

Research Article

The Study on Promotion Factors in the Tourism Food Enterprise Management

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Abstract: This study aims to research the critical factors affecting successful tourism food enterprise management, namely the management concept, organizational structure and management function that match tourism food enterprise management. By analyzing the existing definition of tourism food enterprise and compared with project management, this study puts forward a new definition based on the characteristics of tourism food enterprise management. In composition, the tourism food enterprise includes both multiple projects and management affairs without project form but closely related to tourism food enterprise management and in objective, it both attaches importance to the achievement of ultimate goals and focuses on enhancing the capability to manage tourism food enterprise in the management process.

Keywords: Concept, function, organizational structure, tourism food enterprise management

INTRODUCTION

After entering the 21st century, the economy has been keeping sustained growth and continuously improved Food market environment and good expectation for future economic situation stimulate food enterprises' great ambitions, making managers constantly exploit markets and develop enterprises in the form of project (Atif *et al.*, 2014). For example, one domestic sizeable construction enterprise has 80 to 100 projects each year, including industrial and civilian construction projects, large-scale public works and communal infrastructure construction projects (Irimia-Diéguez *et al.*, 2014). The contract value of each project varies from tens of millions to hundreds of millions and the total yearly output value of these projects, distributed through more than 20 provinces, reaches over 20 billion Yuan. Food Enterprises are increasing their projects and expanding their scales, but how to successfully manage so many projects to make them make due contributions for organizations has become a realistic question for top managers (He *et al.*, 2015).

MATERIALS AND METHODS

Tourism food enterprise management: Food enterprise strategy needs to be supported by multiple projects, but with expanded project scale and increased quantities, managers in old project management framework are apt to delay information acquisition and processing, postpone decision-making and weaken control, making projects difficult to reach the expectation in time limit, expenses and other objectives

and ultimately causing bad influence on the successful implementation of enterprise strategy. In order to solve these problems, some scholars and research institutions put forward the concept of tourism food enterprise management.

The concept of tourism food enterprise management: The definition of tourism food enterprise management made by Ferns was that tourism food enterprise as a coordinating mechanism for projects that enabled otherwise unrealizable benefits to be extracted (Jeroen *et al.*, 2014). Pellegrinelli proposed his own definition based on that of Ferns: a program as a framework for grouping existing projects or defining new projects and for focusing all the activities required to achieve a set of major benefits (Mark *et al.*, 2004). Lycett and Burke defined tourism food enterprise management as the integration and management of a group of related projects with the intention of achieving benefits that would not be realized if the projects were managed independently (David *et al.*, 2005).

The definition of tourism food enterprise management is controversial both at home and abroad and different definitions have different emphases. To conclude, these definitions have a lot in common:

- Tourism food enterprise is composed of related projects.
- The projects composing tourism food enterprise shall be coordinated and managed.
- Tourism food enterprise management gains additional benefits. While the main differences between these definitions refer to:

Table 1: Comparison table between tourism food enterprise management and project management

Category	Project management	Tourism food enterprise management
Objective	Fixed objectives (deliverable product or service)	Vague objectives (strategic objectives or benefit expectation)
Environment	Internal and external environments easy to be recognized	Changeable external environment and complex internal boundary
Life-cycle mode	Linear life cycle	Uncertain life cycle
Managers' function	Achieve the success of projects	Achieve the objectives or benefits of organizations
Time and range	Certain time and range	Uncertain time and vague, changeable range
Stakeholder	Limited stakeholders	Complex internal and external stakeholders

o Tourism food enterprise includes some daily routines or activities. The elements composing tourism food enterprise shall have a unified objective which is always strategic. The diversity of the definition of tourism food enterprise management is understandable and even mature project management also has a lot of different representations. It can be found by analyzing these definitions that the main task of tourism food enterprise management is often defined on the level of project coordination. No doubt coordination is an important task in tourism food enterprise management, but it is a clear mistake to understand the objective and heart of tourism food enterprise management as project coordination. The real heart of tourism food enterprise management is to make enterprises get, develop, maintain and enhance some ability, because they, after having this ability, can gain expected benefits through successful tourism food enterprise management.

