

THE ROLE OF MANAGEMENT IN DEVELOPMENT OF SPORT AND RECREATIONAL PROGRAMMS IN TOURISM

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Abstract:

Tourism is taking more significant place in national economy. Except strategic framework which has defined the direction of the movement of economy it is also important to know that without proper management, especially without the knowledge and skills that managers need to possess, it is not possible to manage effectively business organizations and regional and local self-government. There is a special role for the knowledge and skills of the managers, therefore creative and innovative manager is a key factor which has great influence in creation of the competitive advantages of the organization. Creation of the sportive and recreational programs in tourism requires qualitative planning of the investment in sport facilities, equipment, requisites and sport experts who will lead sport and recreational programs, sport animators and staff who will maintain facilities and equipment.

Key word: sport, tourism, management

1. Introduction

Besides its effect on the decrease of the salary balance, touristic activities include a number of other economic activities and generates its development (agriculture, food industry, construction and other). The quality of touristic offer significantly affects interest and consumption of the tourists, therefore strategic document indicates one of the goals as "development of entire touristic offer of Croatia which will emphasise the complementarity of Adriatic and continental tourism" and on the other side the wealth and diversity of the cultural heritage. Apart from strengthening the administrative capacity of the government in the area of tourism, it is important that the touristic organizations become aware of the role of the manager in tourism, as well as the necessary knowledge for the implementation of the function of the management.

The main purpose of this study is to research the role of the contemporary management and its capabilities in the development of the sport and recreational programs in tourism. On the basis of the secondary research and the methods of the analyses and synthesis it is proven that the contemporary management plays vital role in the development of sport and recreational programs in tourism.

2. The significance of contemporary management

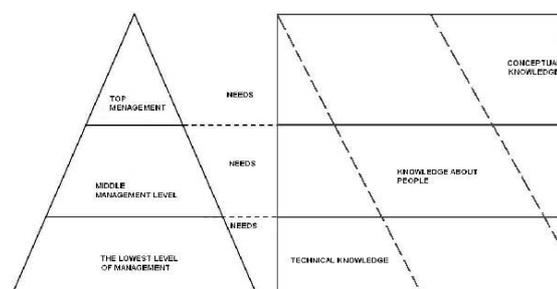
Nowadays business organizations act in the environment full of uncertainty, constantly faced by new challenges. In this turbulent time management has key influence on the success of the performance of the contemporary organizations. If the contemporary management is perceived to be the activity aimed at achieving the goals of the organization then its basic task should be finding the best solution in leading the company by qualitative application of all functions of the management. During the implementation of the contemporary management the main role is given to the skills and knowledge of the manager therefore creative, innovative and capable manager presents key factor that affects the creation of the competitive advantages of the organization.

Apart from the personal skills, it is worth emphasising interpersonal and communicational skills. According to Katz (Šiber, Sikavica, Vokić, 2005, 4) all managers should possess following knowledge and skills:

- Technical knowledge and skills,
- Knowledge and skills for interaction with people,

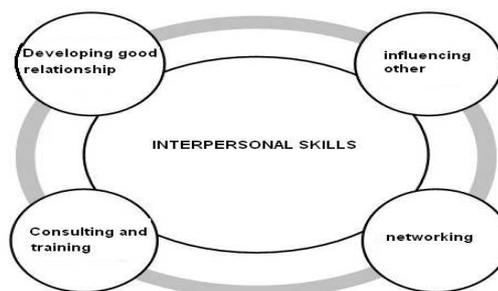
- Conceptual knowledge and skills.

Needless to mention, it is essential that this knowledge is present in different levels of management.



Picture 1. Levels of the management and required knowledge and skills.

Interpersonal skills present skills and knowledge of the manager applied during the development of the relations of the manager with others, to affect their behaviour, to encourage, motivate others to successfully manage with interactions and networks of relationships.



Picture No. 2. Structure of interpersonal skills (Šiber, Sikavica, Vokić, 2008, 52)

Communication skills are skills of clear formation and transmission of thoughts and ideas to others in oral and verbal format (Šiber, Sikavica, Vokić, 2008, 94).

The importance of the qualitative management for leading the contemporary organization is unquestionable, due to the dynamic environment (internal and external) managers cannot make decisions only on the basis of the information from the past, but it is necessary to foresee the future of the business through the function of planning. Planning is

the basis for performance of all other functions of the management.

Every discipline of the management has its plans and goals and therefore senior management (as shown on the figure no. 3) defines strategic goals since it is best aware of the business of entire organization, middle level management manages activities that solve the problems on the level of the organizational functions, and therefore defines tactical goals, while low level management is in charge of the definition of the operational goals and plans and they are the most aware of the every day operations of the company.

Picture No. 3. Level of planning



Above mentioned theoretical information on the contemporary management, especially the skills of the manager and the function planning that are important for the functioning of tourism.

