din 15 noiembrie 2018 pentru aprobarea atestarii unor localitati sau parti din localitati ca statiuni turistice de interes local si pentru modificarea anexei nr. 5 la Hotararea Guvernului nr. 852/2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 994 din 23 noiembrie 2018
- HG 377/2020: Hotararea Guvernului nr. 377 din 7 mai 2020 pentru aprobarea atestarii unor localitati sau parti din localitati ca statiuni turistice de interes national, respectiv local si privind modificarea anexelor nr. 1 si 5 la Hotararea Guvernului nr. 852/2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 384 din 13 mai 2020
- HG 887/2020: Hotararea Guvernului nr. 887 din 22 octombrie 2020 pentru aprobarea atestarii unor localitati sau parti din localitati ca statiuni turistice de interes national, respectiv local si pentru modificarea anexei nr. 5 la Hotararea Guvernului nr. 852/2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 985 din 26 octombrie 2020
- HG 1073/2020: Hotararea Guvernului nr. 1073 din 11 decembrie 2020 privind aprobarea atestarii unor localitati ca statiuni turistice de interes local si pentru modificarea anexei nr. 5 la Hotararea Guvernului nr. 852/2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 1288 din 24 decembrie 2020
- HG 343/2021: Hotararea Guvernului nr. 343 din 19 martie 2021 pentru aprobarea atestarii unor localitati sau parti din localitati ca statiuni turistice de interes local si privind modificarea anexei nr. 5 la Hotararea Guvernului nr. 852/2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 291 din 23 martie 2021
- HG 843/2021: Hotararea Guvernului nr. 843 din 11 august 2021 pentru aprobarea atestarii unor localitati ca statiuni turistice de interes national, respectiv local si privind modificarea anexei nr. 5 la Hotararea Guvernului nr. 852/2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 800 din 19 august 2021
- HG 898/2022: Hotararea Guvernului nr. 898 din 13 iulie 2022 pentru modificarea Hotararii Guvernului nr. 1016/2011 privind acordarea statutului de statiune balneara si balneoclimatica pentru unele localitati si areale care dispun de factori naturali de cura, MONITORUL OFICIAL nr. 715 din 15 iulie 2022
- HG 910/2022: Hotararea Guvernului nr. 910 din 13 iulie 2022 pentru aprobarea atestarii unor localitati ca statiuni turistice de interes national, respectiv local, si privind modificarea anexei nr. 5 la Hotararea Guvernului nr. 852/2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 718 din 18 iulie 2022

- HG 1318/2022: Hotararea Guvernului nr. 1318 din 28 octombrie 2022 pentru completarea anexei nr. 1 la Hotararea Guvernului nr. 1016/2011 privind acordarea statutului de statiune balneara si balneoclimatica pentru unele localitati si areale care dispun de factori naturali de cura, MONITORUL OFICIAL nr. 1060 din 2 noiembrie 2022
- HG 1580/2022: Hotararea Guvernului nr. 1580 din 28 decembrie 2022 pentru aprobarea atestarii unor localitati sau parti din localitati ca statiuni turistice de interes local, precum si privind modificarea art. 2 si a anexei nr. 5 la Hotararea Guvernului nr. 852/2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 4 din 4 ianuarie 2023
- HG 120/2024: Hotararea Guvernului nr. 120 din 16 februarie 2024 pentru aprobarea atestarii unor localitati sau parti din localitati ca statiuni turistice de interes national si local, precum si pentru modificarea si completarea Hotararii Guvernului nr. 852/2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 147 din 22 februarie 2024
- HG 1448/2024: Hotararea Guvernului nr. 1448 din 21 noiembrie 2024 privind aprobarea atestarii ca statiune turistica de interes national a comunei Moisei, judetul Maramures, a unor localitati sau parti din localitati ca statiuni turistice de interes local si pentru modificarea anexei nr. 5 la Hotararea Guvernului nr. 852/2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 1170 din 25 noiembrie 2024
- HG 936/2025: Hotararea Guvernului nr. 936 din 31 octombrie 2025 privind aprobarea atestarii ca statiune turistica de interes national a orasului Novaci, judetul Gorj, a unor localitati sau parti din localitati ca statiuni turistice de interes local si pentru modificarea anexei nr. 5 la Hotararea Guvernului nr. 852/2008 pentru aprobarea normelor si criteriilor de atestare a statiunilor turistice, MONITORUL OFICIAL nr. 1020 din 4 noiembrie 2025.

Annex 1

Romanian resorts of national and local interest since their attestation between 1990 and 2025
(in alphabetical order)

No.	Locality	Administrative unit	County	National resort	Local resort	Observations
NATIONAL resorts						
1.	Amara	town	Ialomita	Oct.2002 (HG1122/2002)	-	Balneary resort ¹
2.	Azuga	town	Prahova	Apr.2003 (HG 421/2003)	-	-
3.	Baile Felix	Sanmartin commune	Bihor	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹
4.	Baile Govora	town	Valcea	Aug.1999 (HG 688/1999)	-	Balneary resort ¹
5.	Baile Herculane	town	Caras-Severin	Oct.2002 (HG1122/2002)	-	Part of natural WHS Domogled-Valea Cernei. Balneary resort ¹
6.	Baile Olanesti	town	Valcea	Oct.2002 (HG1122/2002)	-	Part of the natural WHS Cozia – Lotrisor Balneary-climatic resort ¹
7.	Baile Tusnad	town	Harghita	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹ Listed as eco-tourist destination by MoT
8.	Borsa	town	Maramures	March 2018 (HG 107/2018)	Between Oct.2002 and Feb.2018	Designated as local resort by HG 1122/2002
9.	Borsec	town	Harghita	Feb.2017 (HG 58/2017)	Between Oct.2002 and Jan.2017	Designated as local resort by HG 1122/2002 Balneary-climatic resort ¹
10.	Busteni	town	Prahova	Oct.2002 (HG1122/2002)	-	-
11.	Buzias	town	Timis	Oct.2002 (HG1122/2002)	-	Part of the independent vineyard center Silagiu Balneary-climatic resort ¹
12.	Calimanesti-Caciulata	town Calimanesti; Caciulata part of the town of Calimanesti	Valcea	Oct.2002 (HG1122/2002)	-	Part of the natural WHS Cozia – Lotrisor Balneary-climatic resort ¹
13.	Campulung Moldovenesc	municipality	Suceava	Oct.2005 (HG 1324/2005)	Between Oct.2002 and Sept.2005	Designated as local resort by HG 1122/2002. Part of the natural WHS Codrul secular Slatioara
14.	Cap Aurora	municipality of Mangalia	Constanta	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹
15.	Costinesti	commune	Constanta	Oct.2002 (HG1122/2002)	-	-
16.	Covasna	town	Covasna	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹
17.	Dambovicioara	commune	Arges	March.2018 (HG 107/2018)	-	-
18.	Eforie Nord	town of Eforie	Constanta	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹
19.	Eforie Sud	town of Eforie	Constanta	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹
20.	Geoagiu Bai	part of town of Geoagiu	Hunedoara	Oct.2002 (HG1122/2002)	-	Independent vineyard center Geoagiu Balneary-climatic resort ¹

