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IMPACT OF TOURISM MANAGEMENT AT THE TERRITORIAL LEVEL ON TOURISM ENTERPRISE MANAGEMENT

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Abstract: *Tourism enterprise management is part of tourism management. The successful management of the tourism enterprise that is performed by its managers depends on considering the trends and patterns of tourism management at the different territorial levels - global, supranational, national, regional, and local. That is why the managers of the tourism enterprise must know and comply with the managerial decisions, which are taken in the field of tourism at the different territorial levels. Management decisions in the field of tourism at the global, supranational, national, regional, and local levels have an impact on the functioning and management of the individual tourism enterprise. The paper examines the place of tourism enterprise management in the tourism management system at the different territorial levels. In this direction, important examples of how tourism management at different territorial levels (global, national, supranational, regional, and local) affects the management of the individual tourism enterprise are presented and analyzed. Particular attention is paid on the influence of tourism management in Bulgaria at the national, regional, and local levels on the management of tourism enterprises. As a result of the analysis, it can be concluded that with a view to achieving success tourism enterprise managers should consider the impact of tourism management at different territorial levels on tourism enterprises when developing plans and programs and making decisions as regards to both, general management and financial, marketing and personnel management.*

Keywords: *tourism, management, territorial level, tourism enterprise, Bulgaria*

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UTICAJ TURISTIČKOG MENADŽMENTA NA UPRAVLJANJE TURISTIČKIM PREDUZEĆIMA NA RAZLIČITIM TERITORIJALNIM NIVOIMA

Sažetak: *Upravljanje turističkim preduzećima predstavlja deo turističkog menadžmenta. Uspešno upravljanje turističkim preduzećima od strane rukovodioca zavisi od sagledavanja trendova i obrazaca turističkog menadžmenta na različitim teritorijalnim nivoima – globalnom, supranacionalnom, nacionalnom, regionalnom i lokalnom. Usled toga rukovodioci turističkih preduzeća moraju poznavati i uvažavati upravljačke odluke koje su donete u turističkom sektoru na različitim teritorijalnim nivoima. Upravljačke odluke u oblasti turizma na globalnom, supranacionalnom, nacionalnom, regionalnom i lokalnom nivou svakako utiču na funkcionisanje i upravljanje pojedinačnim turističkim preduzećima. U radu se istražuje mesto menadžmenta turističkim preduzećima u sistema upravljanja turizmom na različitim teritorijalnim nivoima. U tom smislu, prezentovani su i analizirani važni primeri o uticaju turističkog menadžmenta na različitim teritorijalnim nivoima (globalnom, nacionalnom, supranacionalnom, regionalnom i lokalnom) na upravljanje pojedinačnim turističkim preduzećima. Posebna pažnja je posvećena uticaju turističkog menadžmenta u Bugarskoj na nacionalnom, regionalnom i lokalnom nivou na upravljanje turističkim preduzećima. Rezultati analize ukazuju na zaključak da u cilju postizanja uspeha pri upravljanju turističkim preduzećima, rukovodioci moraju uzeti u obzir uticaj turističkog menadžmenta na turistička preduzeća na različitim teritorijalnim nivoima, kao i razvojne planove i programe pri donošenju odluka o generalnom menadžmentu i finansijama, sa jedne strane, odnosno marketing i upravljanju zaposlenima, sa druge strane.*

Ključne reči: *turizam, menadžment, teritorijalni nivo, turistička preduzeća, Bugarska*

1. INTRODUCTION

The paper examines the place of tourism enterprise management in tourism management system. Tourism enterprise management is part of tourism management at different territorial levels. Thus, tourism management decisions at global, supranational, national, regional, and local levels affect the functioning and management of individual tourism enterprise. Therefore, in order for tourism enterprises to achieve success, their managers must consider the guidelines, measures and actions taken in the management of tourism at different territorial levels when making managerial decisions. These decisions can be related to the overall policy and general management of tourism enterprise (development, implementation and monitoring of general management plans and programs, organization, and supervision of the activities) or to the management of functional areas such as marketing, finance and personnel (e.g., selection of target markets, creation of new products, determination of pricing policy, development of

personnel training programs, optimization of costs and revenues, etc.). The purpose of the paper is to examine how management at different territorial levels - global, supranational, national, regional and local - affect tourism enterprise management.

