

SPORTS – ENTERTAINMENT MANAGEMENT IN BULGARIAN SEASIDE RESORTS

(Preliminary communication)

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Abstract

During of the recent years the main point of the scirnce is realizing that skilled workers are the most valuable resource in the tourist industry. The function and development of sport - animation activity in the resorts depend on the training, qualification and good piece of work of the workers. This scientific research is realized on the areas of the biggest Bulgarian tourist centres. The purposes of these scientific research are the analyses and diagnosis of the sport resources in the tourist business - theoretical and practical aspects. The research team realized following working problems: management of sport staff resources in the tourist centres; sport-entertainment equipment-anoperator of ofamanagement of asport animation in tourism; diagnosis of the sport staff working in the Bulgarian Black Sea resorts; analyses of human resources of the spor-tourist business. The total number of researching people is 868. 292 of them are sport instructors, 288 are sport animators, 98 are sport managers and 190 are different sport workers. The proportion men / women is 51,35 % : 48,65 %. Sport staff resource in the tourist centers is not as up - to – date as the tourist business requires

Keywords: *sport - tourist business, sport-animation activity, spor-tourist business, sport instructors, sport animators, sport managers, inquiry, interview, percentage*

INTRODUCTION

Today and in the near future, one of the most substantial problems of sport-tourist business are, connected with the management of the valuable and the unique resources – the human resources and their work load and productive activity. In science and in practice, the concept of practical using of new planning indexes, fixing of the needs and estimating of the sport-tourist staff directly connected with the aims of the firm is more and more imposed with conviction during the last years.

According to Dimitrov (Димитров) (2005), modern theories of sports – entertainment staff management in tourist industry is “Sports – tourist business management is reduced to staff management – the strategic resource of the company for achieving its aims.” The systematic well – arranged explanation of the knowledge about the functions and the activities of human resources management in sport-tourist business, according to Hristov (Христов) (2001), is: “The main purpose of the human resources management is to provide for useful, actions and organization processes.”

How a day, when the recruiting of suitable candidates, estimating their adaptability and compare their abilities before the appointment in tourist business, according to Hristova (Христова) (1996) is: “An improvement of the work – life quality focuses on the complex of circumstances – labour-standards, working place.”

The prepared for sport – entertainment packets of services in the holiday areas are laid on the foundations of the infrastructure, and the number and office positions of the sport staff are reduced. According to Kalajkov (Калайков) (2002), “The aspiration is to attract the best professionals in different activity directions.”

According to Dimitrov (Димитров) (2002), “The elements in the management system of sport staff resource for all activities (seven), which have to realize in its own frames.” Modern sports staff preparation in tourist resorts is laid on the international standarts level. According Dimitrov (Димитров) (2006), “High qualification of the staff won through two logical levels – a precise selection and the consequence of their education.” In his own monographs Tonchev (Тончев) (2004), brings to the fore that “The labour in tourism is constantly in interaction between staff and customers.”

The staff problem is one of the most important problems for sport-entertainment companies in tourist business. The content of staff policy in sport – entertainment business includes the system of activities from sport – staff selection to regulation of its own movement.

The object of this scientific research are Bulgarian South - Eastern Seaside Resorts (SR “Vlas”, SR “Eleni”, SR “Sunny Beach”, SR “Chernomorets”, SR “Sozopol”, SR “Dunes”, SR “Primorsko”, SR “Kiten”). Eight high quality tourist centers are included in the research.

The aim of the research was to make an analysis and a diagnosis of the sport – staff resource in tourist business – theoretical and practical aspects. The researching team carries out the following tasks:

- A. Diagnosis of the sport staff working in Bulgarian Southeastern Seaside resorts.
- An Analysis of human resources working in the sport-tourist business at the South Black seaside coast.
- Sport-entertainment equipment – as a factor of sport-entertainment management in tourism.
- Management of the sport staff resource in the tourist centers.
- Characterization of staff policy in sport-tourist business.