No.	Locality	Administrative unit	County	National resort	Local resort	Observations
21.	Gura Humorului	town	Suceava	Feb.2005 (HG 114/2005)	-	Hosts one of the painted churches nominated WHS.
22.	Horezu	town	Valcea	Aug.2021 (HG 843/2021)	Between Aug.2005 and July 2021	Designated as local resort by HG 936/2005. Horezu hosts the Horezu (Hurezi) Monastery listed as WHS
23.	Jupiter	municipality of Mangalia	Constanta	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹
24.	Lacu Sarat	Chiscani commune	Braila	May 2020 (HG 377/2020)	Between Oct.2002 and Apr.2020	Designated as local resort by HG 1122/2002 Balneary-climatic resort ¹
25.	Mamaia	municipality of Constanta (county residence)	Constanta	Oct.2002 (HG1122/2002)	-	-
26.	Mangalia	municipality	Constanta	Oct.2002 (HG1122/2002)	-	Independent vineyard center Mangalia Balneary-climatic resort ¹
27.	Moisei	commune	Maramures	Nov.2024 (HG 1448/2024)	Between Feb.2017 and Oct.2024	Designated as local resort by HG 58/2017
28.	Moneasa	commune	Arad	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹
29.	Neptun-Olimp	municipality of Mangalia	Constanta	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹
30.	Novaci	town	Gorj	Nov.2025 (HG 936/2025)	Between Nov.2018 and Oct.2025	Designated as local resort by HG 916/2018
31.	Poiana Brasov	municipality of Brasov (county residence)	Brasov	Feb.1995 (HG 113/1995)	-	-
32.	Predeal	town	Brasov	May 1992 (HG 226/1992)	-	-
33.	Pucioasa	town	Dambovita	Jun.1999 (HG 510/1999)		Balneary-climatic resort ¹
34.	Ocna Sugatag	commune	Maramures	Oct.2020 (HG 887/2020)	Between Oct.2002 and Sept.2020	Designated as local resort by HG 1122/2002 Balneary-climatic resort ¹ Listed as eco-tourist destination by MoT
35.	Rasnov	town	Brasov	Nov.2012 (HG 1161/2012)	-	-
36.	Slanic	town	Prahova	Aug.1999 (HG 689/1999)	-	Balneary-climatic resort ¹
37.	Saturn	municipality of Mangalia	Constanta	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹
38.	Sinaia	town	Prahova	Oct.2002 (HG1122/2002)	-	-
39.	Sangeorz-Bai	town	Bistrita Nasaud	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹
40.	Slanic-Moldova	town	Bacau	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹
41.	Sovata	town	Mures	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹
42.	Sucevita	commune	Suceava	Feb.2017 (HG 58/2017)	-	Hosts one of the painted churches nominated WHS.
43.	Targu Ocna	town	Bacau	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹

No.	Locality	Administrative unit	County	National resort	Local resort	Observations
44.	Targu Neamt	town	Neamt	July 2009 (HG 848/2009)	-	Listed as eco-tourist destination by MoT
45.	Tasnad	town	Satu Mare	May 2020 (HG 377/2020)	Between May 2000 and Apr.2020	Designated as local resort by HG 417/2000. Part of Valea lui Mihai vineyard. Balneary-climatic resort ¹
46.	Techirghiol	town	Constanta	Oct.2002 (HG1122/2002)	-	Balneary resort ¹
47.	Vatra Dornei	municipality	Suceava	March 1999 (HG 177/1999)	-	Balneary-climatic resort ¹ Listed as eco-tourist destination by MoT
48.	Venus	municipality of Mangalia	Constanta	Oct.2002 (HG1122/2002)	-	Balneary-climatic resort ¹
49.	Viseu de Sus	town	Maramures	July 2022 (HG 910/2022)	Between Oct.2009 and Jun.2022	Designated as local resort by HG 1204/2009.
50.	Voineasa	commune	Valcea	Oct.2002 (HG1122/2002)	-	-
51.	Borlova – Muntele Mic Area	commune Turnu Ruieni	Caras-Severin	May 2020 (HG 377/2020)	-	-
52.	Mamaia Nord Area	town of Navodari	Constanta	March 2018 (HG 107/2018)	-	Balneary-climatic resort ¹
53.	Parang-Petrosani Area	municipality of Petrosani	Hunedoara	Oct.2009 (HG 1205/2009)	-	-
54.	Pestera-Padina Area	Commune Moroeni	Dambovit	March 2018 (HG 107/2018)	-	-
55.	Tourist area of Baia Mare municipality	municipality of Baia Mare (county residence)	Maramures	Feb.2024 (HG 120/2024)	-	Part of the independent vineyard center Seini.
56.	Tourist area of Piatra Neamt municipality	municipality of Piatra Neamt (county residence)	Neamt	Jun.2010 (HG 511/ 2010)	-	-
57.	Tourist area 'historic centre – Crisul Repede corridor' municipality of Oradea	municipality of Oradea (county residence)	Bihor	May 2020 (HG 377/2020)	-	Balneary resort (an areal of 444.44 ha within the historic city center) ¹
LOCAL resorts						
1.	1 Mai	Sanmartin commune	Bihor	-	Oct.2002 (HG1122/2002)	Balneary-climatic resort ¹
2.	Albac	commune	Alba	-	July 2005 (HG 801/2005)	-
3.	Albestii de Muscel	Bughea de Sus commune	Arges	-	Oct.2002 (HG1122/2002)	-
4.	Anina	town	Caras-Severin	-	Oct.2020 (HG 887/2020)	Part of natural WHS Cheile Nerei-Beusnita
5.	Arieseni	commune	Alba	-	March 2006 (HG 329/2006)	-
6.	Balvanyos	Turia commune	Covasna	-	Oct.2002 (HG1122/2002)	-
7.	Baia de Fier	commune	Gorj	-	Feb.2017 (HG 58/2017)	-
8.	Bala	commune	Mehedinti	-	Dec.2020 (HG 1073/2020)	Balneary-climatic resort ¹
9.	Barcani	commune	Covasna	-	Dec.2022 (HG 1580/2022)	-
10.	Bazna	commune	Sibiu	-	Oct.2002 (HG1122/2002)	Part of Tarnave vineyard. Balneary-climatic resort ¹

No.	Locality	Administrative unit	County	National resort	Local resort	Observations
11.	Baltatesti	commune	Neamt	-	Oct.2002 (HG1122/2002)	Listed as eco-tourist destination by MoT
12.	Baile Homorod	town of Vlahita	Harghita	-	Oct.2002 (HG1122/2002)	-
13.	Baile Turda	municipality of Turda	Cluj	-	Oct.2002 (HG1122/2002)	Part of the Aiud vineyard
14.	Baile Baita	municipality of Gherla	Cluj	-	Oct.2002 (HG1122/2002)	Closed at least since 2015. Part of the independent vineyard center Dej
15.	Barsana	commune	Maramures	-	Nov.2018 (HG 916/2018)	Hosts one of the wooden churches nominated WHS
16.	Beius	municipality	Bihor	-	Dec.2020 (HG 1073/2020)	-
17.	Belis	commune	Cluj	-	Dec.2022 (HG 1580/2022)	-
18.	Berzasca	commune	Caras-Severin	-	Jul.2022 (HG 910/2022)	-
19.	Bicaz	town	Neamt	-	Dec.2022 (HG 1580/2022)	-
20.	Boghis	commune	Salaj	-	Feb.2017 (HG 58/2017)	Part of Simleu Silvaniei vineyard.
21.	Botiza	commune	Maramures	-	Nov.2018 (HG 916/2018)	Part of the natural WHS Codrii seculari Stranbu-Baiut.
22.	Bran	commune	Brasov	-	Apr.2005 (HG 298/2005)	-
23.	Breaza	town	Prahova	-	Oct.1996 (HG 901/1996)	-
24.	Brezoi	town	Valcea	-	Aug.2021 (HG 843/2021)	Part of the natural WHS Cozia - Lotrisor
25.	Brosteni	town	Suceava	-	Feb.2024 (HG120/2024)	Part of Cotesti vineyard
26.	Cacica	commune	Suceava	-	March 2018 (HG 107/2018)	-
27.	Calacea	Ortisoara commune	Timis	-	Oct.2002 (HG1122/2002)	Balneary-climatic resort ¹
28.	Carei	municipality	Satu Mare	-	Nov.2018 (HG 916/2018)	Part of Valea lui Mihai vineyard.
29.	Cartisoara	commune	Sibiu	-	Nov.2018 (HG 916/2018)	-
30.	Cavnic	town	Maramures	-	Oct.2020 (HG 887/2020)	-
31.	Cheia	Maneciu commune	Prahova	-	Mai 2000 (HG 416/2000)	-
32.	Ciocanesti	commune	Suceava	-	Dec.2022 (HG 1580/2022)	Listed as eco-tourist destination by MoT
33.	Cisnadie	town	Sibiu	-	Nov.2018 (HG 916/2018)	-
34.	Ciumani	commune	Harghita	-	Dec.2022 (HG 1580/2022)	-
35.	Colibita	Bistrita Bargaului commune	Bistrita-Nasaud	-	Feb.2017 (HG 58/2017)	-
36.	Coronini	commune	Caras-Severin	-	Jul.2022 (HG 910/2022)	-
37.	Corund	commune	Harghita	-	Jul.2022 (HG 910/2022)	-