2. LITERATURE REVIEW

Authorities at different territorial levels develop and implement measures that may have an impact on tourism enterprise management. Of particular importance for tourism enterprise management are such actions of the territorial authorities as developing a policy in relation to tourism business, coordinating the efforts of tourism enterprises, establishing a partnership with tourism businesses, regulating and licensing the activities of tourism enterprises, promoting the creation of new tourism businesses, stimulating the application of innovations, providing support and requirements in relation to the introduction of measures that would lead to sustainable tourism development, building infrastructure and implementing solutions for tourism destination management related to the use of new technologies, offering online services, facilitating investment opportunities, providing financing, implementing programs related to marketing and personnel management, etc. This is confirmed by the scientific literature. Authorities at national and subnational levels often adopt a co-ordination role for the private sector businesses within a destination (Scott & Marzano, 2015). The improvement of tourism governance on national and subnational levels is related to better co-ordination based on voluntary partnership between authorities, businesses, and society (Paulauskiene, 2014). Governmental organizations often develop rules for business strategies that focus on guiding how new efforts can generate innovative businesses in the region (Restepo & Clave, 2019). The following guidelines and principles should be considered regarding public policies and tourism: supporting entrepreneurship and promoting variety of offerings (Castanho, Couto, Pimentel, Carvalho & Sousa, 2020). Authorities may offer significant commercial rewards, such as granting licenses, concessions, or finance (Kirsten & Rogerson, 2002). Authorities grant tourism business licenses to parties that wish to establish businesses within an area (Kodir, Ahmad & Meiji, 2020). Tourism management at territorial level should bring together tourists, host communities and businesses in order to achieve sustainable management of tourism (Anjos & Kennell, 2019). Authorities and business organizations can work together to address issues such as ecological sustainability (Dredge, 2015). Authorities may produce a policy program integrating environmental objectives into the practices of tourism businesses (Dinica, 2013). Authorities should support businesses in overcoming barriers (costs) to implementing new strategies related to sustainability (Battaglia, 2017). Most ecolabels are subsidized by governments (Font, 2002). Among the many tasks of authorities in the scope of

sustainable tourism is to issue guarantees for businesses embarking on ecological projects, so they can obtain finances (Niezgoda, 2004). Tourism business using an area of national park may require a permission from the park service (Puhakka & Saarinen, 2013). Authorities may develop information systems for business information in the destinations that allow the measurement of tourism impacts and sustainability (Ferrer-Roca, Westin, Guia, Mihalic, Blasco, Prats, Lawler & Jarratt, 2021). Tourism authorities may develop and improve the e-tourism infrastructure (Tichaawa, Mhlanga & Sicwebu, 2017). Essential online services that are offered by authorities to businesses include paying taxes online, providing information about tourism demand, etc. (Kalbaska, Janowski, Estevez & Cantoni, 2017). Authorities can facilitate businesses to develop tourism, stimulating capital investment (Valente, Dredge & Lohman, 2013). Through clear regulations by authorities, investors should feel safe to invest capital in tourism development (Kodir, Tanjung, Astina, Nurwan, Nusantara & Ahmad, 2020). Government programs, such as personnel training programs and marketing programs are used to support enterprises (Zulkefli, Jaafar & Marzuki, 2021).

3. METHODOLOGY

The present study follows the model presented in Figure 1. Figure 1 presents the place of tourism enterprise management in tourism management system, or how tourism enterprise management is influenced by tourism management at various territorial levels. Tourism enterprise management is influenced directly or indirectly by the decisions that are made in the management of tourism at each of the territorial levels (namely, global, or international, supranational (e.g. EU), national, regional and local). The specific stages of the present study are as follows. Firstly, an analysis of specific examples of how the tourism management at global level affects tourism enterprise management is performed. More specifically, how the main priorities of the leading international tourism organization - the World Tourism Organization - affect tourism enterprise management is analyzed. Secondly, how the management of tourism at supranational level – specifically tourism management at EU level – affects tourism enterprise management is presented. More specifically, how the focus of the activities of the main EU organization that is specialized in tourism management, the European Tourism Council, affects tourism enterprise management is analyzed. Thirdly, how the management of tourism at national, regional and local levels in a specific country, in this case Bulgaria, affects the tourism enterprise management is revealed. It is analyzed how the powers of the governing bodies in connection with the implementation of the national, regional, and local tourism policy in Bulgaria may reflect on tourism enterprise management. It is also indicated how specific projects influence tourism enterprise management.