3. Sport and recreational programs in tourism

Industrialization and urbanization had significant effect on the decrease of human physical activities. Even though these processes brought a number of improvements of lives of people they created many inconveniences and negative phenomenon's. One of them is decrease of human physical activities and different forms of pollution that have an impact on human health and environment. The consequence of these changes is increased need for sports and recreation with an aim to preserve health and rehabilitation of people.

Therefore, the style of work and life conditioned with the development of technique, technology and market have defined the need for sport and recreational programs in tourism. The income of the population have significant affect on the demand of the people for these programs.

Sport recreation is every day becoming motive of tourists who choose to take touristic trips. Recreation includes different elements that get chosen by the tourists in accordance with their needs and possibilities. Active vacation provides the rest from the stressful work and gives the feeling of pleasure. Bartoluci (2004., 21.) indicates following forms of sport tourism:

1. Competitive sport tourism – the term competitive sport tourism foresees that “all travels that include participation in the sport competitions both domestic and international. The main motive for travel is a specific sport event.

2. Winter sport and recreational tourism, winter sport and recreational tourism is implemented in mountain resorts, in spa centres and on the sea side,

3. Summer sport and recreational tourism and similar activities are performed on the sea side, in the mountains, on the rivers, lakes and similar places.

Sport recreation includes activities of tourism that fulfil the needs for the physical activities and different sorts of sports. Sport and recreational offer in tourism is exposed in three basic forms or activities:

1. Free use of natural resources (attractions) and sport facilities,

2. Organizational forms of sport and recreational activities and

3. Programmed forms of sport and recreational activities (Andrijašević, 2007,96).

In accordance with the changed needs of the modern consumer of eco-tourism, cultural tourism, sport and thematic tourism, nautical tourism and circular trips, connect the opportunities of the continental and coastal areas in unique product. In this case the need for expedited inclusion of tourism in Croatian touristic offer is evident.

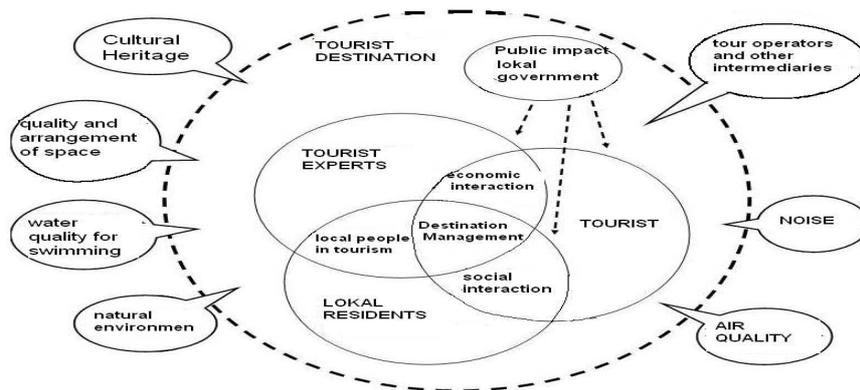
This is necessary for the extension of the touristic season and diversification of the total touristic offer. From above mentioned facts it is evident that there are possibilities to elevate the sport tourism on the national level and there is a role of this kind of tourism in the development of the touristic offer which is proved by the research conducted in the area of tourism. Here we emphasize the need for urgent inclusion of tourism

4. The role of the contemporary management in sport and recreational programs in tourism

Tourist organizations and institutions should continuously follow all factors that have an affect on the tourist demand. Planning and development of the touristic offer requires good knowledge of all the elements of the touristic demand and offer. In the contemporary tourism sport and recreational activities do not have the role of the secondary elements only, but in most of the cases they present the main motive for the choice of the touristic destination.

Touristic destination is “one of the elements of the touristic content, the one that affects the activities of the entire content, attracting the tourists and motivating them to visit the destination, and connects all its elements “. (Križman-Pavlović, Živković, 2008, 100) For a certain area “to become a touristic destination its size is not decisive, neither its geo-political border, it's the ability to attract tourists and satisfaction of complex tourist demand “(Križman-Pavlović, Živković, 2008, 100).

Picture No 4. Integrated tourist destination management (Bartoluci, Čavlek i suradnici, 2007, 45)



The role and way of the management over touristic destination significantly affects the development of sport tourism. It is needed to pay attention to the selection of the elements of the touristic content which should cooperate in management of the touristic destination, more specifically destination management, and up to what extent the macro management defines the opportunity for micro development or in other words the development of the level of the business organizations.

In 2003 European Commission have issued "the manual for evaluation and indicators of the quality of touristic destination and services" in which they interpreted the term of integrated touristic destination management as the basis for successful management in sport and recreational tourism. According to them the connection between different elements of touristic destination management is necessary for the achievement of planned benefits.

The practice of the integrated touristic management confirms theoretical statements on needed knowledge and skills of the contemporary manager, and therefore "the manager needs to be positioned as a leader, human potential that will strengthen the concept of integrity and will contribute in providing connection and responding to the needs and wishes of tourists, local population, all elements of the touristic offer, but in the same time the government (local government) on the level of touristic destination.

(Magaš, Peršić, 2007, 45).

