



## MANAGEMENT OF THE ENTERPRISES FROM THE TOURISM INDUSTRY PRESENT ON THE MARKET OF THE REPUBLIC OF MOLDOVA

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### Abstract

The present paper represents an economic and managerial approach of the communication activity with the basic elements within the enterprises of the tourism industry. The research focuses on the peculiarities of the economic agents of the Republic of Moldova in the field of tourism. The correct approach of partners to the tourism enterprises represents a decisive factor on the ground that each economic agent pursues the goal of obtaining the financial benefits, and tourism is not an exception. In the study, the authors presented the strengths, weaknesses, threats and opportunities of tourism enterprises as a specific feature in the process of managerial activity.

### Key words:

tourism industry,  
partners, client,  
management

### JEL Codes:

D86, F23, L14,  
R41, E42, L83,  
E27, O40, C22

## INTRODUCTION

The approached topic of the study is important through the fact that tourism represents by its content and role a major component of the actual civilization, being an integrant part of the economic and social life of a country. Improvement of the quality of tourism services is a necessary requirement for ensuring the satisfaction of needs and expectations of consumers, under the circumstances that tourism is a bio-psycho-social necessity, having a deep effect on the improvement of the quality of life, increase of vitality and life-expectancy. Moldova has a unique opportunity to connect to the international circuit of adventurous tourism and thus double the number of foreign tourists interested in the offer of wine, gastronomic and rural tourism. Tourism is one of the industries with the most rapid growth rates of the world.

## RESULTS AND DISCUSSIONS

In this context, the management of enterprises in the tourism industry becomes a current problem of managers in the management process. According to the statistical data, the tourism industry enterprises are of the following categories: N79 Activities of tourism agencies and tour operators; other booking and tourism assistance services - with a total of 443 units; R Art, recreation and leisure activities - 448 units; R91 Activities of libraries, archives, museums and other cultural activities - 14 units; R93 Sporting, recreational and entertaining activities - 225 units; I Accommodation and food activities - 1702 units. The application domain of managerial elements has an impact and is of interest.

The tourism agency is a trading company, whose main role is to mediate tourism services between producing economic operators (tour operators) of tourism services and tourism customers. Tourism agencies carry out the following activities:

1. Procurement of services;

2. Organizing tourism engagements;
3. Marketing of tourism products;
4. Informing tourists;
5. Promotion and advertising.

The World Tourism Organization, in order to delimit the main managerial functions, as well as the field of specialization, structures the tourism agencies in:

- a) tourism agencies producing touring arrangements (tour operators);
- (b) tourism agencies, retailers, who market tour operators' travel products or some separate services, usually complementary services;
- c) mixed-activity tourism agencies.

According to Government Decisions from the Republic of Moldova, economic agents in the tourism filed can be found in two main categories:

- a) tour operator tourism agency, having as object the organization and sale of packages of tourism services or their components on their own, directly or through intermediaries;
- b) a retailer tourism agency that sells or offers for sale on the account of a tour operator a package of services or components contracted with them.

In cooperation with its partners, the agency requires them to offer the following things, so that the business will be always at the highest level:

- Integrity - tends to meet the highest ethical standards, while services and programs are offered at the highest levels of quality
- Innovation - innovation is the key to improving the management of tourism services and supporting customer satisfaction
- Respect - people are the pillars of the success of the business.
- Customer orientation - engagement to meet customers' demands
- Teamwork - being a successful company involves teamwork, sometimes crossing organizational or geographical boundaries to meet changing customer needs
- Performance - opting for continued performance improvement by carefully assessing the results and ensuring that integrity and respect for people are not compromised in any way

Suppliers of travel agencies are individual suppliers (hotels, restaurants, transporters, attractions). Suppliers are the business partners of the enterprise. Agencies are the ones who have to select those suppliers that match their interests and needs (and not vice versa). Appropriate selection of suppliers is welcome, which, in some cases, requires licenses, agreements and guarantees to conclude contracts on their behalf.