Tourism management at global level (World Tourism Organization, Global Code of Ethics for Tourism)
Tourism management at supranational level (European Union – European Travel Commission)
Tourism management at national level (Bulgaria - Minister of Tourism, projects for tourism enterprises)
Tourism management at regional and local level (Bulgaria - District and Municipality)
Tourism enterprise management General management, relations of tourism enterprises with authorities, co-ordination, regulation, licensing and promotion of establishing new business Support and requirements on sustainable tourism development Building infrastructure and developing solutions related to the use of new technologies and offering online services Financial management, investment facilitation and financing Marketing management, advertising destinations, market research Personnel management, personnel training programs

Figure 1. Tourism enterprise management as part of tourism management system

Note. Authors' presentation.

3. RESULTS OF THE STUDY

Tourism management at international level influence tourism management at national, regional, and local levels and hence impacts tourism enterprise management. International tourism organizations play an essential role in tourism management. Currently, an important place among them occupies the World Tourism Organization (UNWTO). UNWTO is the leading international organization in the field of tourism. Some of the priorities of UNWTO include supporting sustainable tourism policies and practices, supporting countries to assess and address their needs in education and training, improving UNWTO Members' competitiveness through knowledge creation and exchange, human resources development and the promotion of excellence in areas such as market trends, sustainable tourism development, marketing and promotion, product development, etc. (<https://www.unwto.org/>). UNWTO activities would have an impact on the general management of tourism enterprise, as well as on its marketing and personnel management, etc. UNWTO promotes the implementation of sustainable tourism practices. UNWTO member states, assisted by the organization, are expected to support tourism enterprises on their territory in implementing these practices. Tourism enterprises are expected to be

guided through the tools for sustainable tourism and environmental protection developed by UNWTO. UNWTO collects and disseminates knowledge about tourism market. Member states can use that knowledge to implement marketing initiatives at national level. That would bring benefits for tourism enterprises, as they would be able to take advantage of national promotional campaigns and the results of surveys of the tourists from prospective markets in a way to attract customers and enhance their service. An essential activity of UNWTO is the promotion of education and training in the field of tourism. The activity is expected to lead to the acquisition of knowledge about tourism by member states and accordingly, by tourism enterprise managers. UNWTO has developed a basic document Global Code of Ethics for Tourism (2001). There are requirements that tourism enterprise managers should follow. For example, the document sets out requirements for tourism managers to provide appropriate training for employees. "...workers in the tourism industry and related activities have the right and the duty to acquire appropriate initial and continuous training...". "Exchanges of experience offered to executives and workers" ... "should be facilitated so far as possible in compliance with the applicable national laws and international conventions" (Global Code of Ethics for Tourism, 2001). Tourism enterprise managers should provide training for their employees. In this regard, managers must develop appropriate training programs and organize the training of their employees by answering the questions of who, where, when and how would perform the training. They should supervise the training efforts and make sure that the employees are well trained to serve tourists. Thus, tourism enterprise managers are expected to possess suitable knowledge and skills in the field of tourism that is acquired through appropriate training for tourism managers, as well as through exchange programs. The document (Global Code of Ethics for Tourism, 2001) also guarantees the freedom of enterprises for starting and developing activities in the field of tourism. "Any natural or legal person, provided he, she or it has the necessary abilities and skills, should be entitled to develop a professional activity in the field of tourism under existing national laws; entrepreneurs and investors" ... "should be entitled to free access to the tourism sector with a minimum of legal or administrative restrictions" (Global Code of Ethics for Tourism, 2001). It is necessary to ensure the freedom of business entities to develop professional activity in the field of tourism within the framework of the current legislation. There should be free access and minimal legal and administrative restrictions for tourism entrepreneurs, so that they would have incentives.