METHODS

The total number of researching people is 868. 292 of them are sport instructors, 288 are sport animators, 98 are sport managers and 190 are different sport workers. The proportion men / women is 51,35 % : 48,65 %.

The researching team uses following methods: inquiry and interview.

RESULTS

One of the main questions of the research is to fix the level of the working sport staff in the resorts. Sport staff diagnosis was made during the 5 years (from 2005 to 2009) on the basis of determinate indexes (education specializations, courses, appointing methods, display knowledge and skills etc.).

The researching results show an improvement. During the 5-year period (2005 / 2009) the level of the sport staff working in the 8 tourist centers has made better. SR “Sunny Beach” has got the highest values (91,8 / 83,3 / 70,4 / 65,6), following by SR “Primorsko” (89,8 / 79,1 / 59,6 / 65,3) and SR “Eleni” (89,5 / 78,5 / 61,9 / 62,8). To SR “Chernomorets” (59,7 / 31,5 / 28,8 / 26,9) was given the lowest level, following by SR “Kiten” (64,9 / 36,6 / 30,7 / 30,1) and SR “Vlas” (67,2 / 40,7 / 36,6 / 36,4).

Rate values are increased slowly from 2005 to 2009. The level of the sport instructors have the highest values (72,34% / 79,92%), following by the sport animators (54,39% / 60,13%), the sport managers (43,78% / 48,23%) and other sport staff (42,49% / 47,19%).

According to Dimitrov (Димитров) (2006), “It is necessary to have a great number of specialists who are trained for organizing the tourists leisure time.” During the period from 2005 to 2009 the percentage’s correlation of the different:

- a) sports instructors - 72,34% / 74,91% / 76,78% / 78,36% / 79,92%;
- b) sports animators – 54,39% / 56,45% / 57,07% / 57,88% / 60,13%;
- c) sports managers – 43,78% / 45,56% / 46,14% / 46,76% / 48,23%;
- d) other sport workers – 42,49% / 44,48% / 45,21% / 46,71% / 47,19%.

Sports staff level during the period from 2005 to 2009 in the resorts

The results show that the sport staff in the tourist centers, show the sport staff in the tourist centers, based on the rate improvement follow this succession:

a) sports instructors – SR “Vlas” – 10,34%, SR “Primorsko” – 8,56%, SR “Sunny Beach” – 7,68%, SR “Chernomorets” – 5,92%, SR “Sozopol” – 5,48%, SR “Dunes” – 4,68%, SR “Eleni” – 4,26%, SR “Kiten” – 3,58%;

b) sports animators – SR “Vlas” – 6,18%, SR “Primorsko” – 5,55%, SR “Kiten” – 5,21%, SR “Sunny Beach” – 4,62%, SR “Chernomorets” – 3,74%, SR “Eleni” – 2,28%, SR “Dunes” – 2,16%, SR “Primorsko” – 2,14%;

c) sports managers - SR “Sunny Beach” – 5,36%, SR “Sozopol” – 4,18%, SR “Eleni” – 3,45%, SR “Primorsko” – 3,34%, SR “Dunes” – 2,86%, SR “Chernomorets” – 2,64%, SR “Vlas” – 2,59%, SR “Kiten” – 2,28%;

d) other sport workers - SR “Primorsko” – 8,64%, SR “Vlas” – 6,14%, SR “Sunny Beach” – 5,48%, SR “Chernomorets” – 3,73%, SR “Eleni” – 3,47%, SR “Kiten” – 3,12%, SR “Sozopol” – 3,08%, SR “Dunni” – 2,88%. The mentioning 4 indexes have common rate of increasing, following the order: SR “Vlas” – 25,38%, SR “Sunny Beach” – 23,16%, SR “Primorsko” – 22,58%, SR “Sozopol” – 18,46%, SR “Eleni” – 16,18%, SR “Dunes” – 15,72%, SR “Chernomorets” – 14,62%, SR “Kiten” – 13,68%.

