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ENTREPRENEURSHIP AND MANAGEMENT OF ANIMATION IN TOURISM

Abstract

The entrepreneurship, governance and organization are complicated processes that in the animation of tourism become even more complicated. Moreover, people that have the desired psychological and physical characteristics and skills for a good animator due to the lack of necessary knowledge, skills, abilities and experiences does not succeed to organize the activities of the manager. But, there are cases when a young person with a certificate in the field of management is not successful, due to lack of appropriate psychological and physical abilities.

Key words: Entrepreneurship, management, tourism, animation.

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Introduction

Animation programs with their goals support the broadening of the tourist consumption and this leads to effectiveness and efficiency which improves the tourist market. In the composition of the whole, animation entrepreneurship in tourism differs from the management of tourist animation, and it is important to define the characteristics of all the specifics of entrepreneurship animation in tourism, as well as the specifics of the functions of management applied in tourist animation.

Entrepreneurship animation in tourism

Animation and animation program, by definition, are a variety of recreational, cultural, entertainment and picnic activities that motivate people to actively participate in them, which will meet their needs and desires on the one hand, and increase tourist consumption for entrepreneurs on the other. Hence, animation program is innovative and spiritually inspired tourist service - there is no doubt for some companies about the efficiency of animation in tourist services. With the help of it, an innovative service that encourages increased consumption and experiences can be created. The presented findings increase the importance of certain basic characteristics of enterprises in the tourism animation (Cerovic, 2008:167).

Entrepreneurship tourism animation gets a new and important dimension in view of the importance of the tourism offer. Entrepreneurship covers secondary place in creative ventures to increase perceptions where the main goal is a new service, innovative program satisfaction and experience with visitors and increased tourism consumption (Cerovic, 2003:78).

Since these are generally known facts, entrepreneurship can be defined as: business philosophy for success or name of sense and action, and introducing innovation and other achievements as progress for the entrepreneur (Dezeljin, J. and Vujic, V., 1992).

Basically, all the settings for entrepreneurship have the common features, all theories suggest that entrepreneurship can bind with certain undertakings, by appropriate means of capital, which is connected with uncertainty and risk for the implementation of animation program. Recognizing the entrepreneurship in animation, mainly in tourism, as part

of the tourist offer, means entering innovation and experience and realization of the reasons for arrival of the visitors in a tourist destination or a tourist facility. Successful entrepreneurship in animation is certainly the best combination of talent, knowledge and skills of the entrepreneur, backed by capital is not crucial (Radisic, 1992:10-19).

One known theorist P.F. Drucker, defines entrepreneurship as a set of bold decisions that selects the future of the fundamental experiences of the past, but do not allow one to return to the past. Drucker states that "entrepreneurship is the ability to choose the right priorities for achieving the set goals." (Drucker, 1992: 82).

Priorities can be set with the following paragraphs:

1. To choose the future, not the past.
2. To focus on opportunities rather than problems.
3. To select their own direction, instead of blindly following others.
4. The goal is to look high, always aim to more and what brings change, is not intended to already known.

Entrepreneurship can be defined as "maximization of opportunities", this is the standard work of the entrepreneur, whose main task is to turn the normal course of operations and manage the implementation of the new opportunities and away from problems, renewed leadership to prevent the trend toward mediocrity, to prevent inertia and its swing towards new energy and new directions (Drucker, 1992:26).

Entrepreneurship is a resource development and resource of creating something new. Entrepreneurship is a resource that generates new resources (Sprica, 1992:11).

Entrepreneurship can be a resource that separates and moves to create something new, and never meets with existing (Weisberg, 1986:26).

Foundations of entrepreneurial travel companies include restlessness, dynamic pursuit of success, suspense, adventure, impatience, stridency, hard work, persistence, reality, assessment, skill, ability, motivation, morale and combat. Analyzing these important enterprises with particular reference to certain customers in the animations in tourism, it is difficult to precisely define entrepreneurship in tourism animation, which should give necessary knowledge to entrepreneurial action, for entrepreneurship in tourism animation. Entrepreneurship in tourist animation is not an occupation, but a mixture of different knowledge and skills of individuals-entrepreneurs who take

animation work and create new employment ventures, which would increase tourist spending and generate new profits that visitors should be satisfied with the offered animation program. Entrepreneurial skills are a natural gift, but such innate abilities can also be created with education.

