

HOTILIER MANAGEMENT TRAINING AND DEVELOPMENT IN ROMANIA UNDER POST-ACCESSION

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Abstract: Transformations in the economic sphere of the country were accompanied by significant changes in the administrative system. He noted the need for strategic planning. He became present study the problem of formation of the hotel industry development strategy. The hotel industry is at present carrying out the process of divergence, ie there is a stable system or all different segments corresponding. The new children often experience in the West, but must take into account the specific national character and space. The success of strategic process depends directly on the interaction between the hierarchy of organizational levels and subsequent steps taken. Hospitality is an economic system, regulating the parameters and optimize. The main factors in our opinion, that contributed to the development of hotel industry, there are certain economic and social development of the region, its attractiveness for investors and business relations of production by foreign firms growing, deepening processes of specialization, combined branches and businesses

INTRODUCTION

Different theoretical and methodological aspects on the formation of business strategy and strategic management competitive environment were examined by several scholars and specialists from us and abroad. As is known, the development strategy of the company promoters were foreign researchers: IH Ansoff, Chandler AD, Drucker PF matters further economic strategy training market economy found its reflection in studies of such authors as: RL Ackoff. , B. Karloff, T. Kono, Porter M. E, Thompson JD. In recent years this problem has found its reflection in the works of local authors: Strategic management of business enterprises in the hotel was developed in the work scientists: Bouen D., F. Kotler, D. Meikenz etc., And the works of authors from Romania: Ionciță M., N. Lupu, A Snake., Stănculescu G. Although the number of researchers, especially foreigners, have issues related to strategic management is fairly large, their scientific development as a whole still can not be considered complete. In addition, development of market relations, the dynamics of scientific and technical progress makes the emergence of new problems always kind, requiring in-depth study, especially in the hospitality industry. A new aspect here is the specific development of hospitality organizations as socially oriented businesses in the market economy. In practice the concept of strategic management in the field of hospitality organizations in the small area is used or not applicable in general. The main reason for this situation is to develop theoretical, methodological and practical enough to work in market conditions such aspects of strategic management, such as model building training development strategy of the hotel complex organizations, logistics and domestic economic environment outside of their functioning, attitude towards selection and substantiation of strategic alternatives and developing complex strategic objectives. Have defined the terms "strategy" and "strategic management". In our view, **strategic management** is management that makes creating favorable conditions for development of hotel complex in terms of its regional particularities and advantages given competitive environment. But the strategy is towards work, ensuring achievement of the intended use.

1. PROCESS MANAGEMENT IN ROMANIA

Strategic management process consists of four basic elements: the study of environment, strategy formulation, strategy implementation, evaluation and control. Higher administrative level study to detect the external environment opportunities and risks, and internal environment - to know the weak and the strong, existing and potential, of the organization. The first step in forming the strategy is approved mission leads to the determination of objectives, strategies and policies required. Strategies and policies developed is through forecasts, programs, budgets and procedures. Finally is evaluation strategy execution and the reverse link circuit returns information system so that adequate control of organizational actions to ensure timely corrective action

performance. In fig.1 is shown the structural scheme strategic management model. The success of strategic process depends directly on the interaction between the hierarchy of organizational levels and subsequent steps taken. Hospitality is an economic system, regulating the parameters and optimize. Development system is more stable in relation to permanent operating system, because it has a very complex network of relations that correspond to the principle of divergence, and even when to stop a particular network segment complex development system continues to function, without losing stability. But such a system is always expensive - that's his main operating condition. Operating system has a permanent structure, which consists of segments cosubordonate. It works under optimal cost, efficiency is the primary condition of existence. If SPF from some reason becomes ineffective, it is regressive and is destroyed soon. Efficiency is determined by the optimal consumption and its segments cosubordonarea if optimal consumption balance is violated, the constant imbalance. The hotel industry is at present carrying out the process of divergence, ie there is a stable system or all different segments corresponding. The new children often experience in the West, but must take into account the specific national character and space. Development opportunities are multiple. It is based on research needs to be analyzed several options for development, developed requirements for the main parameters of the system and their modification or intuited to be achieving results as expected. To obtain an adequate solution best final results have defined a minimum set of factors necessary in manageable, indexes and relationships that may change, affecting essential to obtain concrete results expected. This corresponds to building the conceptual model of the development process, that image is simplified, but complete the system.