Due to the fact that the Moldovan tourism market is not strictly categorized, and especially because the tourism agencies operate with all categories of clients, it is evident that all tourism agencies in the country are competitors. Any activity of the firm must be planned and carried out taking into account the consumer. Ensuring a complete business success implies that the entrepreneur looks at the company and its products through the consumer's eye, acts as a representative of its clients, endeavours their desires and satisfies them. All these are necessary because the consumer represents the main component of any entrepreneur within the market, because the market can not be defined independently by those who give it life. In the process of purchasing a tourism product, the factors that influence consumer behaviour are [3, p.55]:

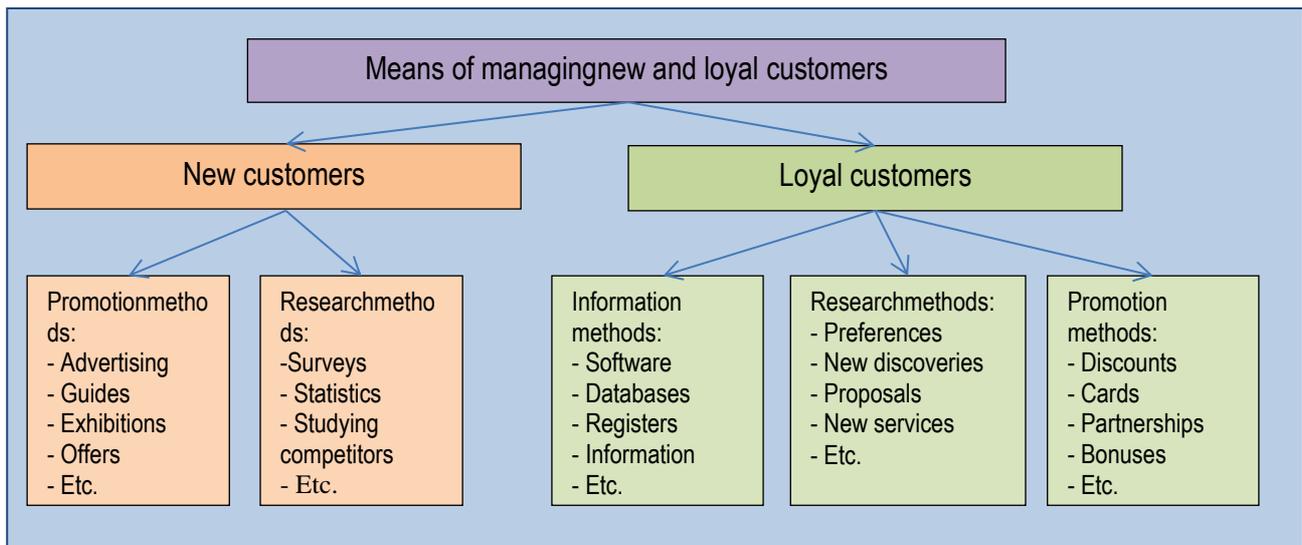
- social environment, which includes the individual's culture, the reference groups and the social class;
- personal characteristics;
- individual circumstances (age, income, education, family life style)

The process of purchasing a tourism product involves the following stages: perceiving the need; collecting information and identifying alternatives; assessing alternatives and establishing the results of the evaluation. All these things are known by the manager who, knowing the situation, creates the products most awaited by consumers and satisfies their most unusual needs. All these factors are also determined from the consumer's point of view, which is influenced by some factors, from these categories being formed tourism packages that would satisfy the consumer's wishes.

The client is the ultimate goal of the activity, so not only the manager of the agency is interested in understanding and satisfying its wishes, but the entire staff works and selects the date so that they can create the product most awaited by the client.

Of course, customers are different, so the agency does not try to create a unique universal product that would satisfy everyone, as a result of understanding the customers. Consumers are the most important factor in the existence and activity of the entire enterprise. The management of the tourism enterprise pays special attention to maintaining the clients, as well as attracting potential clients, by promoting tourism packages

both in the season and in the off season. Tourism agencies enjoy a wide variety of customers, those financially fit and psychologically-minded to travel for any reason and who comply with the prices on the tourism market at any given time. For an easier customer approach, it is often used to segment it on certain customer categories: new clients and loyal customers (Figure 1).



**Figure 1. Methods of managing customers in tourism enterprises**

*Source: Developed by authors.*

The tourism agency is an organization that always interacts directly with customers and is constantly searching for consumers, which it tends to make loyal, because it leads to an increase in the number of potential customers.

Agents from the tourism industry aim to attract a large number of foreign tourists to the Republic of Moldova, so they promote the natural and anthropic objectives in the country. Apart from the fact that they are forced by legislation to bring a certain number of tourists in a year in the country, tourism agencies from the Republic of Moldova tend to attract more foreign tourists in the country, as they are aware that in this way more money with smaller efforts can be earned, and, besides these agencies, the other economic agents in the country are also developing, thus increasing the standard of living. In

this context, a chain of advantages is created, because if the level of living grows, the needs also increase, especially the need for relaxation, hence the tourist agencies having to win.

