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### Management of Tourism and Technology of Planning of the Tourist Product

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#### ABSTRACT

Contemporary management in tourism and takes into account the specifics of the organization and operation of tourism enterprises, which is that tourists travelling for different purposes should be different in terms of technology and content. Based on this and built a variety of projects and programs of tourist services. In the programs of tourism involves hotels, catering, travel and tours, travel agencies, auto and air transport enterprises, museums, and movie-service, domestic services, entertaining and sport centers, health centers and others. They all make up the tourism infrastructure, and participate in the organization of conditions for tourism and leisure, which represent a variety of different services needed during the trip. Principles of construction of a tourist firm are determined by its goals and strategy. The goal is the desired state of the company in the future. Once defined the goals, and develop guidelines for action, it is the policy of the company. Depending on the legal status and relevant company specific tourism business, the nature of his activities and the condition of the market of goods and services and of the labor market.

**JEL Classifications:** L21, L26, L83, M31, Q26.

**Keywords:** Management, tourism, planning, management technology.

#### 1. INTRODUCTION

Tourism management involves the management of tourist organizations in the market: focus on recreational needs and customer demand; the pursuit of economic efficiency of tourism organizations; commitment to the growth of its economic independence; consideration of the status and trends of the tourist market.

Subsystems of management of the tourist organization are: planning, technical preparation, production, logistics and sales.

The basis of modern scientific approaches to the study and management of tourism, mechanisms and management tools.

Methodical research apparatus includes various aspects of the system approach to the analysis of the management system of the enterprises of sphere of tourism.

## **2. MANAGEMENT OF TOURISM AND ITS FEATURES**

There are three aspects of the notion of “Management in tourism”: the science and practice of management, management of tourist firm; the process of managerial decision-making. Tourism management is divided into the following types.

1. Functional – integrated daily management processes, providing constant functioning of enterprises in the main areas (structure of the tourism organization; motivation and distribution of responsibilities of employees; control of execution).
2. Typological – includes:
  - hospitality management, ensuring the integrity of the process of tourist services; management of tour operating (Zorin, 2015), or managing the activities of tour operators in the tourism business and the relationship of tour operators with tourist services producers;
  - carmanagement – the purpose of which is organization and management of wholesale trade of tours and retail sales;
  - management of food and beverages – development of the concept of meals in hotels, management, organization of commercial service of guests and monitoring the quality of food and drinks;
  - management cruises;
  - management travel;
  - management tour – a set of forms and methods in a safe Deposit field.
3. Personnel management – state of personnel management in tourism and job prospects in market conditions. The main objectives of personnel management is the development of a system of measures for personnel management in the conditions; creating a system of continuous training.
4. Management of service quality – or a system of measures for resolving problems and the use of standards in order to increase the profits and productivity of operations. Three main components of quality management: strategic planning operations of tourist-excursion services; activities of problem groups and training of personnel; use of standards of travel services.

Tourism management has a hierarchical structure respectively, the management status: the rank and file employees, supervisors, middle managers and top management.

The hierarchy of management of tourist organizations presented quantitatively in the ratio of 1 → 3 → 10 → 30, i.e. 1st level Manager have 3 of middle managers, 10 supervisors and 30 regular employees, who do all the work in the organization.

Top management typically includes the following managerial positions in the management of the tour operating: CEO, managing tour operator chain, Deputy General Director (commercial Director).

5. Financial management includes financial management indicators baseline (value added, gross results, the economic profitability) and the financial indicators tourism organization (liquidity, solvency, profitability, efficiency use of assets and equity).

### **3. ORGANIZATION OF ACTIVITY OF TOURIST FIRM**

In any plan made in the tourism company, there's always the organizational phase (organizing), i.e. the stage of creating the real conditions to achieve the planned goals. We are talking about the creation (formation) of the structure of the company and ensuring that it all needed to solve problems identified during the planning stage (Zorin & Kvartalnov, 2014; Sukhov, 2015). The organizational function of management provides organizing, technical, economic, socio-psychological and legal aspects of any tourist enterprise (organization). It aims at streamlining the activities of the Manager and performers. Since all the work is done by people, through this function to determine one exactly who should perform each specific task from a large number of such tasks and what resources will be required.

Through organizational activities, i.e. the distribution and Association of tasks and competencies should be targeted to occur management relations in the company. Organization is a means to achieve the goals of the company. From an economic Point of view of organizational activity leads to the increase of efficiency of work of the enterprise, from the point of view of personnel management it conveys the meaning of work and distributes it to performers.