The management of tourism at supranational level and, specifically at EU level, affects the management of tourism enterprises within EU. The main body specialized in tourism management at EU level is the European Travel Commission (ETC). ETC is an association in the travel sector, representing the

National Tourism Associations of the countries of Europe. Its mission is to strengthen the sustainable development of Europe as a tourist destination (<https://etc-corporate.org/>). The activity of ETC has an impact on the management of tourism enterprises in a specific region of the world, Europe, more specifically EU. In this regard, ETC is expected to provide guidelines for the actions of the national tourism organizations of EU member states with a view to achieving sustainable tourism development of Europe as a tourist destination. Tourism enterprises in EU countries are expected to follow these guidelines with a view of compliance of their activities related to the organization and promotion of tourist trips and services to be ensured and visits to sites that have a connection with history of Europe and the nature of its cultural heritage values to be promoted. ETC (<https://etc-corporate.org/>) considers research a critical tool to develop marketing strategies and services. By identifying and analyzing tourism market trends and producing knowledge on relevant and fastest growing outbound markets, ETC research activities help the organization, and its members understand the business environment, detect new growth opportunities, and formulate suitable promotional strategies (<https://etc-corporate.org/>). Individual Member States and tourism enterprises there are expected to use the results of the research of ETC in developing marketing strategies and services. Thus, based on the information obtained because of ETC research, tourism enterprise managers would be able to select suitable target markets and develop appropriate marketing strategies and tools to attract and serve these markets. ETC (<https://etc-corporate.org/>) is responsible for the promotion of Europe as the worldwide number one tourist destination in key third visitor markets. To optimize Europe's market positioning, ETC has developed the "Destination Europe" brand as part of its marketing strategy. By defining the continent's unique selling points and brand identity, the "Destination Europe" brand is intended to create an effective umbrella for all ETC members to unite, benefit from economies of scale and build trust among tourists and the travel trade, whilst still conveying their countries' distinctive and individual characteristics (<https://etc-corporate.org/>). EU tourism enterprises can benefit from campaigns to promote Europe as a world tourist destination, thereby attracting tourists from third countries as their customers and developing appropriate products for them. Their strategies must match the ETC's marketing strategy using the identified selling points and the identity of the Destination Europe brand. Managers who adopt this approach may establish appropriate partnerships with each other, to realize economies of scale. They need to develop strategies, whereby they convey the distinctive characteristics of the countries and aim to build trust among tourists.

According to the data from the Tourist Register of Ministry of Tourism, tourism enterprises in Bulgaria manage a total of 27,735 places of accommodation. Most of them are of low category (35.19% with two stars and 31.75% with one star). About a quarter of the accommodations are of medium category, with three stars (25.73%) and the least are the ones of high category (5.88% are with 4 stars and 1.44% - with 5 stars). By type of accommodation managed by tourism enterprises, guest apartments dominate, which are just over a quarter or 27.22% of all accommodations. The share of guest rooms is significant (26.35%), followed by guest houses (21.83%). Hotels come next with a share of 10.07%, followed by family hotels - a share of 7.44%. The share of the other types of accommodations is insignificant (around 1% - 2%). There are a total of 19,484 catering establishments in Bulgaria, which are managed by tourism enterprises. By type, restaurants dominate (49.71%), followed at a short distance by bars (48.55%). The share of coffee shops (1.73%) is insignificant. The share of establishments with the lowest category, 1 star (41.10%), is the largest, and the share of establishments in each subsequent lower category decreases. In second place are the establishments with 2 stars with a share of 35.68%, in third place - with 3 stars - 15.60%, followed by the establishments with 4 stars - with a share of 6.20% and the share of the establishments of the highest category, those with 5 stars, is insignificant – 1.42%. Tourism enterprises in Bulgaria manage a total of 4,922 tour operators and travel agencies. Among them, travel agents dominate (37.20%), followed at a short distance by those that perform both tour operator and travel agency activities (36.75%). The share of tour operators is the smallest (26.05%). Tourism enterprises in Bulgaria manage a total of 268 balneotherapy, spa and wellness centers. Most of them are spa centers with a share of 60.30%. Significantly less, about a quarter of them are balneotherapy centers (24.34%) and the least are wellness centers, which have a share of 15.36% (<https://ntr.tourism.government.bg/CategoryzationAll.nsf/index.xsp>). The main tourism management body at national level in Bulgaria is the Minister of Tourism. The Minister of Tourism carries out the state policy in the field of tourism, which affects tourism enterprise management. The Tourism Act (2013) sets out the powers of the Minister of Tourism. According to the Tourism Act (2013), the Minister of Tourism in Bulgaria: develops and supervises the implementation of the national strategy for sustainable tourism development and strategies for the development of individual types of tourism and short-term programs and plans for their implementation; supports the activity of attracting investments and assists in the implementation of projects for sustainable tourism development, including construction and development of tourism-related infrastructure; develops and assists in the introduction of voluntary systems of quality certification; performs registration, certifies and determines the category of tourist sites; supports activities in relation to training and supporting the