The receiving results are based on the per cent sport resource needs of the South Black Seaside resorts. Their order is: SR “Sunny Beach” – from 72,64% to 77,96%; SR “Eleni” – from 70,14% to 72,92%; SR “Dunni” – from 69,36% to 71,84%; SR “Primorsko” – from 67,68% to 73,08%; SR “Vlas” – from 58,82% to 64,68%, SR “Sozopol” – from 48,98% to 59,63%; SR “Chernomorets” – from 44,08% to 55,37%, SR “Kiten” – from 42,91% to 46,56%. This index shows not very good and uncompleted insurance of the sport staff during the summer holidays (from 42,91 % to 77,96 %).

The main index for excellent presentation of sport entertainment services is a sport basis in the tourist centers. According to Dimitrov (Димитров) (2005), “Through optimum tourists activities in the resorts are achieved quick rehabilitating process and eliminating the tiredness and stress. It is necessary to have the hired classes facilities.” This index (an available sport basis, situated on the beach and on the nearest areas) is one of the aims of the scientific research.

The researching results of sport basis (2002 / 2010) in tourist centers show an improvement. The highest rate values are given to SR “Sunny Beach” – 88,92% / 85,73%, following by SR “Eleni” – 80,64% / 76,96%. At the same time SR “Chernomorets” – 32,84% / 23,19%, SR “Kiten” – 33,52% / 24,18% and SR “Vlas” – 35,68% / 30,15% have slight success.

According to the research the level of the sport – technical basis in our sea towns is worse than in our tour-

ist centers (SR “Sozopol” – 73,9% / 74,9%; SR “Dunni” – 79,8% / 77,8%; SR “Eleni” – 80,6% / 76,9% etc.). During the researching period (2002 - 2010) the sport basis had the highest indexes in SR “Sunny Beach” – 14,86% / 14,18%, SR “Primorsko” - 18,448% / 10,77%, SR “Vlas” – 16,49% / 8,92% etc.

According to the percents sports facilities in the resorts 2010 are well – arranged in following order:

a) on the beach – SR “Sunny Beach” – 88,91%, SR “Eleni” – 80,65%; SR “Dunni” – 79,84%, SR “Primorsko” – 73,98%, SR “Vlas” – 35,67%, SR “Sozopol” – 33,58%, SR “Chernomorets” – 32,39%, SR “Kiten” – 31,38%;

b) outside the beach - SR “Sunny Beach” – 85,76%, SR “Dunni” – 77,82%, SR “Eleni” – 76,98%. SR “Primorsko” – 74,94%, SR “Sozopol” – 30,15%, SR “Vlas” – 24,12%, SR “Chernomorets” – 23,16%, SR “Kiten” – 22,37%.

According to the date of our disposal the new resorts (SR “Primorsko”, SR “Kiten”, SR “Vlas”, SR “Chernomorets”) which inched theirselves in sport-tourist business have bigger growth than the others.

The Sport basis in our South – Fast Black sea resorts during the period (2002 - 2010)

According to the rate availability (an improvement, new sport facilities and new staff) the tourist centers are well – arranged in following order:

a) on the beach – SR “Sozopol” – 18,46%, SR “Vlas” – 18,42%, SR “Kiten” – 17,94%; SR “Chernomorets” – 17,25%, SR “Sunny Beach” – 14,88%, SR

“Dunni”– 13,17%, SR “Primorsko”– 11,58%, SR “Eleni” – 10,63%;

b) outside the beach - SR “Sunny Beach” – 14,12%, SR “Dunni” – 12,42%, SR “Primorsko” – 11,76%, SR “Sozopol” – 10,78%, SR “Vlas” – 10,54%, SR “Kiten” – 10,33%, SR “Chernomorets” – 9,62%, SR “Eleni” – 9,44%. The per cents reflect the improvement of the sports basys.

Under the conditions of modern market the role of sport staff managers is increased. According to Dimitrov (Димитров) (2008) “The main aim should be hiring of the expedient sports staff for becoming higher efficiency and effective work in sports tourist business.” The main aid has to be recruiting of a suitable sport team and realization of their potential abilities to increase productivity and effectiveness of the sport tourist business. The management sport staff system in the tourist business can be presented in the model.