No.	Locality	Administrative unit	County	National resort	Local resort	Observations
38.	Cosna	commune	Suceava	-	Dec.2022 (HG 1580/2022)	-
39.	Crivaia	Valiug commune	Caras-Severin	-	Oct.2002 (HG1122/2002)	-
40.	Darmanesti	town	Bacau	-	Dec.2022 (HG 1580/2022)	-
41.	Deda	commune	Mures	-	Dec.2022 (HG 1580/2022)	-
42.	Deta	town	Timis	-	Jul.2022 (HG 910/2022)	-
43.	Dorna Arini	commune	Suceava	-	Oct.2020 (HG 887/2020)	Listed as eco-tourist destination by MoT
44.	Dorna Candrenilor	commune	Suceava	-	March 2018 (HG 107/2018)	Listed as eco-tourist destination by MoT
45.	Durau	Ceahlau commune	Neamt	-	Oct.2002 (HG1122/2002)	-
46.	Eselnita	commune	Mehedinti	-	Nov.2024 (HG 1448/2024)	-
47.	Fardea	commune	Timis	-	Feb.2024 (HG 120/2024)	-
48.	Frumosu	commune	Suceava	-	March 2021 (HG 343/2021)	-
49.	Fundu Moldovei	commune	Suceava	-	Nov.2018 (HG 916/2018)	-
50.	Garda de Sus	commune	Alba	-	Nov.2024 (HG 1448/2024)	-
51.	Ghioroc	commune	Arad	-	Oct.2020 (HG 887/2020)	Part of Minis-maderat vineyard
52.	Gura Siriului	Siriu commune	Buzau	-	Oct.2020 (HG 887/2020)	-
53.	Harghita-Bai	municipality of Miercurea Ciuc (county residence)	Harghita	-	Oct.2002 (HG1122/2002)	-
54.	Ieud	commune	Maramures	-	Feb.2024 (HG 120/2024)	Hosts one of the wooden churches nominated WHS
55.	Ineu	town	Arad	-	Dec.2022 (HG 1580/2022)	Part of Minis-Maderat vineyard
56.	Izvoru Muresului	Voslabeni commune	Harghita	-	Oct.2002 (HG1122/2002)	-
57.	Jucu	commune	Cluj	-	May 2020 (HG 377/2020)	Part of the independent vineyard center Dej
58.	Jurilovca	commune	Tulcea	-	Nov.2025 (HG 936/2025)	Part of the Danube Delta WHS. Part of Istria Babadag vineyard.
59.	Lacu Rosu	town of Gheorgheni	Harghita	-	Oct.2002 (HG1122/2002)	-
60.	Leresti	commune	Arges	-	Feb.2024 (HG 120/2024)	-
61.	Lipova	town	Arad	-	Oct.2002 (HG1122/2002)	Part of Minis-Maderat vineyard
62.	Livada	town	Satu Mare	-	Nov.2018 (HG 916/2018)	-
63.	Madaras	commune	Bihor	-	Dec.2020 (HG 1073/2020)	-
64.	Maguri-Racatau	commune	Cluj	-	Dec.2022 (HG 1580/2022)	-
65.	Malaia	commune	Valcea	-	Jul.2022 (HG 910/2022)	-

No.	Locality	Administrative unit	County	National resort	Local resort	Observations
66.	Malini	commune	Suceava	-	March 2021 (HG 343/2021)	-
67.	Manastirea Humorului	commune	Suceava	-	Dec.2022 (HG 1580/2022)	Hosts one of the painted churches nominated WHS.
68.	Margau	commune	Cluj	-	Dec.2022 (HG 1580/2022)	-
69.	Mehadia	commune	Caras-Severin	-	Jul.2022 (HG 910/2022)	Part of natural WHS Domogled-Valea Cernei.
70.	Moieciu	commune	Brasov	-	Oct.2005 (HG 1319/2005)	-
71.	Moldovita	commune	Suceava	-	Jul.2022 (HG 910/2022)	-
72.	Murighiol	commune	Tulcea	-	Feb.2024 (HG 120/2024)	Part of the Danube Delta WHS. Part of Sarica Niculitel vineyard.
73.	Negresti-Oas	town	Satu Mare	-	Feb.2017 (HG 58/2017)	-
74.	Ocna Sibiului	town	Sibiu	-	Apr.2005 HG 299/2005)	Balneary-climatic resort ¹
75.	Ocnele Mari	town	Valcea	-	May 2020 (HG 377/2020)	-
76.	Oncesti	commune	Maramures	-	March 2018 (HG 107/2018)	-
77.	Ozun	commune	Covasna	-	Dec.2022 (HG 1580/2022)	-
78.	Paltinis	municipality of Sibiu (county residence)	Sibiu	-	Oct.2002 (HG1122/2002)	-
79.	Panaci	commune	Suceava	-	Jul.2022 (HG 910/2022)	Listed as eco-tourist destination by MoT
80.	Paraul Rece	town of Predeal	Brasov	-	Oct.2002 (HG1122/2002)	-
81.	Pecica	town	Arad	-	Jul.2022 (HG 910/2022)	-
82.	Pestisani	commune	Gorj	-	May 2020 (HG 377/2020)	-
83.	Poiana Stampei	commune	Suceava	-	March 2018 (HG 107/2018)	Listed as eco-tourist destination by MoT
84.	Pojorata	commune	Suceava	-	Feb.2017 (HG 58/2017)	-
85.	Polovragi	commune	Gorj	-	Nov.2018 (HG 916/2018)	-
86.	Praid	commune	Harghita	-	Oct.2002 (HG1122/2002)	-
87.	Putna	commune	Suceava	-	Jul.2022 (HG 910/2022)	-
88.	Rau de Mori	commune	Hunedoara	-	Feb.2024 (HG 120/2024)	Part of natural WHS Domogled-Valea Cernei. Listed as eco-tourist destination by MoT
89.	Rodna	commune	Bistrita-Nasaud	-	Nov.2018 (HG 916/2018)	-
90.	Runcu	commune	Gorj	-	Dec.2022 (HG 1580/2022)	Part of the independent vineyard center Tg.Jiu
91.	Sacalاسeni	commune	Maramures	-	Nov.2024 (HG 1448/2024)	-