qualification of personnel in tourism, etc. (Tourism Act, 2013). Some of the activities of the Minister of Tourism would affect the general management of tourism enterprise. For example, when developing strategies, plans and programs, tourism enterprise managers should follow the guidelines formulated in the national strategy for sustainable tourism development, the strategies for the development of individual types of tourism and short-term plans and programs for their implementation. The strategy for sustainable tourism development can provide guidance to tourism enterprises on what activities and types of tourism to develop and how in order sustainable tourism development to be achieved. Tourism enterprise managers should organize, direct, and control the implementation of the strategies, plans and programs, which include these guidelines with a view to contribution to sustainable tourism development. Thus, the policy of the Minister of Tourism and, accordingly, tourism management at national level would facilitate tourism enterprise in developing sustainability measures. Other powers of the Minister of Tourism according to the Tourism Act (2013) of Bulgaria are: development and implementation of a national marketing strategy; approval and implementation of an annual program for national tourism advertising; organizing the performance of marketing research in the field of tourism advertising and analysis of effectiveness; organizing the participation of Bulgaria in international tourist exhibitions, fairs and events; production and distribution of advertising information materials and souvenirs; collecting, processing and analyzing statistical data on the development of demand and supply in countries-main markets of the national tourist product; maintaining, updating and promoting the national tourist and internet portal; development and implementation of communication campaigns on domestic and foreign markets; ensuring the activity of the National Tourist Information Center; organizing and controlling the quality control of the tourist product, etc. (Tourism Act, 2013). These guidelines and measures of the state policy in the field of tourism are expected to have an impact on the management of the marketing activities of tourism enterprise. For example, tourism enterprise managers may use the results of the studies of the main prospective markets for Bulgaria to choose target markets to be attracted by introducing suitable promotional campaigns and to be served by creating appropriate products according to their requirements. Tourism enterprises can take advantage of general tourism advertising at national level to attract tourist customers. Some of the guidelines of the state policy in the field of tourism implemented by the minister would support the development and offering quality and competitive products by tourism enterprises. Tourism enterprise managers should follow these guidelines when making decisions about the development and provision of tourism products, as well as when developing and implementing quality management initiatives in the tourism enterprise. Table 1 presents projects, programs and procedures in Bulgaria that can have an impact

on tourism enterprise management. The analysis of the information for the first project shows that the improvement of the marketing of the destination is expected to lead to the improvement of the marketing activities, quality of tourist products and tourist service of the tourism enterprises located there. The second project is expected to attract more tourists to the destinations where tourism enterprises operate due to digital marketing and advertising. Tourism enterprise management can take these opportunities into account when developing strategies and plans. The analysis of the third project reveals that tour operators and travel agents in Bulgaria may receive financial assistance to overcome the consequences of the Covid-19 crisis. Tourism enterprise managers should decide how to spend these funds. The analysis of the fourth project shows that thanks to the accommodation and meals provided to the people from Ukraine, hotel enterprises receive more funds and achieve greater occupancy. Managers can spend these funds with a view to improving tourism enterprise management. Through the fifth procedure, tourism enterprise management could provide measures for energy renovation of its buildings in its strategies, plans and programs. According to the sixth procedure, tourism enterprise managers could make managerial decisions related to undertakings for the construction of renewable energy sources. These decisions could lead to sustainable tourism development. Under the seventh program, tourism enterprise managers may formulate goals in relation to the development and implementation of innovations with a view to achieving competitiveness of the tourism enterprise. Under the eight procedure, tourism enterprise managers may receive funds for their activities in the field of personnel management. They may receive funding to hire staff and implement training programs.