Staff strategy in tourism expresses the long – term intensions for managing the sport – entertainment firm. It includes different problems as: working relationship, making up the staff problems, which come in to a realization of the firm aims and programmes. It is very important to form the firm strategy and to fix its own attitude to the staff resources. To achieve this aim it is necessary to adopt the firm culture itself, which reflects values, standards of staff a behavior, relationship and ideas of the sport staff.

The researching team researches the training of sport – animation students, which are graduated in the colleges from 2002 to 2010.

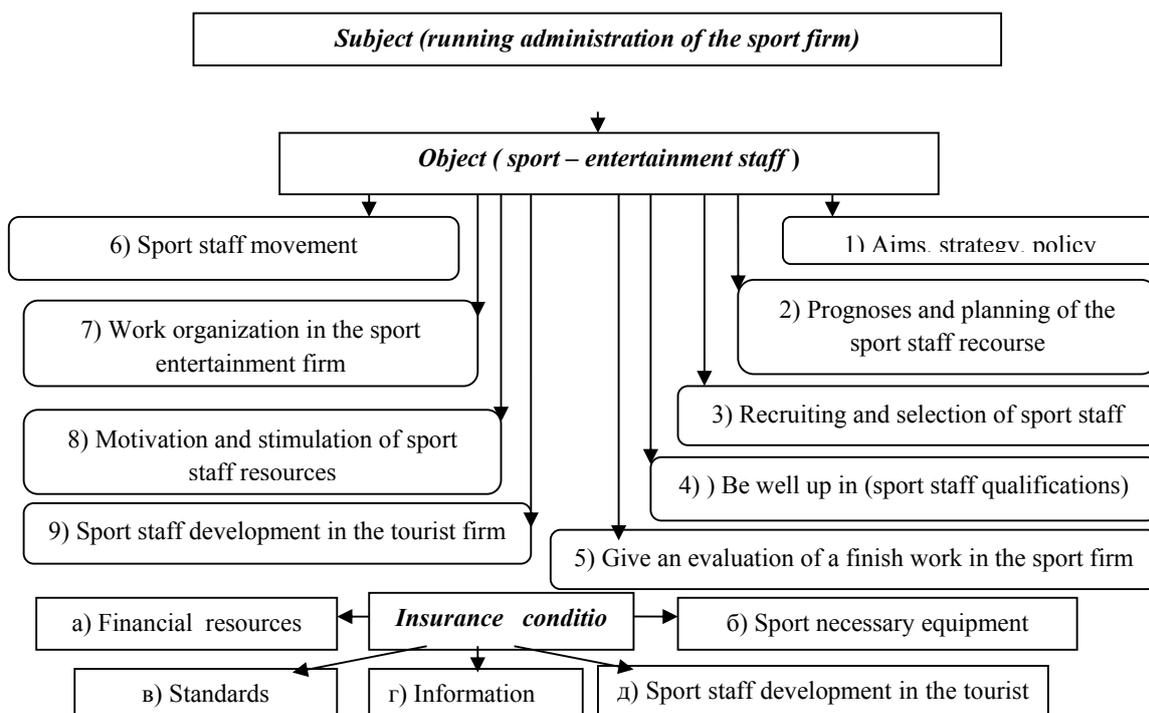


Fig. 1 Model of the sport staff management in the tourist firm

Mark of the students schooling sort animation from 2002 to 2010

The marks are given from 3 to 6. There are found differences between free colleges (Tourist College in Burgas, Tourist College in Varna, Tourist College in Sofia):

- 2002 years – a) excellent + 1,2%, b) well done + 1,9%, c) good – 1,4%, d) middle – 0,7%;
- 2004 years – a) excellent + 1,2%, b) well done + 2,4%, c) good – 0,5%, d) middle – 3,1%;
- 2006 years – a) excellent + 1,8%, b) well done + 1,4%, c) good – 0,3%, d) middle – 2,9%;
- 2008 years – a) excellent + 1,8%, b) well done + 1,4%, c) good – 0,5%, d) middle – 1,9%;
- 2010 years – a) excellent + 1,8%, b) well done + 1,6%, c) good – 0,7%, d) middle – 2,1%;