Entrepreneurship in tourist animation is the ability to create resources and generate a new animation tourism program which verifies the market, and is reflected in the creation of new animation program, services, ideas or organizational form of supply of animation, its entrepreneurial spirit creates new tourism offer, regardless the ownership of real capital (Cerovic, 2008:169).

One of the open questions when it comes to entrepreneurship, is the relationship between a property and entrepreneurship on the other hand. According to some opinions, entrepreneurship in the tourist offer of animation program is difficult to imagine without private property that is "if there is no private property and free market, there would be no capital and entrepreneurship" (Kovac, B., 1989).

According to other opinions, "private property is not important for entrepreneurship i.e. private property is not necessary precondition for entrepreneurial behavior." (Bolcic, S., 1989).

The form of ownership is not a prerequisite for entrepreneurship, it is important to clearly identify the property, not the form in which it is located (Cerovic, 1994:41).

Entrepreneurship is important:

1. entrepreneurial idea;
2. risk taking by entrepreneurs to realize the idea;
3. The creation of new ideas, products, services or values;
4. defined property relations and taking some responsibility for obligations to equity (defining property, not a form of ownership).

Many theorists crushed the thesis for the entrepreneur as a capital ownership, the same thesis to entrepreneurship has the same features private and public, economic and non-economic acquisitions, so and tourist enterprise which offers organized animation program (Drucker, 1992:65).

It should be noted that ownership is important for entrepreneurship, especially in offering animation service. It does not have to be private, but the owner should be identified and legally regulated under the ownership is hierarchically superior category. In small tourist companies, usually the owner is also an entrepreneur. However, with the growth and development of the company, the increase

in the number of owners is going to split not only the management, but also the functions of entrepreneur owner. On this background, we can conclude that the owner can be an entrepreneur, but not necessarily, because among other things, this depends on the size of a company, i.e. does it work for individual or corporate travel company? Any form of enterprise in all branches of the economy hardly differ from the concept of entrepreneurship, entrepreneur and property. The term entrepreneur can be applied to all those legal and physical entities that undertake certain business ventures, possess courage and are aware of the risk of taking uncertainty for certain investments, especially in tourist animation. Any travel company that deals with organization and offer animation program for the visitors, needs an entrepreneur (entrepreneurial spirit), resources and power that creates entrepreneurial initiative. In the perception of entrepreneurship, inevitably companies create entrepreneurial term, the goal is always that every entrepreneur wants entrepreneurial investment results in entrepreneurial effect, measured by income or profits. Starting from exported aspects about defining entrepreneur in tourist animation, can be defined as: "The entrepreneur is a person who buys and sells at a price that is more vague uncertain price." The entrepreneur is a creative person whose main goal is profits, creating new values, but in principle all be satisfied, and visitors and the community (pay taxes) and his associates and eventually the entrepreneur. From the mentioned above, it follows that the **entrepreneur in tourist animation is a person with an entrepreneurial spirit, which puts in a good use the available resources animation program and content, under threatening risk, takes animation deposit, which would create new animation programs and new experiences, services and ideas, and thus creates new pleasure for the guests and new experience of tourist destinations or new experience a winning program and himself to create profit or profit** (Cerovic, (2008:170).

In modern terms, mainly in the tourist offer, further questions arise: what is an entrepreneur and how to define it precisely. Property is a prerequisite, but not a major requirement of the entrepreneur. The entrepreneur has an idea, it is marked by uncertainty and ideas, entrepreneur finance his idea, but does not have to be the owner of the capital. He is a person who realizes his idea with the help of his own talent, knowledge, skill and ability, and no one guarantees success. He is a person who unites the functions of the property, the functions of

creativity, entrepreneurship and the functions of the office manager (Sikavica and Novak, 1999:672).