No.	Locality	Administrative unit	County	National resort	Local resort	Observations
92.	Sacele	municipality	Brasov	-	Oct.2020 (HG 887/2020)	-
93.	Sacelu	commune	Gorj	-	Oct.2002 (HG1122/2002)	-
94.	Sacueni	town	Bihor	-	March 2021 (HG 343/2021)	-
95.	Sacuieu	commune	Cluj	-	Dec.2022 (HG 1580/2022)	-
96.	Sadova	commune	Suceava	-	Oct.2020 (HG 887/2020)	-
97.	Salonta	municipality	Bihor	-	March 2021 (HG 343/2021)	-
98.	Salasu de Sus	commune	Hunedoara	-	Dec.2022 (HG 1580/2022)	Listed as eco-tourist destination by MoT
99.	Salistea de Sus	town	Maramures	-	Dec.2022 (HG 1580/2022)	-
100.	Sambata de Sus	commune	Brasov	-	Nov.2024 (HG 1448/2024)	-
101.	Sancraiu	commune	Cluj	-	Feb.2024 (HG 120/2024)	-
102.	Sangeorgiu de Mures	commune	Mures	-	Feb.2017 (HG 58/2017)	-
103.	Sannicolau Mare	town	Timis	-	Oct.2020 (HG 887/2020)	-
104.	Sapanta	commune	Maramures	-	Jul.2022 (HG 910/2022)	Hosts the Merry Cemetery.
105.	Sarata Monteoru	Merei commune	Buzau	-	Oct.2002 (HG1122/2002)	Part of Dealu Mare vineyard Balneary-climatic resort ¹
106.	Saru Dornei	commune	Suceava	-	Jul.2022 (HG 910/2022)	Listed as eco-tourist destination by MoT
107.	Secu	municipality of Resita (county residence)	Caras-Severin	-	Oct.2002 (HG1122/2002)	-
108.	Semenic	Valiug commune	Caras-Severin	-	Oct.2002 (HG1122/2002)	-
109.	Siculeni	commune	Harghita	-	Nov.2024 (HG 1448/2024)	-
110.	Sighetu Marmatiei	municipality	Maramures	-	Oct.2020 (HG 887/2020)	-
111.	Sita Buzaului	commune	Covasna	-	Feb.2024 (HG 120/2024)	-
112.	Snagov	commune	Ilfov	-	Dec.1994 (HG 962/1994)	-
113.	Stana de Vale	Budureasa commune	Bihor	-	Oct.2002 (HG1122/2002)	-
114.	Stei	town	Bihor	-	Oct.2020 (HG 887/2020)	-
115.	Straja	municipality of Lupeni	Hunedoara	-	Oct.2002 (HG1122/2002)	-
116.	Solca	town	Suceava	-	March 2018 (HG 107/2018)	-
117.	Soveja	commune	Vrancea	-	Oct.2002 (HG1122/2002)	-
118.	Sugag	commune	Alba	-	Dec.2022 (HG 1580/2022)	-
119.	Tautii Magherus	town	Maramures	-	May 2020 (HG 377/2020)	Part of the independent vineyard center Seini.

No.	Locality	Administrative unit	County	National resort	Local resort	Observations
120.	Timisu de Sus	town of Predeal	Brasov	-	Oct.2002 (HG1122/2002)	-
121.	Tinca	commune	Bihor	-	Oct.2002 (HG1122/2002)	Balneary-climatic resort ¹
122.	Trei Ape	Brebu Nou commune	Caras-Severin	-	Oct.2002 (HG1122/2002)	-
123.	Tulucesti	commune	Galati	-	Oct.2020 (HG 887/2020)	Part of Covurlui vineyard
124.	Urechesti	commune	Vrancea	-	Feb.2024 (HG 120/2024)	Part of Cotnary vineyard
125.	Uricani	town	Hunedoara	-	Aug.2021 (HG 843/2021)	-
126.	Vadu Crisului	commune	Bihor	-	Jul.2022 (HG 910/2022)	-
127.	Vaideeni	commune	Valcea	-	Dec.2022 (HG 1580/2022)	-
128.	Valenii de Munte	town	Prahova	-	Jun.1999 (HG 509/1999)	-
129.	Vama	commune	Satu Mare	-	May 2020 (HG 377/2020)	-
130.	Vama	commune	Suceava	-	Jul.2022 (HG 910/2022)	-
131.	Vama Buzaului	commune	Brasov	-	Nov.2018 (HG 916/2018)	Listed as eco-tourist destination by MoT
132.	Vata de Jos	commune	Hunedoara	-	Oct.2002 (HG1122/2002)	-
133.	Vatra Moldovitei	commune	Suceava	-	Oct.2020 (HG 887/2020)	Hosts one of the painted churches nominated WHS.
134.	Vidra	commune	Alba	-	Dec.2022 (HG 1580/2022)	-
135.	Zetea	commune	Harghita	-	Jul.2022 (HG 910/2022)	-
136.	Baile Banffy Area (Toplita municipality)	municipality	Harghita	-	Feb.2017 (HG 58/2017)	-
137.	Baile Figa Leisure Area (town of Beclean)	town	Bistrita-Nasaud	-	March 2021 (HG 343/2021)	-
138.	Baile Ocna Dej Area (Dej municipality)	municipality	Cluj	-	Feb.2017 (HG 58/2017)	Part of the independent vineyard center Dej
139.	Fantanele Area	Rasca commune	Cluj	-	Sept.1999 (HG 717/1999)	-
140.	Calarasi municipality South Area	municipality (county residence)	Calarasi	-	Nov.2025 (HG 936/2025)	Part of independent vineyard center Ulmu
141.	Moinesti Bai Area (Moinesti municipality)	municipality	Bacau	-	Feb.2017 (HG 58/2017)	Balneary-climatic resort ¹
142.	Muntele Baisorii Area	Baisoara commune	Cluj	-	Sept.1999 (HG 717/1999)	-
143.	Suior-Baia Sprie Area	town of Baia Sprie	Maramures	-	Nov.2011 (HG 1181/2011)	-
144.	Tourist area of Arcani commune	commune	Gorj	-	Nov.2025 (HG 936/2025)	-
145.	Tourist area Arefu – Lacul Vidraru, Arefu commune	commune	Arges	-	Nov.2025 (HG 936/2025)	-

No.	Locality	Administrative unit	County	National resort	Local resort	Observations
146.	Tourist area of Bors commune	commune	Bihor	-	Oct.2020 (HG 887/2020)	-
147.	Tourist area Bozovici – Poneasa – Valea Minis, Bozovici commune	commune	Caras-Severin	-	Nov.2025 (HG 936/2025)	Part of natural WHS Cheile Nerei-Beusnita
148.	Tourist area of Bratca commune	commune	Bihor	-	Dec.2022 (HG 1580/2022)	-
149.	Tourist area Budureasa – Padis, Budureasa commune	commune	Bihor	-	Dec.2022 (HG 1580/2022)	-
150.	Tourist area of Caracal municipality	municipality	Olt	-	Dec.2022 (HG 1580/2022)	-
151.	Tourist area Cincis-Cerna, Teliucul Inferior commune	commune	Hunedoara	-	Feb.2024 (HG 120/2024)	-
152.	Tourist area of Comanesti town	town	Bacau	-	Dec.2022 (HG 1580/2022)	-
153.	Tourist area of Costesti commune	commune	Valcea	-	Feb.2024 (HG 120/2024)	Part of the natural WHS Cozia - Lotrisor
154.	Tourist area Cugir – Sureanu, Cugir town	town	Alba	-	Dec.2022 (HG 1580/2022)	-
155.	Tourist area of Fagaras municipality	municipality	Brasov	-	Dec.2022 (HG 1580/2022)	-
156.	Tourist area of Falticeni municipality	municipality	Suceava	-	Dec.2022 (HG 1580/2022)	-
157.	Tourist area of Jimbolia town	town	Timis	-	Jul.2022 (HG 910/2022)	-
158.	Tourist area of Lupeni commune	commune	Harghita	-	Dec.2022 (HG 1580/2022)	-
159.	Tourist area of Marghita municipality	municipality	Bihor	-	Jul.2022 (HG 910/2022)	-
160.	Tourist area of Moldova Noua town	town	Caras-Severin	-	Nov.2024 (HG 1448/2024)	River port Independent vineyard center Moldova Noua
161.	Tourist area of Pietroasa commune	commune	Bihor	-	Dec.2022 (HG 1580/2022)	-
162.	Tourist area of Siret town	town	Suceava	-	Dec.2022 (HG 1580/2022)	-
163.	Tourist area of Sisesti commune	commune	Maramures	-	Feb.2024 (HG 120/2024)	Hosts two of the wooden churches nominated WHSs
164.	Tourist area of Suncuius commune	commune	Bihor	-	Dec.2022 (HG 1580/2022)	-
165.	Tourist area of Targu Secuiesc municipality	municipality	Covasna	-	Dec.2022 (HG 1580/2022)	-