Table 1

Projects, programs, and procedures in the field of tourism in Bulgaria

<p>(1) Project "Increasing the capacity of SMEs in the tourism sector by providing support for the creation and functioning of the Organizations for the Management of Tourist Areas". Objectives: (a) establishment of Tourism Area Management Organizations, which will help to create a mechanism for interaction between tourism companies and organizations; (b) increasing the competitiveness of SMEs in tourism by improving their awareness, the quality of the tourist product and tourist service; (c) improving the capacity of SMEs for easier access and presence in national and international markets through participation in events and exhibitions.</p>
<p>(2) Project "Improving the quality of services of SMEs in tourism through the use of information and communication technologies (ICT) and web-based marketing". Objectives: (a) development and updating the content of the portal tourist site www.bulgariatravel.org, creating a virtual platform for each of the nine Organizations for the management of tourist areas in the country; (b) improving the quality of tourism services of SMEs by using information and communication technologies and web-based marketing. The main activities that will be carried out are aimed at conducting effective advertising in the country and abroad of the tourist areas, according to their specifics. They will be promoted through digital marketing and advertising.</p>
<p>(3) Project "Support to businesses registered under the Tourism Act as a tour operator or travel agent to overcome the economic consequences of COVID-19". Objective: achieving a positive effect for the development of Bulgarian SMEs in the tourism sector, by providing operating capital for tour operators and travel agents registered under the Tourism Act to deal with the consequences of the COVID-19 pandemic.</p>
<p>(4) Project "Support to overcome the migration challenges caused by the military actions of the Russian Federation in Ukraine, for the refugees who arrived in the Republic of Bulgaria, through a measure implemented by the Ministry of Tourism". Objective: providing accommodation (overnight stay) with breakfast and a hot lunch included to every person who arrived from Ukraine in Bulgaria and received temporary protection in accordance with the measures implemented under the Program for the use of humanitarian aid for persons seeking temporary protection in the Republic of Bulgaria as a result of the military actions in Ukraine.</p>
<p>(5) Procedure "Support for energy renovation of buildings in the sphere of production, trade and services". Objective: provision of funds from the Recovery and Sustainability Mechanism is for energy renovation of buildings in the sphere of production, trade, and services, including from the "Tourism" sector.</p>
<p>(6) Procedure "Construction of new renewable energy sources for own consumption in combination with local facilities for energy storage in enterprises". Objective: to provide grants for the construction of renewable energy sources (RES) for own consumption, combined with local energy storage facilities, thereby encouraging the transition of the private sector, including from the "Tourism" sector to eco-friendly activity.</p>
<p>(7) Indicative annual work program for 2023 under program "Competitiveness and innovation in enterprises" 2021-2027. Within the framework of the program, it is planned to announce the following procedures in which enterprises can apply with projects, including for activities in the field of tourism: (1) Development of innovations in enterprises. The main goal is to provide support to Bulgarian enterprises to increase innovation activity through the development of innovations. (2) Implementation of innovations in enterprises. The main goal is to provide support to enterprises to increase innovation through the implementation of innovations.</p>
<p>(8) Procedures in 2023 under the Human Resources Development Program 2021-2027, for which representatives of the tourism industry can apply. Within the framework of the procedure, it is planned to organize anticipatory training of personnel based on identified regional needs by employers, so that unemployed or inactive persons are trained, who will subsequently be hired by the employer as new personnel.</p>