Economic Survey of the hotel industry faces a number of issues related to terminology. Because of the differences in the wording of the definitions of the main concepts and incoincidență there is a flaw of statistical data collection methods applied in different countries. "The hotel complex" is a business hotel with a main set of services, additional and related"; "Hospitality" is all interrelated hotel companies by their economic interests". The concept of "The hotel industry development" include: design, construction of new hotels, reconstruction and modernization of existing hotels, hotel services marketing study, improving the management of the hotel industry, development of forms of property, raising the quality level of service; training, recycling and improving staff qualifiers, raising efficiency in the functioning of hotels, creating national and international hotel circuit. Hotels are the classical type of business for the site. As defined by the World Tourism Organization "Hotels are collective means site, consisting of a number of rooms, the management unit, which provides certain services (minimum - bedding beds, cleaning rooms and deriticarea in the

bathrooms) and are grouped in classes and categories according to services provided and available equipment "[60]. Hospitality development factors are: investment attractiveness of the region, city, international telecommunications intensity, interindustry coordinated development of tourism and travel frequency, state regulation, development of transport, telecommunications and other infrastructure elements, the state's balance of payments, etc.. Raising living standards in developed countries has led to increased demand for hotel services in the area. Thus, the possible direction for extending the input flow of foreign citizens (developed countries) in Romania conditioning demand for hotel services. The main factors in our opinion, that contributed to the development of hotel industry, there are certain economic and social development of the region, its attractiveness for investors and business relations of production by foreign firms growing, deepening processes of specialization, combined branches and businesses. After estimates of specialists, the number of trips abroad in recent years has increased 2.3 times. The second most important factor is the development of tourism and travel, as some in the travel tourism flows are formed, which constitutes the main consumers of hotel services. Hotel activity takes place between regions playing stiff, uneven development of financial markets, economic and social instability - problems that led to redistribution of flow of tourists. Europe ranked first in the number of foreign tourists and revenue from tourism (ie 59.4% and 51.3%), but this share is steadily declining (in 1986 the level indices were 72.5% and 56.8%). In second place is the American continent (19.7% and 25.3%). The share of East Asia region and the Pacific Ocean in attracting passengers and revenue from tourism has increased three times compared with 1970, representing approximately 14.8% in 1996 to 18.9% arrivals and receipts from tourism world. Eastern Europe, where experts estimate that new tourist direction, enjoys great popularity, the number of consumers of hotel services in the region and increase revenue from tourism since 1990, about 5 times a year. Steady state of international tourism in Eastern Europe help increase market share by 13.5% in 1986 to 21.8% in 1996 to 4.6% input and up to 8.4% in revenue. In the years 1986-1996 the number of arrivals increased on average by 10% and revenue from tourism - 19%. Is the highest regional level and two times higher compared to continental growth rate [71]. Extension of tourist flows is constantly increasing number of consumers of hotel services. Thus, in our opinion, currently expanding production and business relations and international relations and the development of tourism and hotel industry in Romania, as one of the countries where there has been recent transition to a market economy, are of great importance and performance in perspective. Factors examined will have a positive impact on hotel services extend the account number of arrivals growth in business travel and tourist flows, which will result in further development of the hospitality industry.

Extending the flow of departing passengers abroad increases the balance of payments deficit, but is also a factor for the development of hotel industry. Mentioned that Romania still holds in world tourism is not too large. An important role in the development of hotels it is such a factor as state regulation by the hotel industry, demand is made by the hotel management bodies, represented by various national organizations, ministries, administrations, centers and agencies, regional bodies management hotel industry. A key impact on business development and quality of hotel services exercised implementation of new technologies: global reservation systems (Amadeus, Galileo, Sabre, Worldspan, etc..) Computer systems management, electronic keys, safes, etc.. In Romania the introduction of modern technologies is difficult because of insufficient funds. The level of income from such a factor acting hospitality as "imported services": total income from international tourism is less than the net (after deducting the expenses of foreign operations). Primary