No.	Locality	Administrative unit	County	National resort	Local resort	Observations
166.	Tourist area Valea Draganului of Poieni commune	commune	Cluj	-	Dec.2022 (HG 1580/2022)	-
167.	Tourist area of Vanatori-Neamt commune	commune	Neamt	-	Dec.2022 (HG 1580/2022)	Listed as eco-tourist destination by MoT
168.	Tourist area Vartop - Nucet	town of Nucet	Bihor	-	Feb.2024 (HG 120/2024)	-
169.	Tourist area of Vlahita town	town	Harghita	-	Feb.2024 (HG 120/2024)	-
170.	Tourist area of Vulcan municipality	municipality	Hunedoara	-	Dec.2022 (HG 1580/2022)	-

Note 1: A different HG (HG 1016/2011) defines and declares the balneary and balneary-climatic resorts. The updated version of HG 1016/2011 includes only 5 localities as balneary resorts and other 38 as balneary-climatic resorts (of which two are not designated as tourist resorts, therefore not included in Annex 1, above). The updates were made through HG 1072/2013; HG 926/2016; HG 898/2022 and HG 1318/2022.

Sources: Authors' compilation based on Annex 5 at HG 936/2025; the data provided by MoT at <https://turism.gov.ro/web/desemnarea-destinatiilor-ecoturistice/> for eco-tourist destinations

Annex 2

Romanian tourist resorts by counties and development regions as of December 2025

County	No. of national resorts	No. of local resorts	Resorts' structure by administrative units	
			National	Local
Center Region				
Alba	0	6	n/a	1 town; 5 communes
Brasov	3	8	1 county residence; 2 towns	2 municipalities; 1 town ¹ (Predeal ¹ includes 2 local resorts); 4 communes
Covasna	1	5	1 town	1 municipality; 4 communes
Harghita	2	12	2 towns	1 county residence; 1 municipality; 2 towns; 7 communes (Vlahita commune includes 2 resorts)
Mures	1	2	1 town	2 communes
Sibiu	0	5	n/a	1 county residence; 2 towns; 2 communes
Total by Center Region	7	38	1 county residence 6 towns	2 county residences 4 municipalities 6 towns 24 communes
West Region				
Arad	1	4	1 commune	3 towns; 1 commune
Caras-Severin	2	10	1 town; 1 commune	1 county residence; 2 towns; 6 communes (Valiug commune includes 2 resorts)
Hunedoara	2	7	1 municipality; 1 town	2 municipalities; 1 town; 4 communes
Timis	1	5	1 town	3 towns; 2 communes
Total by West Region	6	26	1 municipality 3 towns 2 communes	1 county residence 2 municipalities 9 towns 13 communes
South-Muntenia Region				
Arges	1	3	1 commune	3 communes
Calarasi	0	1	n/a	1 county residence
Dambovita	2	0	1 town; 1 commune	n/a
Giurgiu	0	0	n/a	n/a
Ialomita	1	0	1 town	n/a
Prahova	4	3	4 towns	2 towns; 1 commune
Teleorman	0	0	n/a	n/a
Total by South-Muntenia Region	8	7	6 towns 2 communes	1 county residence 2 towns 4 communes
North-East Region				
Bacau	2	3	2 towns	1 municipality; 2 towns
Botosani	0	0	n/a	n/a
Iasi	0	0	n/a	n/a
Neamt	2	4	1 county residence; 1 town	1 town; 3 communes
Suceava	4	22	2 municipalities; 1 town; 1 commune	4 towns; 18 communes
Vaslui	0	0	n/a	n/a
Total by North-East Region	8	29	1 county residence 2 municipalities 4 towns 1 commune	1 municipality 7 towns 21 communes

County	No. of national resorts	No. of local resorts	Resorts' structure by administrative units	
			National	Local
North-West Region				
Bihor	2	16	1 county residence; 1 commune	3 municipalities; 3 towns; 9 communes (Budureasca commune includes 2 resorts)
Bistrita-Nasaud	1	3	1 town	1 town; 2 communes
Cluj	0	12	n/a	3 municipalities; 9 communes
Maramures	5	12	1 county residence; 2 towns; 2 communes	1 municipality; 4 towns; 7 communes
Salaj	0	1	n/a	1 commune
Satu Mare	1	4	1 town	3 towns; 1 commune
Total by North-West Region	9	48	2 county residences 4 towns 3 communes	7 municipalities 11 towns 29 communes
South-East Region				
Braila	1	0	1 commune	n/a
Buzau	0	2	n/a	2 communes
Constanta	12	0	1 county residence; 1 municipality (Mangalia ² municipality includes 6 resorts) 3 towns (Eforie ³ town includes 2 resorts); 1 commune	n/a
Galati	0	1	n/a	1 commune
Tulcea	0	2	n/a	2 communes
Vrancea	0	2	n/a	2 communes
Total by South-East Region	13	7	1 county residence 1 municipality 3 towns 2 communes	7 communes
South-West (Oltenia) Region				
Dolj	0	0	n/a	n/a
Gorj	1	6	1 town	6 communes
Mehedinti	0	2	n/a	2 communes
Olt	0	1	n/a	1 municipality
Valcea	5	5	4 towns; 1 commune	2 towns; 3 communes
Total by South-West Region	6	14	5 towns 1 commune	1 municipality 2 towns 11 communes
Bucharest-Ilfov Region				
Ilfov	0	1	n/a	1 commune
Total by Bucharest-Ilfov Region	0	1	n/a	1 commune
Total at country level	57	170	5 county residences 4 municipalities 31 towns 11 communes 51 localities ⁴	4 county residences 15 municipalities 37 towns 110 communes 166 localities ⁵
	National	Local	National	Local

Note 1: Predeal is a town designated as resort of national interest and also administratively includes 2 localities designated as resorts of local interest (Paraul Rece and Timisu de Sus)

Note 2: Mangalia is a municipality on Romanian littoral designated as resort of national interest and also administratively includes other 5 localities designated as resorts of national interest (Cap Aurora, Jupiter; Neptun-Olimp, Saturn, and Venus)

Note 3: Eforie is a town composed of 2 resorts of national interest (Eforie Nord and Eforie Sud)

Note 4: The difference between the reported 57 national resorts and 51 localities hosting these resorts is explained by Note 2 and Note 3 above.

Note 5: The difference between the reported 170 local resorts and 166 localities hosting these resort is given by the fact that 4 localities each include 2 resorts (Predeal, Budureasa, Vlahita, Valiug) as explained in Annex 2 above.