In order to ensure an efficient management, it is necessary to know the current situation of the enterprise, but also the development perspectives. One of the most used methods in analyzing the existing situation is the SWOT analysis. We propose the SWOT analysis of enterprises in the tourism industry. Specialists have highlighted several trends for the tourism companies. In such a way, we use the SWOT analysis in order to understand the external factors (opportunities and risks) and internal (strengths and weaknesses) that influence the system of tourism agencies.

**Table 1. SWOT analysis of enterprises in the tourism industry of RM**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Location (centre of the city).</li> <li>• Developed infrastructure.</li> <li>• A long time of activity in the field of tourism business.</li> <li>• Concern about the security of the client's life and property.</li> <li>• Broad list of offered services.</li> <li>• Favourable image on tourism markets.</li> <li>• The presence of contract forms for corporate clients.</li> <li>• Flexible pricing policy.</li> <li>• Attracting tourists for weekend (discount packages).</li> <li>• Coordinated work with all services.</li> <li>• The presence of own web page.</li> <li>• Using the latest and most contemporary management systems.</li> <li>• The ability to track the income of individual and group tourists.</li> <li>• The ability to segment customers by interests.</li> <li>• Carrying out constantly marketing research.</li> <li>• Permanent increase in staff qualification level</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient information about the strategic direction for the development of the tourism agency.</li> <li>• Presence of the busy seasons of the year.</li> <li>• The burdensome form of the typical tourism contract (opinions of the demanding clients).</li> <li>• The decision-making system is centralized, which makes it difficult to perform productive tasks at the same time.</li> <li>• Lack of full power of service managers, requiring an advanced degree of responsiveness.</li> <li>• Empowering the marketing direction as a basic structural division that develops strategy and tactics is limited.</li> <li>• Lack of e-marketing plan and permanent post - Internet-marketing.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• The Internet will not become a substitute for tourism agencies, but rather a tool used by all travel agent vendors to meet customer requirements if the agency gradually adapts to new technologies.</li> <li>• The European integration process created a borderless region in which the free movement of goods, persons and services is ensured.</li> <li>• The Government of the Republic of Moldova can support certain forms of tourism through development aid or can restrict them through high entry quotas.</li> <li>• Foreign exchange fluctuations can make certain destinations more convenient or less convenient as a price.</li> <li>• The emergence of multinational corporations offering tourism services in different countries.</li> <li>• Advantages as a result of meeting the quality standards of tourism products and services.</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in prices and respectively, in commissions leading to a drop in revenues.</li> <li>• Economic stagnation or the economic crisis around the world is a constraint of tourism demand</li> <li>• Adopting more and more customs restrictions, both between neighbouring states and between EU Member States and the rest of the world.</li> <li>• Fluctuations of the national currency, which lead to the destabilization of the national economic situation.</li> <li>• High level of corruption and bureaucratic impediments.</li> <li>• The Internet is currently an important distribution channel for tourism products, driven in real-time by computer - a real "substitute" for tourism agencies.</li> </ul>

*Source: Developed by authors*

By tourism agency we understand a business enterprise with the following objectives:

- a. providing all services related to transports, hotels or tourism activities of any kind;
- b. organization of individual or collective travel, at a flat rate, with a program either

established by the agency or at the discretion of the client;

- c. getting profit.

In order to activate according to the rules in force imposed by the Government of the Republic of Moldova and the Tourism Agency, the economic

agent wishing to enter the tourism services market is obliged to obtain the registration certificate from the State Chamber of Registration and the Tourism License from the Licensing Chamber. The tourism license is the document that certifies the ability of travel agencies to market tourism services in quality and safety conditions for tourists.

## CONCLUSIONS

For the success of agency development, the value system must be closely related to management functions. The agency's management is oriented towards practices that are found in the exceptional staffing achievements. For this, tourism enterprises need to invest in the establishment of a performance management that ensures efficient planning, organization based on consecutiveness, coordination between internal departments focused on the correct information circuit, motivation and stimulation of staff working with clients and control of managerial aspects, processes and activities. One of the most important elements of the management is to ensure the quality of the provided services.

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