The advantages are for the Tourist College of Burgas (Excellent and well done – marks) and disadvantages – for the Tourist College of Varna and the Tourist College in Sofia (good and middle marks). In conclusion, the students training for the sport – entertainment business in the Burgas College is better than in the Varna College. (Fig. 2)

The results show better students schooling and

training in tourist college in Burgas than in Varna in Sofia (2010 – a) excellent 32,4% / 29,6% / 29,7%; b) well done 37,1% / 35,6% / 35,7%; c) good 26,7% / 28,7% / 28,1%).

According to the definite aims and strategy, the sport firm takes a plan for their realization. It contains measures and actions for achieving the aims and staff strategy. The contest of different measures for the firm strategy realization is shown to figure 3.

1) The strategy of the sport – entertainment resources in the tourist industry is a long analysis's process for the firm and shows the directions of a firm development and the sport business aims:

- The aims fix the final wishes and results;
- The strategy of sport staff resource fix the directions to achieve the aims;
- The policy of the sport staff resource has to control the measures and actions for achieving the aims in the sport – tourist policy.

2) The planning aims of human resources management in sport – tourist business is the mechanism, which guarantee the management integration with the aims and the sport firm strategy. They are an "efficiency", a quality of the labour, a satisfaction of the work.

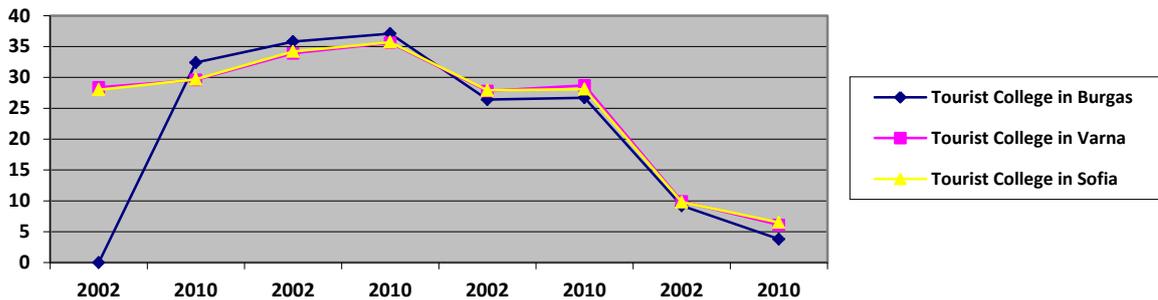


Fig. 2 Comparative mark analyses of sports animation's subject from the three colleges - 2002 / 2010

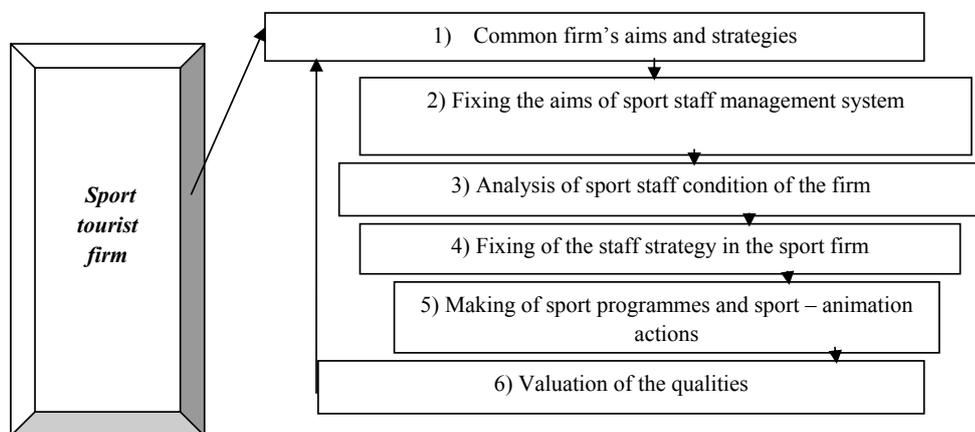


Fig. 3. Fixing the aims, the strategy and the plan of the development of the sport staff