#### **Organizational Function of Tourism Management**

For example, the organization of work of tour operators can more clearly imagine the organizational function of tourism management. So, the tour operator decides the production, trade, information tasks, the task of exploring new regions, etc. For each Manager allocates responsibilities and establishes liability, i.e. we are talking about establishing permanent and temporary relationships between all departments of the company, determining the order and conditions of its functioning (Malyshkov & Ragulina, 2014). Is the process of combining people and resources to achieve firm goals.

Tourism company that has many different plans and do not have a whole of scheme (structure) of their implementation, is doomed to failure.

Planning prepares the stage in order to realize the goals of the organization (organizing structure, creates a machine that will “play” on stage), and the organization as a management function creates a working system, whose main component is people. It is about bringing the human factor into something available on paper (the plan), into something inanimate. Because the function of the organization is to bring together all professionals of the firm, the task is to define the mission, role, responsibility, accountability of each of them. The process of structuring work and forming units based on the size of the enterprise, its goals,

technology and personnel (Kabushkin, 2014; Kwartalnov, 2011). There are a number of elements that must be structured in order; that the firm was able to execute their plans and achieve their goals. Regardless of the type and scope of its activities each firm must be in some way organized.

### **Principles of the Organizational Functions**

There are a number of principles that should guide the process of achieving organizational functions:

- definition and detailed objectives of the firm, which were identified during planning;
- the definition of the activities necessary to achieve those objectives (Chudnovsky, 2013);
- the assignment of different tasks to individuals (division of labor) and combining them into manageable working groups or units;
- coordination of the various activities assigned to each group, through the formation of working relationships, including a clear definition of who manages (one slave cannot have two chiefs), i.e., each group member should know what he should do and in what time frame, and who manages (controls);
- unity of purpose – each member works for the common good, i.e. no one should work against the goals of the organization (Vodenko, Bokachev, Levchenko, Rodionova & Shvachkina, 2016).

Thus, the organization of the activities is the process by which is created and maintained enterprise structure.

## **4. PLANNING THE TOURISM PRODUCT**

The planning process is an attempt to imagine the picture of the future. It is a process that requires knowledge of the present state of Affairs and trends that help to predict the future, and a mastery of technique that allows to simulate the passage of this provision in the future predicted state.

Planning is determining and ranking the major objectives of the organization, including:

Tourism planning aims to formulate the problem of tourism development and determine the means to achieve them, seeking to maximize revenues from tourism with economic, social, cultural points of view, and taking into account the need to ensure a dynamic equilibrium between tourist supply and demand.

In recent planning methods have undergone major changes. Simultaneously with the rapid development of information theory there are many mathematical models and differential models (Chudnovsky, 2014). There are also changes to the approach to planning. Most preferred in the field of tourism planning is a systematic approach. It takes into account the entire sphere of tourist activity (the components of the tourist market, their interdependence), as well as political, economic and social aspects and their interaction.

This approach is based on the concept of the tourism product (a full complex of tourist services, which includes accommodation, services, entertainment, transport, etc.). In terms of tourism planning, concept of tourism product is very convenient, as the process of its creation is a positive thing for two reasons (Bashkov & Silnov, 2015): first, in order to be attractive and competitive tourist product should provide optimal use of existing resources, and secondly, the condition of production of the tourist product

is the cooperation of all interested in the development of tourism parties (management bodies, managers of hotels, travel agencies and tour operators, transport companies, banks, etc.).

### **An Analysis of the Present and Potential Tourism Supply and Demand**

In the planning process the Manager should ensure the creation of attractive and competitive tourism product for bulk sales on the market. Before proceeding to developing plans, you should be familiar with the existing state of Affairs, thus necessitating study and analysis:

- tourist offer;
- tourism demand.

The study of these aspects, which are closely related, carried out in parallel and simultaneously (Birzhakov, 2014).

An analysis of the present and potential tourist offers include:

- current proposal: accessibility (transport), equipment (use, maintenance and recreational activities), a General idea of the country;
- potential offer: attractive aspects of the natural environment (landscapes, seas, lakes, fauna, flora), the attractive aspects of cultural life (archeology, traditions, folklore, crafts), tourist activities (sport and leisure, tourism and cultural activities);
- technical resources (potential tourism development), a potential activity (plans, tourism organizations, commercial network), resources and capabilities (personnel, training, financial resources), the potential of the multinational regions (landscapes, archaeology, common language).

Analysis of the tourism demand includes a detailed analysis of each national and international tourist flow according to the following criteria:

- volumes, seasonal dynamics;
- socio-economic characteristics;
- motivation;
- length of stay;
- of the vehicle;
- location;
- organization.

On the basis of analysis of statistical data and survey results to prepare a forecast:

- of a quantitative nature (number of arrivals and expenditure);
- qualitative (types of product, length of stay, service).