Source: Authors' compilation

Annex 3

Details regarding the lodgings, lodging capacity (bed-places), tourist arrivals, occupancy rate and length of stay by resorts

No.	National resort information	County		Average 2001-2024	Minim	Maxim	Percentage of county urban or rural total ¹
1	Moneasa commune (rural)	Arad	Lodgings	17	9	24	33.58
			Capacity	961	937	1,120	50.52
			Arrivals	23,850	7,689	47,614	71.99
			Occupancy (%)	33.78	8.43	50.92	135.01
			Length of stay (days)	3.62	1.71	5.37	121.76
2	Dambovicioara commune (rural)	Arges	Lodgings	15	2	34	9.47
			Capacity	308	93	660	7.56
			Arrivals	4,677	1,181	21,517	6.52
			Occupancy (%)	17.48	4.32	38.30	99.09
			Length of stay (days)	1.59	1.32	1.90	95.48
3	Slanic Moldova town (urban)	Bacau	Lodgings	21	6	60	32.21
			Capacity	1,081	722	1,675	32.30
			Arrivals	34,224	17,902	62,982	31.54
			Occupancy (%)	40.42	22.04	64.20	129.18
			Length of stay (days)	3.88	2.40	7.50	136.37
4	Targu Ocna town (urban)	Bacau	Lodgings	10	2	27	14.95
			Capacity	435	240	807	12.98
			Arrivals	8,795	5,154	14,593	8.10
			Occupancy (%)	45.04	9.64	76.08	143.97
			Length of stay (days)	6.50	1.62	9.72	228.04
3 & 4	Slanic Moldova & Targu Ocna	Bacau	Lodgings	31	8	87	47.15
			Capacity	1,516	933	2,482	45.28
			Arrivals	43,018	20,040	76,471	39.64
			Occupancy (%)	41.35	21.38	66.01	132.17
			Length of stay (days)	4.47	2.28	7.89	156.91
5	Sanmartin commune (rural) Sanmartin includes the national resort Baile Felix and the local resort (Baile) 1 Mai	Bihor	Lodgings	83	23	237	59.30
			Capacity	6,920	5,226	9,591	75.21
			Arrivals	156,511	94,813	253,366	82.03
			Occupancy (%)	46.76	39.37	53.45	110.03
			Length of stay (days)	5.86	3.55	7.99	109.97
6	Oradea county residence (urban)	Bihor	Lodgings	31	6	86	57.23
			Capacity	1,848	747	3,151	65.46
			Arrivals	129,968	42,206	243,196	91.64

No.	National resort information	County		Average 2001-2024	Minim	Maxim	Percentage of county urban or rural total ¹
			Occupancy (%)	35.48	24.75	50.05	109.43
			Length of stay (days)	1.73	1.38	1.97	93.13
7	Sangeorz-Bai town (urban)	Bistrita-Nasaud	Lodgings	5	3	10	18.66
			Capacity	1,125	689	1,642	48.94
			Arrivals	7,212	1,069	14,206	11.86
			Occupancy (%)	29.55	9.54	45.36	109.15
			Length of stay (days)	10.17	6.02	14.12	352.96
8	Chiscani commune (rural) Chiscani includes the national resort Lacu Sarat	Braila	Lodgings	4	1	14	40.70
			Capacity	442	20	1,416	64.32
			Arrivals	6,479	21	25,898	72.47
			Occupancy (%)	16.57	0.15	42.40	78.59
			Length of stay (days)	3.11	1.20	6.80	94.15
9	Predeal town (urban) Predeal is a resort of national interest and includes also 2 resorts of local interest (Paraul Rece and Timisu de Sus)	Brasov	Lodgings	124	74	176	31.71
			Capacity	4,486	3,266	5,836	28.96
			Arrivals	162,955	92,230	223,213	24.49
			Occupancy (%)	24.29	18.37	28.48	92.23
			Length of stay (days)	2.21	1.96	2.92	104.60
10	Rasnov town (urban)	Brasov	Lodgings	35	3	77	9.05
			Capacity	844	135	1,721	5.45
			Arrivals	20,031	505	57,599	3.01
			Occupancy (%)	14.47	6.42	19.99	54.94
			Length of stay (days)	2.31	1.94	2.88	109.32
11	Brasov county residence (urban) Brasov includes the national resort Poiana Brasov	Brasov	Lodgings	158	45	290	40.54
			Capacity	8,130	3,404	12,199	52.48
			Arrivals	405,681	167,845	744,389	60.97
			Occupancy (%)	29.68	23.48	36.94	112.69
			Length of stay (days)	2.09	1.83	2.62	98.83
9 & 10 & 11	Predeal & Rasnov & Brasov	Brasov	Lodgings	317	122	524	81.30
			Capacity	13,459	7,074	19,288	86.89
			Arrivals	588,667	261,094	1,015,835	88.48
			Occupancy (%)	27.12	21.86	31.78	102.99
			Length of stay (days)	2.13	1.88	2.72	100.72
12	Baile Herculane town (urban)	Caras-Severin	Lodgings	54	16	94	54.28
			Capacity	4,583	4,209	5,209	75.75
			Arrivals	91,941	47,739	160,093	75.39

No.	National resort information	County		Average 2001-2024	Minim	Maxim	Percentage of county urban or rural total ¹
			Occupancy (%)	48.71	36.09	65.75	116.41
			Length of stay (days)	6.77	3.14	11.65	119.41
13	Turnu Ruieni commune (rural) Turnu Ruieni includes the national resort Borlova – Muntele Mic Area	Caras-Severin	Lodgings	9	1	17	10.14
			Capacity	248	11	567	10.50
			Arrivals	2,269	19	9,904	8.74
			Occupancy (%)	16.21	1.59	42.46	102.64
			Length of stay (days)	3.07	1.61	6.26	118.41
14	Costinesti commune (rural)	Constanta	Lodgings	182	125	343	79.49
			Capacity	6,755	4,910	13,121	78.29
			Arrivals	44,175	14,882	168,101	68.88
			Occupancy (%)	38.84	28.07	57.48	102.91
			Length of stay (days)	4.20	3.14	5.54	109.09
15	Mangalia municipality (urban) Mangalia is a national resort and also includes other 5 national resorts: Cap Aurora, Jupiter, Neptun-Olimp, Saturn, and Venus	Constanta	Lodgings	225	150	309	30.29
			Capacity	40,936	30,409	51,663	42.53
			Arrivals	303,921	210,722	468,359	30.75
			Occupancy (%)	43.87	30.39	55.59	106.86
			Length of stay (days)	5.38	3.50	7.66	123.65
16	Eforie town (urban) Eforie includes the national resorts Eforie Nord and Eforie Sus	Constanta	Lodgings	288	179	435	38.79
			Capacity	21,019	15,073	25,964	21.84
			Arrivals	163,342	103,840	345,914	16.53
			Occupancy (%)	43.10	21.86	56.79	104.98
			Length of stay (days)	5.03	3.33	9.37	115.44
17	Techirghiol town (urban)	Constanta	Lodgings	25	11	40	3.31
			Capacity	1,093	646	1,527	1.14
			Arrivals	10,329	5,792	15,611	1.04
			Occupancy (%)	52.97	35.97	63.33	129.02
			Length of stay (days)	10.24	4.89	16.02	235.27
18	Navodari town (urban) Navodari includes the national resort Mangalia Nord	Constanta	Lodgings	52	6	181	6.99
			Capacity	8,714	4,411	12,458	9.05
			Arrivals	57,617	7,709	156,843	5.83
			Occupancy (%)	31.10	9.74	54.29	75.74
			Length of stay (days)	3.77	2.16	5.49	86.52
19	Constanta county residence (urban) Constanta includes the national resort Mamaia	Constanta	Lodgings	147	104	211	19.88
			Capacity	24,223	21,917	26,836	25.16
			Arrivals	444,205	265,316	618,755	44.94
			Occupancy (%)	39.04	32.40	46.17	95.08