Entrepreneur in tourist animation is expressed as a responsible person full of capabilities, a leading figure of Animation Company, regardless of its size and structure, the main carrier of all technical, programmatic, procedural and other innovations and changes within the company. This description fully fits the entrepreneur in the tourist animation. Entrepreneurs of animation companies or tourist hotel companies, mainly celebrities, authors of innovation, parties, games, recreation, animation and other tourist services meet the creators of visitors and meeting their desires for the guest who came to defense tourist destination or hotel. Entrepreneur in tourist animation, must be advocated, if it is to be successful, the following basic animation activities (Corper, 1992:12):

1. Permanently increase the quality and introduce new animation programs;
2. Efficiency and introduce new animation programs and encouraging animators for constant education and training;
3. Discovering the way for entering into a new animation market, expanding market;
4. Introduction of a new form of organization and a model for resource management in animation;
5. Exploring the new animation potentials and opportunities that can be placed on the market animation program.

An entrepreneur in tourist animation is a creative person with an entrepreneurial spirit that is capable of innovation and creation to meet the needs and motivation of the company as well as business partners. Entrepreneur of tourist animation creates new resources for guests with different requirements and habits. With the aforementioned, the question how to organize, in which organizational structure is best to organize and implement animation program for the guest to be satisfied, and entrepreneurs to achieve the expected profit from increased tourist consumption.

Management of animation in tourism

Governance and organization are complicated processes, so that the animation of tourism becomes even more complicated. Moreover, people that have the desired psychological and physical characteristics and skills for a good animator due to the lack of necessary knowledge, skills, abilities and experiences do not succeed in organizing the activities of the manager. But, there are cases when a young person with a certificate in the field of management is not successful due to lack of appropriate psychological and physical abilities (Jakovlev, 3., 2010:59.).

For the purpose of successful creation and implementation of the animation programme, when defining the structure of management of animation in tourism, certain assumptions should be taken into consideration: preparedness for communication and cooperation with other people and communication as a result of mediation, communicational skills and usage of these skills, balance of skills and knowledge, respect to the existing limitations of the used resources, finding a proper solution in terms of change in the physical environment, consciousness for the existence of risk (Cerovic, 1999:118).

Management activity must be based on the needs of the visitors, which are major factors in the tourist services and it cannot be based on the needs of the managers. In this context, the management in the animation of the tourism is based on fundamental characteristics of management that are applicable in other segments of the economy. But, there are certain characteristics that make management of the animation in tourism different from the management that is of great importance in the other fields of the economy. According to the professor Zdravko Cerovic, these differences are result of:

- the needs and motives of the visitors;
- the cultural and historic inheritance;
- the religious, moral and ethical determination;
- the specific approach to the tourism market;
- the structure of the capital and ownership in the tourist economy;
- the different tourist destinations and its resources;
- the limitations that come from the form and type of the different objects and contents;
- the relation to the knowledge in the field of the technique;
- the content of the lawful and economic norms that regulate this specific area (Cerovic, 1999:118).

Despite the accomplishment of the general criteria for manager abilities, from the managers in the animation of tourism it is required to be communicative and highly motivated, to believe that goals can be achieved every time, because it is known that goods are not sold in tourism. On the contrary, tourism includes services and pleasures that cannot be measured by quantity. The satisfaction of visitor's needs, which is the primary objective of the holders of the tourist offer, contributes to different kinds of advantages that have an impact on the length of the tourist destination, the extension of the tourist season and the profit to be realized. There is a certain number of authors that deal with exploration and research in the management of animation in tourism and give their own definitions. It is considered that the most appropriate definition is given by the professor Zdenko Cerovic. According to him, **“The management of animation in tourism is a sum of specific skills and knowledge that is used together with the limited resources, contact between the offer and demand, so that the visitors – users of the animation services and certain number of animators could organize, plan, coordinate and control the degree of satisfaction of the needs and wishes of the visitors and take into consideration the agreement between the motives and the criteria of selection the contents** (Cerovic, 1999:119).