Planning of the tourist product should be made not speculative way, and be based solely on a preliminary assessment of the market potential (Frolova & Kabanova, 2014). To do this, the first step is to define the basic parameters of the expected market demand, namely:

- the territorial boundaries of the market (city, district, region, region);
- the social composition of the clientele (youth, people with average or high incomes, people of the third age, etc.);
- types of tourism and purpose of travel;
- possible volumes and seasons of travel.

For collecting and analyzing these data, you can use tools such as published materials and statistical reports, expert opinions, advertisements of other firms, random sampling of the population, organizing test tours, etc.

In the second stage firm based on a thorough study and possible forecasting of the market demand should determine the content of its tourism product, in particular:

- the country or region of travel and type of tourism. For example, in the case of intended excursions and educational tours, for them choose the countries or regions with the most interesting tourist attractions;
- season and duration of travel. For excursion, educational trips to countries with a temperate climate usually spend the summer months (may-September), and in countries with a hot climate and winter (November-February);
- route, i.e. the list of cities or localities visited during his travels in the country. It also depends on the purpose of the trip;
- the total number of group and individual tours for each country with which the firm intends to enter the market, a breakdown of their seasons and months;
- package and proficiency services.

### **Planning on the Basis of Assessment of Market Demand**

Depending on the market demand evaluation of the tourism firm should outline the contents of the package and its grade.

Today, many major tourism companies, the number of directions is so great that detailed planning had become too heavy a job for one person. Because the marketing professionals do not have enough time to plan the introduction of new trends in the market, there was a need for the Manager of the tourism product.

The concept includes:

- the definition of the market of each tourism product, its competitive position and opportunities of the company;
- understanding of the economic consequences of the impact of the market, which will occur from alternative solutions and strategies for each direction;
- accurate records of product (such as volume, profit, market share, etc.) and reasonable program for achieving them;



- calendar control with the agreed plans and their timely settlement in case the need to stabilize the position of the product on the market and his income.

Too often the blame for poor planning confer on managers. However, all responsibility should be assigned to senior management. Very often the user is not able to allocate responsibilities between managers or provide them with instructions required for effective planning.

Companies that have used the concept of the planning Manager, follow certain rules:

- select qualified personnel;
- distribute the duties among managers;
- develop appropriate instructions;
- structure the work of the Manager so that he had time for planning.

As the company focuses to provide tourist product sales growth and profitability, the Manager should analyze the product from an economic point of view and determine market opportunities.

Tourism product is an important link in the activities of the tourist enterprise. To aspire to each travel company? One of the main tasks of the company is to increase its profits. Obtaining and increasing profit involves, above all, the presence and increasing the number of permanent customers. Customers you can attract and retain if they are interested in receiving services from the firm, and the service should match the quality of services of tourist enterprise. Sales and promotion of tourist services will be effective only if will first define the objectives and needs of the client, and then will be created and offered an affordable product or service. The achievement of the targets of tourism companies is the development of product and services in strict accordance with the requirements of the buyer, and they also depend on more intensive sales, more edge in the implementation of the tourism product.

## **5. PLANNING AND SHAPING A PROGRAM OF TOURIST SERVICES**

System management of tourism should be based on strategic (projected into the future) vision and foresight.

Based on the vision (a kind of “drawings” that show us in the future), which is the leading idea management, policies of tourist firm, which represents the common goals and norms of relations that ensures the viability and development of this structure. Planning is one of the stages of the management process, which defines the objectives for any tourism structure and methods of achieving them. In some instances, the firm ceases to exist after the achievement of the goals, others are new, more important goals. This indicates that planning is not a single action. It is a continuous process (one of the stages of the management Process) explore new ways and methods of improving the activities of the firm due to the identified opportunities, conditions and factors. The policy of the enterprise is often at the highest management Level. All policies of tourism firms are, as a rule, in the form of the leading tourist image (Androsova, Melnichuk, Bondaletov, Vinichenko & Duplij, 2016). Leading the way contains long-term objectives, philosophy, politics, and culture of the enterprise and its legal rights. In relation to a particular tourism region, the focus should be primarily on its competitiveness.

Specifically, the planning function includes the following activities:

- part in the development of established by departments of tourism regional development objectives;

- current analysis of the competitiveness of places (the market, direct and indirect competitors, demand, suppliers, industry);
- the development of the strategy of competitiveness of the region, its special position;
- the implementation of the strategy of competitiveness of the region, primarily providing advice to tourism businesses, carrying out innovation management.

The result of planning as function of management can be a tourist image of the region. Thus, the scheduling of activities of tourism enterprises should understand the systematic, information treated in the process of qualitative, quantitative and temporal definition of future goals, means and methods of formation, management and development of the enterprise (Senin, 2010).