3) This stage has a purpose to fix the number of human resources and a rate structure of the staff. This stage consists: a) an analysis; b) a prognosis; c) an analysis and a prognosis of the opportunities; d) comparison and compound necessities and possibilities to ensure the resources.

4) Bring the policy and the strategy together with a corporative strategy. The strategy is meant to ensure culture, values, motivation, working teams etc. to achieve the firm aims. It consists following tasks:

- a change of the culture – an accumulating of new values;
- management of the labour;
- labour planning which is aimed to increase the motivation;
- quality – to fix the theory of high – quality of the management.

5) Sport – staff planning and programmes consist:

- a common plan of the sport staff;
- a plan about the development of the sport staff;
- a productive plan.

6) Each plan has to include forms of a control and to show controlling procedures under realizing of the plans. One of the most important procedure is to fix standards about giving a good evaluation of the plans and the programmes for the development of tourist business.

Places for attracting sport – entertainment candidates (Attracting candidates to the sport firm):

- NSA “V. Levski” – Sofia - Students of tourist colleges,
- Sport educational teacher - Coaches / Coach profile / different types of sport,
- Sport medicine and rehabilitation - Sport medicine and rehabilitation.

The most attractive candidates are students from NSA “V. Levski” – Sofia. They have studied methods, technology of the schooling, ethic, psychology, sport management etc.

For the cadres of the Tourist Colleges and the primary school teachers are necessary to join to the master stage of education or to different courses to make better their knowledge. The initial results are: a) NSA “V. Levski” – 20,7%; b) Tourist College – 22,4%; c) Physical education teachers – 21,2%; d) coaches – 20,1%; e) primary school teachers – 15,6%. The tourists give a good mark to this specific staff. The mark is 4,76.

Sport medicine and rehabilitation staff is used in massage rooms, rehabilitation rooms, remedial gyms etc. the tourists give a better mark to this activities – 4,98. Thanks to the modern staff policy in sport – entertainment business the positive mark grows up in 0,22 points.

CONCLUSIONS

1) Sport staff resource in the tourist centers is not as up - to - date as the tourist business requires.

2) The number of specialists is insufficient (from

21,31% to 29,59%). Out of proportion to the staff are non – specialists (13,40%).

3) Sport basis of South – East Bulgarian resorts is not up to the requirements of the modern tourists – it is uncompleted, and not up – to – date, and unsuitable for the holidaymakers. The percent is too low (for the example: SR “Kiten” – on the beach – 31,38%, SR “Kiten” - near the beach – 22,37%).

4) Staff strategy in sport tourist business have to emphasize on the selection, methodic – production activity, the mark and the educational activity. It is necessary to have a strategy and criteria for the development of the sport – entertainment staff in the firm. It is necessary to have staff policy for sport – entertainment cadres in the resorts.

5) The sport staff has been good trained. Tourist Colleges in Burgas, Varna and Sofia offer high – level of education. The analysis shows these facts (67,70% / 63,80% / 64,10%). The staff strategy in tourist centers has to be changed toward recruiting cadres from Tourist Colleges. The showing knowledge and skills are good (excellent – 61,53%, very good – 72,82%, good – 56,91%).

6) Modern sport management has to be successful for the firm. This goal may be achieved through the excellent sport – entertainment staff selection. The sport firm strategy has to be directed to the development of the staff. It is necessary to start using the offering model for the sport – tourist staff.

7) The positive mark increases, if in Bulgarian resorts the right staff strategy is put in to practice. It increases with 0,22 points. This policy has have the highest valuation to Polish tourists 0,68, following by the Russians 0,65 and the Czech people 0,62 points.

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