From this definition it can be considered that the animation in tourism is a bidirectional process, in which the needs of the visitors can be satisfied on one hand, and it can increase the number of the consumption in tourism on the other hand, so that the focus is given to the economic side of the animation programme. In this direction, professor Zdenko Cerovic determines the following functions of the management of animation in tourism:

- planning and programming of the animation in tourism;
- organization of the staff, technology and space where the program will be completed;
- coordination of the program and people involved in it within the frames of specific special and other conditions;
- process of choice of animators that possess knowledge and psychological and physical abilities for performance of the program;
- development of communication, especially in the adaption of the program in new conditions and disposition of the guests;

- permanent control and coordination of the participants in the process from the initial idea all the way through its fulfillment, till payment of the animation service;
- evaluation of the animation service (whether the animation program is successful and whether the visitors are really satisfied);
- evidence that the team of the manager accomplished the objectives (Cerovic, 1999:119).

Planning of animation in tourism

It is known that every managerial activity begins with planning, so according to this, the management of animation in tourism begins with planning of the programs that will be offered to the visitors during the visitor's stay. The process of management also means completion of managerial plans. There are short-term, mid-term and long-term plans. In the management, the plan is a direction of the future action despite its length (Kontz, 1994:122).

According to this, the principle of planning must be definitely known in the management of animation in tourism and this includes:

- mission and objective that determine the fundamental functions, and the basic task in the animation of tourism. The objective is accomplishment of the animation as a general and basic objective, in which by a global activity is defined the direction of operation and the development of the tasks and further activities;
- the objective is the final point that is directed animation activity that does not include just a final point, but a form of organization, a mode of operation and control of the animation;
- the strategy in the process of planning is defined as a wide area of operations that will be accomplished thanks to policies and procedures within a time period of one or two tourist seasons;
- the policies are guidelines that are based on plans. These are fields with which different decisions should be made. Policies are of great importance for one tourist season. In this category the criteria for evaluation of the profitability of the programs can be mentioned, the policies of remuneration of the animators, the policy of prices according to which the animation programs will be sold etc.

- the procedures are result of good operation of the plans and consist of many procedures that determine the guidelines of certain action. Furthermore, that is a plan for a certain animation, manifestation or event that must be put through in a specific period, space and with qualified stuff, and it includes the procedures of tickets sale, accommodation of guests, the organization of payment etc.

- The rules are clear descriptions of performance that determine the specific action that has not had a great freedom of decision. The procedures are a sum of rules, so the rules are a lower form of procedure development. In the animation in tourism, the rules determine precisely the details how to accomplish the training of the animators, the animation programs etc.

- The programs and the calculations are the lowest form of plans that include a lot of details about operative plans, technological steps that must be taken in the future. Consequently, the animation programs will be in accordance to the plan. The programs usually are a result of contract between the creators (the performers) of the programs and the persons who demand the animation services. The calculations are valued formulated programs. They are financial plans with which specific activities will be performed. They formulate the financial matters in a certain time period (Cerovic, 1999:121).

Organization of the animation in tourism

The organization as a managerial function determines the character and role of management in the animation of tourism. It is well-known that the objectives in tourism management are accomplished with many tasks that are performed in accordance with a lot of rules of organization as an instrument for accomplishment of the objectives. The management of animation in tourism has a lot of tasks, but one of the most important components is the determination of the organizational structure that will extremely help in the accomplishment of the whole task (Cerovic, 1994:57).

In the management under the expression “organization” is understood a desired and formalized organizational structure (Kontz, 1994:212).

The organizational structure of the animation in the tourism is in the simplest organizational structures. The organizational structure in

many combinations of forms of organizational structures and in the animation in tourism involves a structure of two levels. As a consequence, the managers should have a knowledge of many fields and the animators should have appropriate skills to help in the performance of different process functions and specific tasks. From the previous experience, in the animation in tourism, the management may not be strictly specified for a certain segment from the animation because it must involve all domains of the animation.