The effectiveness of planning as a function of management depends largely on which of the following principles (guiding rules) are guided in the preparation of plans:

- completeness – when planning must take into account all events and situations that may have significance for the development of the organization;
- accuracy in the preparation of plans using such modern methods, means, tactics and procedures that ensure the accuracy of forecasts;
- clarity – the goal of planning should be simple and easy at the reproduction of the language available to all members of the organization;
- continuity is not a one-time act but a continuous process;
- efficiency – the costs of planning must be proportionate to winnings derived from it.

Planning types always vary from traditional methods such as a budget, to more complex modeling, the development of plans or of individual partitions on the basis of the theory of games and projects scenarios. The use of such technology planning reduces uncertainty, improves the accuracy of forecasts, helps managers track and analyze the factors affecting the plan. All planning methods have the same goal – to help the Manager to most accurately predict the future development of the organization, because management of life constantly present of chance and uncertain developments. That is why the organization and develop a long-term plan, which tries to determine the elements of a decision alternatives.

## **6. CONCLUSION**

The first feature of tourism is its large depth of its penetration and the complexity of the relationships between its constituent elements. In tourism industry many tourism businesses and organizations that somehow must fit in a single management system where the aim is to ensure long-term viability and competitiveness in the market.

The second feature of tourism as a control object can be represented in the form of obscure and hard to measurable goals. For the management of private tourist companies in their activities are guided by profit, are characterized by clear and measurable goals – the accumulation values, cash flow, and profit. For the management of tourism organizations such purposes there is not at the enterprise level or at the level of the region.



The next feature of tourism is a strong influence from the interested clientele (Alexandrova, 2011). Tourism organization cannot expect its members that they will all behave the same, because there is a certain kind of conflict between hoteliers, local residents and visiting tourists. That is why regulatory management (at the level of tourism organization, enterprise policy, at the regional level planning and coordination through the development of leading image) is given great importance.

The most important feature of tourism as a control object is the specificity of the tourist product, its inseparability from the source formation (Ragulina, Stroiteleva & Miller, 2015). The goods in material form (meat, clothing) exist irrespective of the manufacturer, tourist service (which is also good) is inseparable from the source of its creation.

Due to the fact that the implementation of the tourism product intensifies the personal aspect, the process of providing tourist services can be automated to a much lesser extent than, for example, the process of production of goods. For this reason, in the management of tourism is immeasurably greater attention should be given to the management and regulation of interpersonal relations.

Finally, as a feature of tourism should allocate its seasonality. At the decision of problems of management in tourism this phenomenon should be considered by managers of tourism enterprises, as demand fluctuations can significantly worsen the conditions of functioning of the entire tourism industry (Kvartalnov, 2014).

Features of the tourism industry as object of management indicate that managers of tourism businesses must reckon with the fact that this industry is like no other industry and, therefore, to mechanically move the work or management models from other areas of work in the sphere of tourism is impossible. And if proven in practice management model (e.g. an industrial enterprise) produces the desired effect, the application of it in tourism industry can lead to the degradation of the latter. In this regard, we can highlight the following characteristics of management of any tourist enterprise:

- first of all, when planning tourism activities at the forefront must be the needs, the needs and desires of consumers. With this in mind and the scope of application of the labor of any tourist enterprise. We are talking about whether tourism firm needs intermediate users (intermediaries), or it can be public order. In this regard, the deployment of tourist enterprise (because of its gravity to direct the end user) is determined, on the one hand, the location of the main contingent of consumers of the tourist product, and the location of recreational resources, which are practically the main factor (part of) the tourism industry;
- secondly, discontinuity tourism services. Although in today's world the importance of tourism as a means of restoring health and strength is immense;
- thirdly, the tourism industry is much more important is the marketing. This is due to the fact that the seller of tourist services, unable to provide a sample of a reference (as is the case of the sale of goods), to find arguments in favor of your product – service, and this can only be done with a well-established marketing system. In addition, in connection with the variability of quality of services, the subjectivity in assessment there is a necessity of permanent control, i.e. the management function is of particular importance;
- fourth, the tourism service is unique (to repeat it in all aspects is not possible). This itinerary, terms of service, value, etc. Even two rounds on the same route at the same firms often are different (this is the condition of the vehicle, events in the host country, etc.).

Thus, tourism is a specific form of human activity, which necessarily have to manage. Therefore, the management process in tourism should be based on the number of features in the industry. In line with this, we can identify a number of common features characteristic of management in tourism:

- the priority of the desires of the end users in the planning of tourism activities;
- non-primary tourism services;
- the importance of marketing in the tourism industry;
- the uniqueness of tourist services.

The work considers the nature and significance of management: concept, functions and principles of management; the analysis of the tourist product, as well as the peculiarities of management in tourism.

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