

## **IMPLEMENTING TQM IN RURAL MONUMENTAL BAROQUE SCULPTURE IN THE BANAT AREA**

## **IMPLEMENTAREA MTC ÎN SCULPTURA BAROCĂ RURALĂ MONUMENTALĂ DIN BANAT**

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*The cultural patrimony preserves the memory and identity of the Banat's rural area, defining the personality specific to each locality depending on the colonizing ethnic group after the liberation from the Turkish yoke. Steadily degrading, this baroque sculptural patrimony must be saved and integrated into a tourist circuit through the development of a managerial strategy and the implementation of a total quality management that cover the widest area possible of issues related to the intact preservation of monuments and to their conservation. The valorisation of monumental baroque sculpture in the rural area must be done together with the development of a managerial strategy of sustainable development thus contributing to the making up of an emblematic image specific to the Banat village and to the inclusion into regional, national, and international tourist circuits through such modern forms of tourism as cultural tourism, rural tourism, heritage tourism, inter-ethnic tourism, religious tourism, and business tourism.*

**Key words:** rural baroque sculpture, management, total quality management

### **Introduction**

Total quality management is defined as a system determining the quality of products or services (be they tourist or not) from an economical point of view, and meeting consumers' requirements (1, 2). This definition points out that service quality management is not only the responsibility of certain people involved in the protection and promotion of the cultural patrimony at central level, but also of local decision-making factors and of the entire community that must contribute to the saving of man-made artistic and cultural valuable works.

Total quality management is a system lead by top managers and sustained by every worker, clerk, and inhabitant of the rural area; this means that the system applies (1, 5):

- to each cultural department horizontally;
- for the clarification of the responsibility and role of each inhabitant of the locality where such rural sculptural baroque monuments are identified;

- for mutual cooperation among county and commune councils, council for culture and art, specialists in the field, and restorers, in order to reach the objectives and to promote through tourist activities the Banat's rural cultural baroque patrimony;
- for the activity of preserving and conserving the monuments to cover but only the quality of tourist services but also the costs of promoting them at national and international levels.

The total quality management system has been implemented in production units, in administration, retail, services, and tourism, and in 1993 ISO adopted it as "a system of management accessible to any organization, focused on quality, based on the participation of all its members, aiming at long-term success in order to meet the consumer's demands and for the benefit of its members and of society" (2, 5).

### **Materials and Methods**

In the field of monumental art in general and in that of rural sculptural baroque art in particular, total quality management is achieved taking into account the conditions specific to each area. We have developed a model that covers an area as wide as possible of the issues specific to the intact preservation of the monuments as well as to their conservation through involvement and awareness of all the decision-making factors and of the entire rural community. Part of the measures presented in the model may have already been adopted as a result of the implementation of the classical system of tourism service quality in different sequences of monument conservation activities.

### **Results and Discussions**

Total quality management is a set of systematic activities that focus on the entire organization with a view to reaching efficiently all the objectives so that they supply services of such a quality that meet consumers' demands in due time and for the right price. In order to reach objectives it is necessary to go through the entire management cycle (Figure 1).

Cultural patrimony preserves the memory and identity of the Banat's rural area defining the personality of this area through the intermingling of several cultures depending on the colonized ethnic group after the liberation of the province from the Ottoman rule. Since during the Communist era there has been massive emigration of ethnic groups rural baroque sculptural monuments are steadily degrading, under the threat of physical environmental evolution and of man-made activities (willing neglect and degradation). This is why it is imperiously necessary to save the rural cultural baroque patrimony that should become a first priority at both local and county levels (3, 4).

P (plan)	Step 1	Selecting the issue and fundamenting the selection
	Step 2	Preparing the activity plan
	Step 3	Analyzing the state of facts
	Step 4	Establishing the objective
D (do)	Step 5	Analyzing the factors
	Step 6	Developing and implementing admitted limits
C (check)	Step 7	Confirming the causes
A (act)	Step 8	Interpreting the causes
	Step 9	Correcting

*Source: The Programme for TQM – QCC Kanagawa-Yokohama, 2006*

Figure 1 – The PDCA Cycle

Rural architectural patrimony should be integrated in the regional tourist circuit and not only, through the development of a managerial strategy in the contemporary life as an essential element necessary to ensure memory and identity to settlements and their inhabitants, including such natural elements as location, topography, and climate, and man-made elements such as artistic elements of traditional value (4).

Understood as part of the memory of the society, the monuments survive depending on their historical conditions and on the know-how and will of the people. Baroque sculptural monuments in the Banat's rural area preserved in their integrity of form and art date from the 17<sup>th</sup> and 18<sup>th</sup> centuries and wear the mark of the traditional and neo-classical baroque style and of the eclecticism of the second half of the 19<sup>th</sup> century or of the sinuous lines of the secession style (4).