spending came at the expense of foreign exchange for imports of goods in the hospitality industry is the result of the following types of expenses: hotel import technologies, materials and construction equipment, consumer goods imports, for example of food, alcoholic beverages, repatriation of income by citizens foreigners, repatriation of profits obtained by foreign interest paid in foreign loans, international advertising expenses, payments to foreign francisele etc. The degree of influence of the costs vary from country to country. Range size is spending from 40% to 50% for developing countries, and more than 10% for developed countries. Goods necessary for arriving visitors, enhances the economy and the possibility to produce a growing amount of consumer items, to meet travelers. In developed countries there are great possibilities for providing materials, equipment, specialists needed for construction and operation of hotels. If money is borrowed abroad to finance construction, equipment and maintenance of hotels, expenses and interest on these loans are included in annual costs for operation and go abroad. In our opinion, the impact of this factor may be manifested in the creation of a regulatory system for hotel service sector-oriented development of Romanian hotel companies in order not to allow foreign capital flight and to support domestic producers of machinery and hotel technologies. In our opinion, all the factors listed above have the potential to directly or indirectly positive impact on the development of hotel industry in Romania.

Based on the above we conclude that the problems related to construction, reconstruction and modernization of hotel complexes in acute stage are present. It is, first, by improving the technical and material of each hotel, providing technical and operational equipment, the improvement of accommodation, complete with furniture and inventory items.

Endowment fund abroad hotel remains intrahotelieră funding priority direction. Simultaneously leaders preferred hotels and spend money to equip the rooms with different services: voice mail, mobile multi-purpose computers, accessories games. Customers are given the opportunity to use the Internet, email, phone and fax replacing the ordinary. With modern facilities and equipment of hotels, directing process development and operation of the hotel industry has become more complicated. In this context, a progressive direction in contemporary management method is the "Project Management" method complex, multidisciplinary, inter-linked with many types of activity and knowledge including expertise in many areas. This activity requires continuous improvement in all items must process all elements must be evaluated and pass tests to achieve economic opportunity and possibility. Project manager functions must be limited to directing the creation of the project and bring it to logical conclusion. Project Manager responsible for ordinary decisions. However owners and investors retain the right to final decision on the project manager's concrete actions in line with market realities. Their decisions should be based on competent opinion of all working group members. Depending on the complexity of the project may be necessary to invite the following experts-experts: architects, lawyers, managers of sites, environmental protection specialists, financial analysts, consultants and sales planning, public relations specialists, real estate agents. These specialists can be grouped into areas: marketing, finance, administration, law and other areas. Efficient routing of these working groups should ultimately ensure project success. In this context one of the main duties of project manager is to organize, direct and indirect links between the participants in working groups. The design process of the construction, reconstruction, modernization of the hotel business consists of several stages:

- analysis and planning opportunities (including permits and financing);
- carrying out construction and installation, reconstruction of the building (for construction and reconstruction);

- interior renovation and building equipment (if upgrading);
- economic activity.

The design process can be divided into sub-projects interdependent, each limited in duration and conducted by a separate group of developers [39].

Main blocks in the development planning of construction and reconstruction project of the hotel complex are shown in Figure 2.

Analysis and planning opportunities for undertaking hotel requires consideration of market requirements of geographic region. During this phase the project manager considers market supply and demand, market conditions, their possibilities compared with those of partners and contractors, project design form, drawn up such plans, obtain necessary permits and systematize financing requirements.

In essence creating project design is necessary to highlight the character elaborations of the model proposed or desired. Determining the proper model, in turn, influence subsequent decision on the type of appropriate means, location and quality, operational requirements, marketing techniques and many other factors.

Model project, including up to the end stage of developments, requires constant meditation on the design given hotel and continuous reassessment of available information, taking into account forecasts. Requires sustained efforts and study to detect the expected market demand for hotel product, comfort conditions, production capacity, the concepts of construction, reconstruction, modernization and assessment of potential development limits. All these factors requires study in advance.

Stage construction, reconstruction not only means the beginning of construction work directly, but is continuing planning process. At the construction stage of the development are the principal focus of capital in cash and major human resources. During construction project manager faces many uncertainties, each potentially costly. Leading organizations assigned to construction work carried out using a graphics manager of network and supply flow that ensures implementation of all phases of construction during planned and within budget [76].