No.	National resort information	County		Average 2001-2024	Minim	Maxim	Percentage of county urban or rural total ¹
			Length of stay (days)	3.40	2.69	4.46	78.03
15 & 16 & 17 & 18 & 19	Mangalia & Eforie & Techirghiol & Navodari & Constanta	Constanta	Lodgings	736	526	1,100	99.26
			Capacity	95,985	76,445	116,062	99.71
			Arrivals	979,413	715,785	1,511,029	99.09
			Occupancy (%)	41.22	29.90	49.38	100.39
			Length of stay (days)	4.37	3.17	6.65	100.39
20	Covasna town (urban)	Covasna	Lodgings	16	9	27	35.61
			Capacity	2,262	1,808	2,534	74.98
			Arrivals	40,630	27,841	60,179	62.91
			Occupancy (%)	57.02	36.24	74.27	118.43
			Length of stay (days)	9.94	6.05	14.17	142.00
21	Moroeni commune (rural) Moroeni commune includes the national resort Pestera-Padina Area	Dambovita	Lodgings	18	10	28	45.89
			Capacity	1,061	796	1,287	67.24
			Arrivals	26,190	15,165	42,512	71.38
			Occupancy (%)	16.86	10.68	33.42	105.84
			Length of stay (days)	2.11	1.56	3.21	96.48
22	Pucioasa town (urban)	Dambovita	Lodgings	8	5	10	32.28
			Capacity	552	479	593	42.42
			Arrivals	11,831	4,641	15,483	26.25
			Occupancy (%)	52.76	19.51	76.55	132.54
			Length of stay (days)	8.53	6.88	12.10	210.48
23	Novaci town (urban) Resort of local interest between Nov.2018 and Oct.2025	Gorj	Lodgings	18	1	50	37.02
			Capacity	439	14	1,056	25.85
			Arrivals	8,444	231	20,866	13.90
			Occupancy (%)	18.09	7.03	67.98	85.66
			Length of stay (days)	2.09	1.62	4.38	118.80
24	Borsec town (urban) Resort of local interest between Oct.2002 and Jan.2017	Harghita	Lodgings	19	2	41	13.40
			Capacity	490	136	995	9.87
			Arrivals	4,342	250	12,554	4.24
			Occupancy (%)	13.08	3.88	42.25	51.76
			Length of stay (days)	2.47	1.52	8.35	87.42
25	Baile Tusnad town (urban)	Harghita	Lodgings	26	17	74	18.40
			Capacity	1,387	1,105	1,854	27.95
			Arrivals	27,776	6,849	49,544	27.10
			Occupancy (%)	41.41	17.62	63.01	163.89

No.	National resort information	County		Average 2001-2024	Minim	Maxim	Percentage of county urban or rural total ¹
			Length of stay (days)	5.34	2.58	9.61	189.37
24 & 25	Borsec & Baile Tusnad	Harghita	Lodgings	44	21	98	31.80
			Capacity	1,877	1,267	2,846	37.82
			Arrivals	32,118	7,290	60,398	31.34
			Occupancy (%)	37.09	16.98	54.88	146.82
			Length of stay (days)	5.08	2.48	9.18	180.22
26	Geoagiu town (urban) Geoagiu town includes the national resort Geoagiu Bai	Hunedoara	Lodgings	13	4	26	10.63
			Capacity	1,197	636	1,586	25.66
			Arrivals	28,950	11,368	53,140	27.13
			Occupancy (%)	52.26	29.02	68.75	204.62
			Length of stay (days)	5.42	2.94	11.22	214.33
27	Petrosani municipality (urban) Petrosani includes the national resort Parang-Petrosani Area	Hunedoara	Lodgings	13	5	34	11.26
			Capacity	638	394	1,218	13.68
			Arrivals	10,534	6,237	16,463	9.87
			Occupancy (%)	12.74	6.58	20.95	49.90
			Length of stay (days)	1.82	1.33	2.82	71.83
26 & 27	Geoagiu & Petrosani	Hunedoara	Lodgings	26	12	55	21.89
			Capacity	1,835	1,130	2,785	39.34
			Arrivals	39,484	18,852	68,544	37.00
			Occupancy (%)	37.34	19.44	51.64	146.20
			Length of stay (days)	4.27	2.52	7.98	168.72
28	Amara town (urban)	Ialomita	Lodgings	9	8	11	44.69
			Capacity	2,228	1,825	2,541	80.82
			Arrivals	18,132	6,864	6,864	46.39
			Occupancy (%)	44.50	22.13	65.39	117.58
			Length of stay (days)	9.53	5.69	13.04	177.04
29	Moisei commune (rural) Resort of local interest between Feb.2017 and Oct.2024	Maramures	Lodgings	10	1	49	7.62
			Capacity	149	8	649	6.88
			Arrivals	2,705	243	10,142	8.25
			Occupancy (%)	13.27	3.21	22.07	76.36
			Length of stay (days)	1.94	1.39	3.81	52.35
30	Ocna Sugatag commune (rural) Resort of local interest between Oct.2002 and	Maramures	Lodgings	25	4	94	18.67
			Capacity	536	292	1,392	24.75
			Arrivals	7,984	3,912	20,315	24.35
			Occupancy (%)	24.98	8.44	64.90	143.76

No.	National resort information	County		Average 2001-2024	Minim	Maxim	Percentage of county urban or rural total ¹
	Sept.2020		Length of stay (days)	4.93	1.77	11.84	132.93
29 & 30	Moisei & Ocna Sugatag	Maramures	Lodgings	35	5	143	26.28
			Capacity	685	340	2,041	31.63
			Arrivals	10,690	4,561	30,444	32.60
			Occupancy (%)	24.49	7.70	63.71	140.95
			Length of stay (days)	4.68	1.74	11.34	126.04
31	Borsa town (urban) Resort of local interest between Oct.2002 and Feb.2018	Maramures	Lodgings	24	7	94	21.27
			Capacity	567	228	1,718	15.44
			Arrivals	13,883	4,400	39,024	11.29
			Occupancy (%)	15.74	4.51	32.17	82.23
			Length of stay (days)	1.84	1.23	2.42	103.43
32	Viseu de Sus town (urban) Resort of local interest between Oct.2009 and Jun.2022	Maramures	Lodgings	14	2	52	12.36
			Capacity	283	40	898	7.71
			Arrivals	12,237	16	43,231	9.95
			Occupancy (%)	22.50	12.71	39.84	117.55
			Length of stay (days)	1.95	1.46	6.31	109.65
33	Baia Mare county residence (urban)	Maramures	Lodgings	35	15	53	31.44
			Capacity	1,800	1,170	2,298	48.97
			Arrivals	71,171	52,295	109,651	57.87
			Occupancy (%)	21.46	15.44	28.60	112.09
			Length of stay (days)	1.80	1.62	2.19	100.92
31 & 32 & 33	Borsa & Viseu de Sus & Baia Mare	Maramures	Lodgings	73	27	199	65.07
			Capacity	2,651	1,438	4,731	72.12
			Arrivals	97,291	63,404	180,051	79.10
			Occupancy (%)	20.62	14.29	29.12	107.71
			Length of stay (days)	1.80	1.63	2.10	100.77
34	Sovata town (urban)	Mures	Lodgings	88	31	191	47.77
			Capacity	3,687	2,825	4,440	48.03
			Arrivals	88,644	33,224	159,662	30.56
			Occupancy (%)	42.15	35.91	56.94	124.72
			Length of stay (days)	3.91	2.56	6.36	163.75
35	Targu Neamt town (urban)	Neamt	Lodgings	17	4	40	28.37
			Capacity	358	125	558	15.57
			Arrivals	11,564	5,470	22,272	12.84
			Occupancy (%)	16.84	8.49	34.56	74.80

