

MANAGEMENT OF ANIMATION IN TOURISM

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[ABSTRACT]

The 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:** management, tourism, animation.]

INRODUCTION

Management is usually defined as an economic phenomenon in the field of organization, governance and operation.¹ In all business and organizational activities is defined as the act of people getting together in order to accomplish certain goals and objectives using available material resources.² In animation of tourism, the definition of management also includes the knowledge in the field of psychology, sociology, culture and especially economy. The knowledge is used in order to connect the visitors with the animator that actually represents the hotel, the touristic place and the whole country. This is a pre-condition for satisfying the needs of the visitors and making a profit.

1. Management of animation in tourism

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¹ M. Novak i P. Sikavica: "Poslovna organizacija", Informator Zagreb, Zagreb, 1994 god., str. 215.

² J. Deželjin i V. Vujić: "Vlasništvo, poduzetništvo, menadžment", Zagreb, Alinea, 1995 god., str. 105.

For the purpose of successful creation and implementation of the animation programme when defining the structure of management of animation in tourism the certain assumptions should be taken into consideration:

- preparedness for communication and cooperation with other people and communication thanks to 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 risk³

Management activity must be based on the needs of the visitors that are the major factors in the touristic 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 the fundamental characteristics of management that are applicable in the other segments of the economy. But, there are certain characteristics that make the 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 Cerovik, these differences are result of:

- the needs and motives of the visitors
- the cultural and historic inheritance
- the religious, moral and ethic 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 area⁴

Despite the accomplishment of the general criteria for manager abilities, it is required from the managers in the animation of tourism to be communicative and highly motivated who believe that goal 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 that is primary objective of the holders of the tourist offer contributes different kinds of advantages that have an impact on the length of the tourist destination, the extension of the tourist season and profit to be realized.

³ D-r Zdenko Cerović: "Organizacija i menadment turističke animacije", Animacija u hotelijersko - turističkoj ponudi, Hrvatska udruga hotelijera i restoratera, Opatija, 1999 god., str. 118.

⁴ D-r Zdenko Cerović: Ibid, str. 118.

There is a certain number of authors that deal with exploration and research of management of animation in tourism and give their own definitions. It is considered that the most appropriate definition is given by the professor Zdenko Cerovik. According to him, *The management of animation in tourism is a sum of the specific skills and the knowledge who are 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.*⁵

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

- planning and programming of the animation in tourism
- organization of the staff, technique 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 through its fulfillment till the 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 objectives⁶

1.2. Planning of the animation of 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.⁷ According to this the principle of planning must be definitely known in the management of the animation in tourism and this includes:

⁵ D-r Zdenko Cerović: Ibid, str. 119.

⁶ D-r Zdenko Cerović: Ibid, str. 119.

⁷ Kontz i Weinrcht: "Menadžment", Mate d.o.o. Zagreb, Zagreb, 1994 god., str. 122.

- 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 can be mentioned the criteria for evaluation of the profitability of the programs, 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 the 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 staff, 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 have 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.⁸

1.3. 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

⁸ D-r Zdenko Cerović: Ibid, str. 121.

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.⁹

In the management under the expression “organization” is understood a desired and formalized organizational structure.¹⁰ 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.

1.4. 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.¹¹ 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 the visitors within their holiday in order to offer their tourist program and satisfy their needs as well.¹² 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 précised 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 its 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 the he/she 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.

⁹ M-r Zdenko Cerović: "Poduzetništvo i menadžment čimbenik uspešnosti poslovanja u hotelijerstvo", doktorska disertacija, Hotelijerski fakultet - Opatija, Opatija, 1994 god., str. 57.

¹⁰ Kontz i Weinrcht: Ibid, str. 244.

¹¹ Kontz i Weinrcht: Ibid, str. 21.

¹² D-r Zdenko Cerović: "Organizacija i menadžment turističke animacije", Animacija u hotelijersko - turističkoj ponudi, Hrvatska udruga hotelijera i restoratera, Opatija, 1999 god., str. 125.

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.

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 may be an animator and the animator may not 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.¹³

CONCLUSION

Taking into consideration the importance of the management in the operation of the enterprise and the mode of operation, the management is imposed as a fundamental element. This is as a result of: the social character of the management by which are organized the obligations in direction of effective and efficient accomplishment of the objectives, the fact that the management is a basic characteristic in the industrial society and the fact that the management is the most important organ in the enterprise. In this context, the management becomes the fundamental element in the enterprise as long as the civilization exists. 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 centres, companies, hospitals, societal organizations, political parties etc.) is present in all functions and all levels of the 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 management is a category that is 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 management is of great importance to the development of tourism. From the other side, it is confirmed that the 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, materialistic and human factors for development of tourism

¹³ D-r Zdenko Cerović: Ibid, str. 126.

that are not used properly at all, a lot of attention should be put on finding solutions 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 given the visitors. The tourist 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.