Operation begins after the preparation stage operating rooms. Business activity is the main part of this stage. Conditions dictate the practice of contemporary hospitality management, as objects of ownership, entrepreneurship such methods as Francis, management contracts and others. In Romania are also practical ways of managing hotels that are joint ventures. But these forms of entrepreneurial success abroad talking about their big opportunities in the hotel industry development and their implementation and the need for the operation of hotels in Romania. Thus, project management involves a team led by project manager, establishing funding sources, study the

market, preparing business plans, implementation of these plans, correction, control and analyze results.

In economically developed countries is a contemporary hotel industry independent economic sector. After her annual turnover is among the main branches in the most prosperous countries of the world.

Given the growing demand for hotel services and high economic efficiency of their production, state and business structures of many countries promote a consistent policy of support of the hospitality industry, creating favorable conditions for the modernization and consolidation.

Global Hospitality are also characteristic processes such as concentration of capital, national and international hotel circuit creation, diversification of capital through interindustry merger with banking groups, insurance, aviation and financial groups.

Most hotel companies are part of one or another chain (network) national or international. The chain is understood a group of companies doing business together and are under direct control of the management chain. Chain management profit from those activities, but simultaneously liable for any losses.

3. CORPORATE STRATEGY OF TRANSNATIONAL HOTEL

In the development of business owners increase their volume of capital expenditures and, therefore, faced with increasing financial risks, which render the further allocation of capital and management require resorting to professional services companies.

There are two types of such companies. Is the most hotel chains, management companies performing contract states. For example, most corporate hotel in Europe "Accor" (France) has 22% of hotel rooms through contract management.

In the second type are independent of management companies, the hotel offers various circuits. In 2000 one hundred of the world's leading independent operators of hotels controlled 3600 632 800 hotel rooms. [16].

They are basically American companies, although the U.S. Hospitality management contract is not typical. In order to strengthen market positions, to complete their status and improve financial indices, business leaders are joining forces. Contacting they defend their best interests to conclude contracts with owners.

Establishing mutually beneficial relationship between partners is very current today, when the owner has increased requirements to managers. He insists that company management is co-owner of his hotel, to share with him the financial risks and thus stimulate more efficient to have his property.

Transnational hotel corporations Strategy (CTH) complex is formed by combining the various methods of foreign expansion, taking into account their weak and strong side. Comparative characteristic strategies CTH hotel (after J. C. Danning and Kandu, 1995) is shown in Table 1.

**Table 1
Comparative characteristic strategies CTH hotel**

Indicators	Development strategies			
	Foreign Investment	Investment Portfolio	Francis	Contract Management
Ensuring the necessary controls on quality standards	4.73	3.96	3.80	4.35
User experience in international practice	3.62	3.70	3.60	3.54
Coordination possibilities of the parent company	4.38	4.22	3.20	3.58
The degree of intensity of main business activity (parent)	4.19	3.58	3.20	3.58
Minimize transaction costs level	3.81	3.65	3.90	3.31
The size of the scale economies of production	4.00	3.29	3.20	3.15
The impact of the economic situation in the host country	4.00	3.96	3.20	3.50
Recipient country's policy on foreign direct investment	4.15	4.04	2.80	3.50
Recipient country's exchange rate impact on share%	3.62	3.61	3.40	3.08

*Note: For developed countries to use five-point scale, maximum score is five points.
(After J. C. Danning and Kandu, 1995)*

Currently the hotel industry is going through a period of transformation. Restructuring occurs, changing forms of production organization and management, organizational models of transnational activity.

During three decades the most effective model was considered the U.S., which exerted a strong impact on the development of hotel industry and was based on the principles of mass production flow system, implemented the first time in plants of G. Ford cars in the U.S. . 50-60 years of the twentieth century by the American model of organization of hotel industry reached the flowering stage. Its characteristic features and advantages become obvious to consumers hotel services, primarily in the U.S..

The American model was based on strict administrative methods of management. Workers hotels were narrow specialization. All their actions were provided in the instructions and guidance of management, through which the fact to ensure stable operation of the production system.

Hotel managers in the area of Britain, who studied American concepts of work organization, noted the effective methods of working standards. They found very good style of their colleagues working Americans who went permanent income and expenditure account. Later this principle was borrowed by Europeans.