Valorising these traditional treasures of the rural Banat area must be done together with the development of managerial strategies that contribute to the diminution of degradation and to their promotion through the involvement of all the decision-making factors and of the entire community through total quality management together with the reviving of economy and sustainable development, thus contributing to the achievement of a specific emblematic image and to its integration in tourism circuits.

Figure 2 shows a model of managerial strategy with immediate application that contributes to the development of modern forms of tourism and to the promotion of rural baroque art.

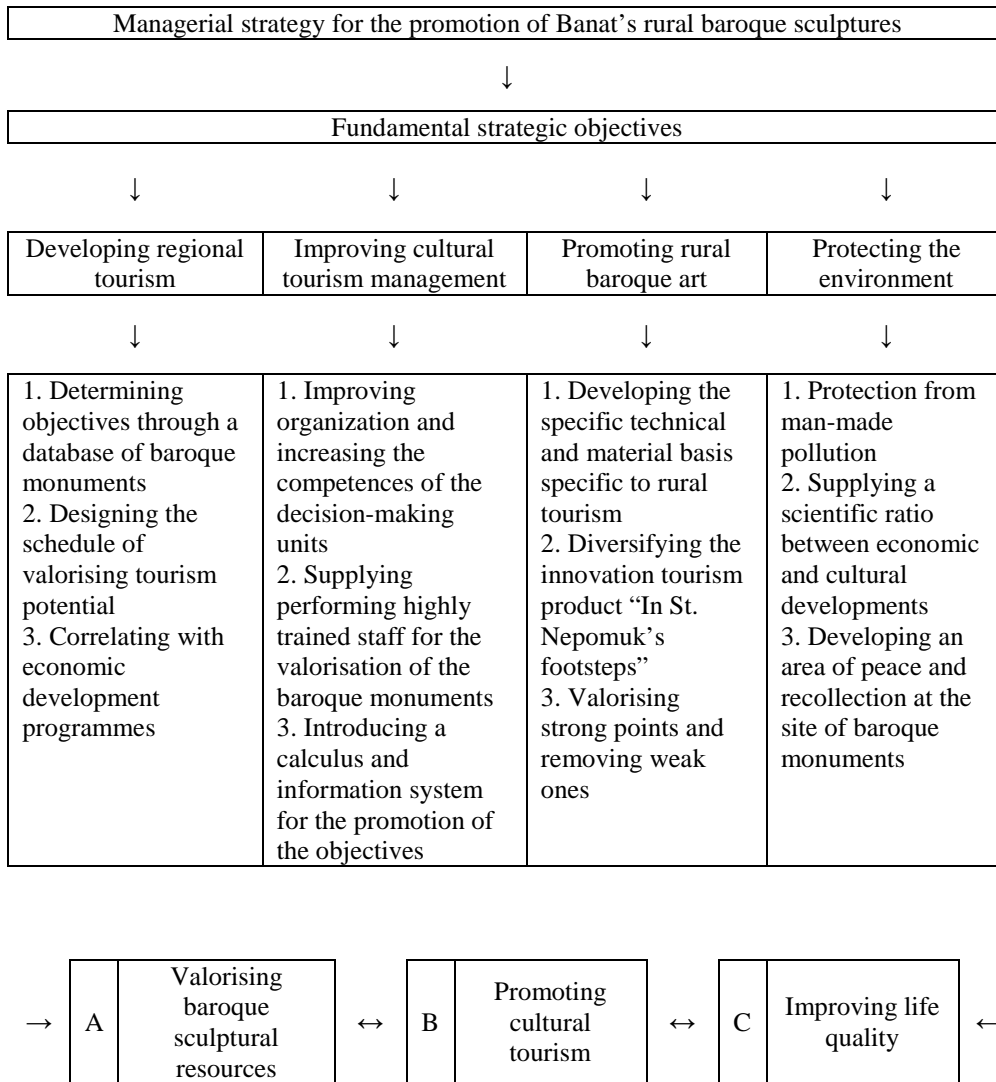


Figure 2 – Managerial strategy model for the promotion of rural baroque monumental sculptures

### Conclusions

In order to implement managerial strategies with a view to avoid degradation and to promote rural baroque monumental sculptures in the Banat area as well as to implement total quality management in tourism services we need to expand responsibility over all the decision-making factors at central and local

levels, as well as at community level as far as total quality management is concerned, observing the PDCA cycle and applying the management specific to each case.

Preserving baroque sculptural patrimony, developing managerial strategies for the promotion of monuments needs a coherent legal frame so developed as to guarantee effective protection of the baroque monumental sculptures in the area and contribute to their promotion and valorising not only regionally, but also nationally and internationally through the promotion of modern forms of tourism such a sculptural, rural, heritage, and religious tourism.

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