Note. Retrieved from <https://www.tourism.government.bg/>

The authority for managing tourism at the regional or district level in Bulgaria, is the District Governor. Its actions, arising from its powers, have an impact on the management of tourism enterprises that operate in the territory of the respective district. The powers of the regional governor are specified in the Tourism Act, 2013. The district governor carries out the state policy in the field of tourism in the territory of the district by: developing regional strategy and participating in the development of programs for tourism development in the district and coordinating their implementation; assists the Minister of Tourism in the implementation of activities in the district; cooperates and supports initiatives of the state bodies, the organization for the management of the tourist area and tourist associations for tourism development on the territory of the district in implementation of the national policy in the field of tourism; carries out control functions, etc. (Tourism Act, 2013). To what extent and in what way the regional policy at the district level in Bulgaria, carried out by the district governor, would affect tourism enterprise management depends on the strategy and programs for tourism development in the district, relations of the regional governor with the Minister of Tourism, state bodies, the organization for the management of tourist areas and tourist development associations in the district and the performance of his/her control functions. At local level, the Municipal Council has a role in tourism management. Its decisions have an impact on tourism enterprises that operate on the territory of the municipality. According to the Tourism Act (2013), the Municipal Council determines the policy for tourism development on the territory of the municipality, including the implementation of the Municipal program for tourism development. The municipal program for tourism development suppose specific projects, including measures for: construction and maintenance of the infrastructure supporting tourism, including local roads to tourist sites; construction and operation of municipal tourist information centers and organization of tourist information services; construction and maintenance of tourist sites; organizing events and activities of local and national significance that contribute to tourism development; conducting studies, analyzes and forecasts for tourism development in the municipality; advertisement of the tourism product of the municipality, including participation in tourist fairs and exhibitions; improving the quality of services offered in municipal tourist sites, etc. (Tourism Act, 2013). The municipal program for tourism development, through its guidelines, would have an impact on the management of tourism enterprises in the municipality, when developing and implementing plans and programs, organizing and monitoring their implementation, etc. Infrastructure is essential for tourism enterprise management. When infrastructure is well-developed and maintained in a good condition, a larger number of tourists could visit the municipality, which leads to a larger number of customers for tourism enterprises and generating more revenue that can be used for the improvement of

tourism enterprise management. Tourists may use the services of the information centers in the municipality, thus reducing the costs of tourism enterprises for providing informational services. The events and activities organized by the municipality contribute to attracting more visitors and, hence more customers and revenues for tourism enterprises. Tourism enterprise managers may take an advantage of the overall advertising of the municipality, thus saving costs for conducting advertising. The mayor of the municipality is also an important authority for managing tourism at local level. According to the Tourism Act, 2013, the mayor of the municipality: develops the program and the report on its implementation; determines the category of tourist sites; proposes the amount of the tourist tax; collects statistical information and creates and maintains an information database for tourism on the territory of the municipality; develops and implements programs and projects in the field of tourism, financed by the EU and international organizations; prepares an annual report on the expenditure of tourist tax collected in the municipality; performs control functions, etc. (Tourism Act, 2013). The activities of tourism enterprise managers depend on the category of a tourist site. The size of tourist tax is essential for tourism enterprise, as it increases its costs. The statistical information of the municipality can be used by tourism enterprise managers in the preparation and implementation of plans and programs. Projects and programs funded by EU and international organizations can bring economic benefits to tourism enterprise management.

4. CONCLUSION AND FUTURE RESEACH DIRECTIONS

As a result of the analysis, it can be concluded that with a view to achieving success tourism enterprise managers should consider the impact of tourism management at different territorial levels on tourism enterprises when developing plans and programs and making decisions as regards to both, general management and financial, marketing and personnel management. As a result of the present study, the following essential conclusions can be drawn. Firstly, tourism enterprise managers should consider tourism management at global level when making managerial decisions. In this regard, the activities of the leading international organization in the field of tourism - UNWTO, would have an impact on tourism enterprise management. Secondly, tourism enterprise managers should consider tourism management at supranational level when making management decisions. For example, the activities of ETC have an impact on the management of tourism enterprises within the EU. Thirdly, tourism management at national, regional, and local levels has an impact on tourism enterprise management. That is confirmed by the analysis for a specific country - Bulgaria. The main governing body of tourism management at the national level in Bulgaria is the Minister of Tourism, who implements the state policy in the field of tourism. In Bulgaria, projects in the field of tourism are carried out at

national level, in which tourist enterprises can participate, thus receiving financial and operational support for taking management measures to improve the enterprise and its activity. Regional and local tourism management bodies manage tourism on the respective territories and thus influence tourism enterprises there. Thus, the paper has shown how territorial tourism management impact tourism enterprise management.

Future studies may focus on: (1) the impact of tourism management at territorial level on enterprises that manage tourist attractions; (2) the impact of tourism management at territorial level on hotel and restaurant businesses; (3) the impact of tourism management at territorial level on tour operators and travel agencies; (4) the impact of tourism management at territorial level on tourism enterprises in other countries. Thus, the results of future studies might be compared with the results of the current study. In this way, the studies would enrich the statements and issues related to the theory and practice of tourism enterprise management.

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