The organization American Hospitality management perfectly matched to market requirements in the aftermath of World of World War II. The consumer market is still unsaturated conditions American companies focused on mass production flow of hotel services. They have extended tours away from the borders of their country hotel. It contributed to weak competition from the local hotel companies. Expansion of U.S. multinational corporations abroad went virtually unimpeded.

In the 80 American model began to give back. Efficiency decrease is explained mainly by changing nature of consumer demand, which took place after the saturation with U.S. standard mass production. Demand has become differentiated. To meet them must be dealt with production of high quality products in wide range. For many users the site has become standard in the main drawback of advantage. In the new market conditions in conveyor production system has not enough flexibility. He proved to be too much inertia. American CTH could not react quickly to changing consumer demand. American model of organizational crisis management hotel is manifested in various forms. World market came British companies, Honk-Congolese, Scandinavian and French, who made the narrow area of activity of U.S. companies. A significant example in this respect is the French group "Accor", which grew from 45 hotels in 1978 to 263 in 1989 (with 484%) and in 1994 had 2265 hotels throughout the world.

Following this principle, American hotel corporations created primarily for American tourists, their usual environment and its isolation from foreign local environment. This created conditions of comfort for American travelers. But life imposed to take account of national and cultural specificity of the receiving countries. Were first multicultural companies. Recognizing the need for change, American hotel corporations broadcast among administrative staff so called "Instruction on globalization", which was meant to adapt to changes in the world.

Unlike American concept, design and management organization European hotel industry has been very beginning something more tolerant and less oriented towards standardization. According to leaders of "Accor", once the company has reached international performance management through the system flexible and able to adapt to extra national environment.

Another model is of Asian origin and gaining more widespread in the world. This is entirely oriented towards long-term perspective. One of the main criteria of viability CTH and all their business flexibility and efficiency is considered a long operation. Such a concept is particularly important because Asian hotel CTH increase FDI. After estimates of specialists, by 2019 half of the 10 major hotel chains in the world will have Asian roots. Currently there is a tendency to close between all three models. Borrowing occurs most efficient administrative methods and exchange of innovations. In conditions of stiff competition from independent hotels integrated circuits hotel consorțiu unite in the hotel. Obtaining membership in these organizations they gain access to previously accessible only integrated circuits hotel also remain legally independent and economically. Hotels often adhere to consorțiu subscribers to become global computer reservation systems. More and more tourists to book rooms give the phone and fax and e-mail use, so connecting to the computer systems of small private hotels is very important.

In addition, joint research carried out independent hotels marketing, advertising campaigns, procurement of equipment and other centralized activities that require large expenditures and are not always supported by a separate company. By combining their efforts, members of the consortium wins the economies of scale operations. If necessary they can benefit from technical assistance, advice on management issues, may use customer databases. Independent chains are less than the corporate and they are quite stable. Much depends here on the conditions of voluntary union membership.

After estimates of international experts in the coming years the hotel industry will develop at high speed. Investors around the world focuses on the economic forms of perspective and have already invested in expanding the hotel

key, the implementation of modern technologies and advanced forms of service. Boom expected to serve as impetus for the intensification of concentration and cooperation to create new circuits hotel.

Market segmentation, creating complex combinations of product and promotion strategy to expand in the twentieth century have provided the main increase in the hotel industry. These three strategies are the foundation of modern corporate marketing strategies. Internal and external driving forces that impact on development, require us to look at these phenomena in dynamic and not static.

4. CONCLUSIONS

At the end of the 80s, early 90s was the slogan Hospitality dynamic development. But in the last decade of the twentieth century also negative factors that have prevailed for non-payment of payments crisis and banking crisis,

devaluation of properties, predation and exit from the market weak companies and property owners frequently change

Unfortunately, so far not developed a single indicator is decisive to determine the development strategy of hospitality industry enterprises. Rather, many internal and external factors come together in various combinations with the historical experience of corporations, on this basis they take their own decisions These factors manifest themselves in key areas already today. But can occur at any time and evaluate other ways.

In order to improve competitiveness hotel companies are focused on proactive monitoring, reacting immediately to the slightest change of internal and external environment. The capacity will be important for successful change, adapt to new forms accepting various new emerging market.

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