No.	National resort information	County		Average 2001-2024	Minim	Maxim	Percentage of county urban or rural total ¹
			Length of stay (days)	1.41	1.22	1.58	88.39
36	Piatra Neamt county residence (urban)	Neamt	Lodgings	17	6	30	28.94
			Capacity	981	680	1,293	42.60
			Arrivals	51,274	26,992	79,482	56.93
			Occupancy (%)	26.22	15.95	32.03	116.48
			Length of stay (days)	1.58	1.47	1.78	99.28
35 & 36	Targu Neamt & Piatra Neamt	Neamt	Lodgings	33	10	70	57.31
			Capacity	1,339	914	1,851	58.17
			Arrivals	62,838	36,465	101,754	69.77
			Occupancy (%)	23.58	15.14	29.78	104.77
			Length of stay (days)	1.65	1.44	1.68	97.33
37	Azuga town (urban)	Prahova	Lodgings	15	3	34	6.10
			Capacity	365	72	673	3.78
			Arrivals	12,982	1,869	34,160	3.38
			Occupancy (%)	20.54	9.88	31.84	74.19
			Length of stay (days)	2.28	1.48	3.81	94.12
38	Busteni town (urban)	Prahova	Lodgings	81	42	180	33.56
			Capacity	2,267	1,747	3,534	23.47
			Arrivals	65,560	39,369	123,985	17.08
			Occupancy (%)	21.19	14.45	29.04	76.53
			Length of stay (days)	2.59	2.08	3.08	106.74
39	Sinaia town (urban)	Prahova	Lodgings	87	59	138	36.25
			Capacity	4,249	3,351	4,827	43.99
			Arrivals	221,412	148,824	329,647	57.67
			Occupancy (%)	33.25	25.34	41.64	120.08
			Length of stay (days)	2.27	1.91	2.66	93.62
40	Slanic town (urban)	Prahova	Lodgings	6	3	10	2.44
			Capacity	442	272	526	4.57
			Arrivals	7,204	3,527	11,997	1.88
			Occupancy (%)	50.00	26.16	70.59	180.55
			Length of stay (days)	8.64	4.06	14.77	356.60
37 & 38 & 39 & 40	Azuga & Busteni & Sinaia & Slanic	Prahova	Lodgings	188	110	358	78.35
			Capacity	7,323	5,990	9,326	75.81
			Arrivals	307,158	219,189	474,477	80.00
			Occupancy (%)	29.84	23.59	36.42	107.75

No.	National resort information	County		Average 2001-2024	Minim	Maxim	Percentage of county urban or rural total ¹
			<i>Length of stay (days)</i>	<i>2.50</i>	<i>2.01</i>	<i>3.05</i>	<i>103.11</i>
41	Tasnad town (urban) Resort of local interest between May 2000 and Apr.2020	Satu Mare	Lodgings	8	1	16	15.29
			Capacity	372	116	637	21.16
			Arrivals	10,612	1,606	25,222	14.35
			Occupancy (%)	18.61	6.71	32.77	76.82
			Length of stay (days)	1.53	1.17	1.86	97.74
42	Sucevita commune (rural)	Suceava	Lodgings	27	3	43	13.48
			Capacity	620	92	950	16.99
			Arrivals	10,707	2,735	20,278	13.29
			Occupancy (%)	15.47	7.44	22.47	82.68
			Length of stay (days)	1.86	1.14	2.97	92.06
43	Vatra Dornei municipality (urban)	Suceava	Lodgings	52	24	108	32.97
			Capacity	2,221	1,373	3,068	35.13
			Arrivals	47,275	35,844	71,374	21.55
			Occupancy (%)	35.04	28.51	48.43	124.03
			Length of stay (days)	4.49	3.23	6.24	195.24
44	Gura Humorului town (urban)	Suceava	Lodgings	40	6	100	25.26
			Capacity	1,153	201	2,507	18.24
			Arrivals	46,220	947	120,320	21.04
			Occupancy (%)	22.48	13.40	36.37	79.58
			Length of stay (days)	1.88	1.48	5.16	80.00
45	Campulung Moldovenesc municipality (urban) Resort of local interest between Oct.2002 and Sept.2005	Suceava	Lodgings	23	7	60	14.84
			Capacity	830	456	1,488	13.12
			Arrivals	19,285	9,702	36,433	8.79
			Occupancy (%)	16.77	9.22	26.22	59.37
			Length of stay (days)	1.83	1.13	2.39	77.99
43 & 44 & 45	Vatra Dornei & Gura Humorului & Campulung Moldovenesc	Suceava	<i>Lodgings</i>	<i>115</i>	<i>37</i>	<i>262</i>	<i>73.07</i>
			<i>Capacity</i>	<i>4,204</i>	<i>2,173</i>	<i>6,791</i>	<i>66.49</i>
			<i>Arrivals</i>	<i>112,779</i>	<i>62,909</i>	<i>215,318</i>	<i>51.41</i>
			<i>Occupancy (%)</i>	<i>29.06</i>	<i>23.34</i>	<i>40.46</i>	<i>102.86</i>
			<i>Length of stay (days)</i>	<i>3.08</i>	<i>2.39</i>	<i>4.22</i>	<i>131.09</i>
46	Buzias town (urban)	Timis	Lodgings	6	3	9	6.15
			Capacity	899	570	1,110	15.48
			Arrivals	12,012	4,921	15,708	4.85
			Occupancy (%)	43.56	22.70	54.85	137.44

No.	National resort information	County		Average 2001-2024	Minim	Maxim	Percentage of county urban or rural total ¹
			Length of stay (days)	9.24	6.05	13.63	392.18
47	Voineasa commune (rural)	Valcea	Lodgings	35	24	53	46.05
			Capacity	1,290	580	2,165	62.50
			Arrivals	15,093	5,498	21,517	48.91
			Occupancy (%)	23.42	13.88	41.57	114.21
			Length of stay (days)	3.48	1.86	7.04	124.02
48	Baile Govora town (urban)	Valcea	Lodgings	13	9	20	8.57
			Capacity	1,045	957	1,157	11.06
			Arrivals	19,195	10,808	33,001	7.63
			Occupancy (%)	47.05	28.23	64.21	109.46
			Length of stay (days)	7.95	3.46	12.29	160.20
49	Baile Olanesti town (urban)	Valcea	Lodgings	36	19	53	23.59
			Capacity	2,534	2,085	2,945	26.82
			Arrivals	43,752	28,103	69,613	17.38
			Occupancy (%)	46.66	27.47	75.78	108.56
			Length of stay (days)	8.25	4.13	13.86	166.25
50	Calimanesti-Caciulata town (urban)	Valcea	Lodgings	45	20	96	29.34
			Capacity	3,693	3,056	5,176	39.09
			Arrivals	120,158	60,932	280,697	47.73
			Occupancy (%)	48.75	38.91	60.48	113.42
			Length of stay (days)	5.12	2.71	8.18	103.07
51 ²	Horezu town (urban) Resort of local interest between Aug.2005 and July 2021	Valcea	Lodgings	14	2	31	8.89
			Capacity	347	112	728	3.68
			Arrivals	6,005	1,289	15,450	2.39
			Occupancy (%)	10.87	5.06	24.84	25.29
			Length of stay (days)	1.36	1.00	1.93	27.49
48 & 49 & 50 & 51	Baile Govora & Baile Olanesti & Calimanesti Caciulata & Horezu	Valcea	Lodgings	109	52	200	70.39
			Capacity	7,618	6,479	9,834	80.64
			Arrivals	189,110	117,141	389,044	75.13
			Occupancy (%)	46.72	32.38	63.89	108.69
			Length of stay (days)	6.12	3.08	9.94	123.22

Note 1: calculated based on averages for 2001 – 2024

Note 2: The total of 51 localities (administrative units) is given to the fact that Mangalia municipality includes also other 5 national resorts and the town of Eforie is composed from two national resorts (Eforie Nord and Eforie Sud).

Source: Authors' compilation based on NIS data via Tempo Online

Annex 4

Map of Romanian development regions and component counties