Governance of the animation in tourism

The governance as a structure in the management is an important function that has a huge impact on the internal organization and content of the animation. The governance is basically performed by people that contribute certain advantages for the organization and fulfillment of all objectives to be realized (Kontz, 1994:212).

The basic function of governance includes the human aspects of the management because the governance is actually a behavior of the individual in front of the members of the enterprise. In a broaden sense of the word, the governance (operation) means adherence of visitors within their holiday in order to offer their tourist program and satisfy their needs as well (Cerovic, 1999:125).

The governance involves motivation and communication which are actually the basic segments of the animation in tourism. The governance of the animation activities is not possible without good organization and precise formulized plans and programs. The manager is leader in every animation activity. The animator must have the characteristics of a leader although he/she is not a manager.

In a psychological sense of the word the leader must be a person with their own example, verbal and non-verbal communication, suggestions etc. The leader always knows the objective that must be fulfilled. He/she knows how to operate in the company. But, the organization has also the right to select their own manager in whom they will confide. The manager is identified in the company according to the fact that their has the great influence upon the employees. The manager determines the direction and activity of organization. The mode of operation of the enterprise is not defined with the plan because the focus is given on the creativity and other abilities of the individuals. It can be

considered that the animator is not a manager, but he/she is a leader. The visitors confide their free time to the animator. The animator is not just a leader, but a person that communicates with the group, a person that can organize and inform. What is more, the animator takes into consideration a lot of information from the group in order to have a positive influence on the cohesion of the group, but at the same time transfers these information to the manager. The animator must organize the group very well and must motivate the group to take part in the animation programs (Яковлев, 2011:69).

Taking into account everything, it can be considered that the manager and the animator are leaders, but they do not have same functions because the manager can be an animator and the animator cannot be a manager. The animator is the major performer of the programs that are created by the manager. Despite all the skills and professionalism, the animator is never in the situation to perform all the functions that are operated by the manager (Cerovic, (1999:126).

Conclusion

Taking into consideration the importance of the Entrepreneurship and management in the operation of the enterprise and the mode of operation, the Entrepreneurship and management are imposed as fundamental elements. This is as a result of: the social character of the Entrepreneurship and management by which the obligations are organized in direction of effective and efficient accomplishment of the objectives, the fact that the Entrepreneurship and management are basic characteristics in the industrial society and the fact that the Entrepreneurship and management are the most important organs in the enterprise. In this context, the Entrepreneurship and management become the fundamental elements in the enterprise as long as the civilization has existed. It can also be highlighted that the management is an universal activity that is used in many organizational systems (governments, ministries, municipalities, universities, hotels, tourist agencies, airports, shopping centers, companies, hospitals, societal organizations, political parties etc.) is present in all functions and all levels of hierarchies in these systems. According to this, it can be emphasized that the management is a dynamic process because it gives life to every aspect of the business activities.

Taking into consideration that the Entrepreneurship and management are category that are crucial for the countries with market orientation, it can be said that our country as a developing country must undertake all the measures for appropriate implementation of the management in all segments of the economic and social system in tourism. The Republic of Macedonia as developing country must intensify the development of tourism. As a result of this, it can be involved equally in the international economic relations. Will our country succeed in this matter is a question whose answer depends on the fact whether we will know to use our abilities. Undisputable fact is that the Entrepreneurship and management are of great importance to the development of tourism. On the other hand, it is confirmed that tourism has a greater impact and it is a multiplier of the economic development. Taking into account that our country has a lot of natural, material and human factors for development of tourism that are not used properly at all, a lot of attention should be put on finding solution to these problems. The tourism as a phenomenon of the 20th and 21st century is of social and economic importance in the world. Of course, every country is interested in the economic influence of tourism on its development. So, appropriate service should be offered to the visitors. The tourists' stay must be filled with different activities from the domain of sport and recreation, culture and entertainment. The animation of sport is the most important way of filling the free time of the visitors. All services, especially the animation in tourism must be effectively and efficiently managed. The guest must be extremely satisfied. Only on this way a profitable tourism may be expected.

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