Second element emphasised as important part of the contemporary management is the function of planning.

To ensure qualitative offer of sport and recreational programs in tourism it is important that during the planning of the construction of touristic facilities to plan development of sport content. Planning of the sport and recreational

programs requires qualitative planning of the investments in sport facilities, equipment, requisites and professional staff who will conduct sport and recreational programs, sport animators and staff who will maintain sport facilities and equipment.

Some of the sport and recreational programs that appear as integral part of the touristic offer are:

- Renting of different sport facilities,
- Usage of sport facilities and equipment,
- School for teaching of various sport disciplines,
- Sport games, tournaments, and different competitions,
- Sport and entertainment attractions (Bartoluci, 2003, 76).

It is needed to emphasise that the quality of the services offered is condition for the satisfaction of the tourists that will also have an impact on the wish of the tourist to stay longer at the destination or to come back to the destination, but also for the structure and the level of spending of the tourist.

Since planning presents the basis for the performance of all other functions of the management, both on the macro level and on the level of purist business organization, for every business project it is needed to draft business plan.

Sport and recreational programs can be implemented:

- Within existing organization – as the addition to the offer and creation of competitive advantages.
- As completely new project within existing investment in touristic complex,
- As the organization of sport and recreational programs.

For qualitative planning of sport and recreational programs business plan presents important instrument of the contemporary management. The most important elements of the business plan are:

Picture No 5. Structure and content of business plan

CONTENT	DESCRIPTION
1. Summary	Description of objectives and goals of the project
2. Informationa about the investor	Information about the entrepreneur (mission and vision of the company, financial indicators)
3. Technical-technological description of the project	Description of the technical-technological importance of the project
4. Analyses of the market	Confirmation of the market segments, the size of the offer, competition, first market
5. Marketing	Defining the elements of the marketing mix
6. Needed staff	Plan of the structure and required staff
7. Investment in basic and circulating means	Précised description of the investments in basic and circulating means
8. The sources of investment	Defining the sources of investment. Condition and dynamics of return of loan
9. Financial and market evaluation of the project	Account of the inputs and outputs, financial flow, economic flow. Methods of the efficiency evaluation (the period of return of loan, NSV, ISR).
10. Conclusion	Definition of the justification of project

Special attention in the preparation of the business plan of every organization including the touristic ones should be given to the knowledge of the market, marketing and evaluation of the financial efficiency of the project.

Dynamic changes in the environment and the need for better adjustment of the business organizations to new conditions on the market contribute to the perception of the market as the dominant business function.

Literature defines the marketing in different ways, some of them are a science, conception, business philosophy or the way of the business activities. Kotler (2007, 6) underlines the need for different conception of the marketing and defines it as "social and management process through which the individuals and groups get what they need and wish through creation and exchange of the products and values with others". Marketing in tourism is characterized through specifics that derive from the particular characteristics of the touristic demand, offer, buying and consumption (Križman, 1998, 43-51). Therefore, marketing in tourism applies general postulates of the marketing activities under specific conditions in which the interaction between different elements of touristic market takes place " (Križman-Pavlović, Živolić, 2008, 99-113).

The essence of the term marketing consists of the term market, and therefore the knowledge of the market, especially the demand and the offer of the tourists that come from the developed markets, creates the assumption for qualitative planning of the marketing activities. Planning of the marketing activities presents the process through which the organization predicts future market events and defines the way through which the defined marketing goals will be achieved. By marketing planning organizations get the opportunity to adjust to the changes in the environment, predict the changes and react to them timely. Marketing of the touristic business organization and planning of the marketing activities should be explored in parallel with the marketing of the touristic destination particularly because the organizations on the touristic market offer their own products and services, as well as other holders of the marketing in tourism (non for profit organizations, governments or touristic destinations).

There is a challenge in front of the marketing of touristic destination which is presented through using the best benefit of the impact of tourism and achievement of strategic goals. This task is difficult given the fact that the various stakeholders of the tourist destination (visitors, local residents, the public sector, hospitality companies and others) involved in the development and manufacture of destination tourism products (Buhalis, 2000, 98), often have different and even conflicting interests.

Only managers who manage any touristic business or public sector organizations need to think about marketing in new ways before making a business plan, especially the segment that refers to marketing,. It is desirable that managers improve their knowledge of customers, and create cooperative relations with them (relationship Marekting), using modern technology to get closer to customers (web sites, internet), using targeted media and integrated marketing communications in order to communicate a consistent message through contact with each customer.

5. Conclusion

Since the sport and recreation for years had a role only in in tourism supporting facilities, the new concept of modern tourism is becoming increasingly important recreational sport facilities, which thus becomes part of tourist offer. Sports and recreational programs are thus important element of the tourist destinations, and can be shaped to the wishes and the need of tourists. The role of management at all levels, whether you are thinking about travel business organizations, local community or state, is essential to creating and managing recreational programs. It is particularly important to note that in times of recession is not easy to fund new programs in tourism and thereby contribute to the overall development.

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