It should be noted that some scholars and institutions studying project management over a long period of time tend to understand tourism food enterprise management as an expansion of project management and solve complex problems occurred in tourism food enterprise management by adapting, limiting or expanding the theories and methods of project management, such as multi-project delivery, multi-stakeholder, project cooperation, resource sharing and etc. Compared tourism food enterprise management with project management, it can be found that there are a lot of differences between them (Table 1).

It can be found that tourism food enterprise has high uncertainty and fuzziness at the beginning, but with many interested organizations with different expectations, its scale is much larger and internal boundary is much more complex and its objectives, range and methods are adjusted according to changeable external environment. The characteristics of tourism food enterprise management are as follows:

- Tourism food enterprise is a framework or structure, without time limit or certain time limit.
- Tourism food enterprise management is a means to enhance management ability, focusing on fostering individual and organizational abilities.
- Tourism food enterprise management is closely linked with internal and external environments, not a set of universal principle and process with transitivity. In tourism food enterprise management, managers need to pay special

attention to the changes of external environment and strategic objective and respond to these changes, rather than pursue fixed objective and scale.

In conclusion, tourism food enterprise management can be defined like this: in order to enhance the abilities of organizations, coordinate and manage related projects (including some relative routines and activities) to achieve the benefits that can not be gained by single management.

The classification of tourism food enterprise: Different breakthrough points from different classification methods and categories. Fems in accordance with the component characteristics of tourism food enterprise divided it into business-cycle type, strategic type and single-objective type. Pellegnelli, whose classification was the same as that of Fems, divided tourism food enterprise into portfolio type, goal-oriented type and heartbeat type. Gray divided tourism food enterprise into loose type, strong type and open type in accordance with the relation between the projects composing tourism food enterprise. Reiss, according to the cognition degree of organizations on tourism food enterprise, divided it into operation type, middle type and inexperienced type. This study from the standpoint of the function setting and the overall objective to be achieved of organizations on tourism food enterprise management divides tourism food enterprise into tactic type and strategy type. Tactic-type tourism food enterprise includes resource combination type and maintenance-improvement type, while strategy-type tourism food enterprise includes strategic orientation type and mega project type, as shown in Fig. 1.

Tactic-type tourism food enterprise refers to coordinating and managing tourism food enterprise under the guidance of corporate strategy for some characteristics of a set of projects to achieve local optimization and increase the profits of organizations.

Resource combination type: Due to the stimulation from external environment, enterprises focus on soliciting projects continually, taking into less consideration their resource capability. When the resource demand of all projects exceeds the total resources that enterprises can acquire, it is inevitable that the operation of partial projects goes wrong. Under the environment of resource strain, the single project managers within system instinctively strive for more resources on their own interests to guarantee the

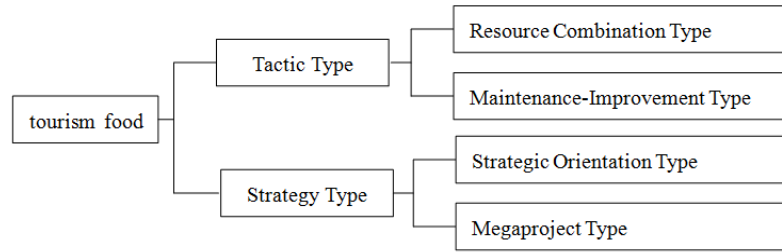


Fig. 1: Classification of tourism food enterprise

achievement of project objective, which aggravates the lack of enterprise resources, the confusion of distribution and the inefficiency of use, ultimately reducing enterprises' overall interests.

The resource combination type of tourism food enterprise aims at the efficient use of resources. The projects in the combination both can be the similar ones with strong relevance and can be the different, relatively independent ones and both need the same limited resources. This type of tourism food enterprise management has little influence over the original linear relation of organizations and focuses on coordinating customers, project managers and functional managers as well as the relation between them. However, this type of tourism food enterprise span is short due to its component nature, therefore, if new combination can bring larger benefits, this means that the life of original tourism food enterprise ends and new life starts.

Maintenance-improvement type: The net profit rate of domestic construction enterprises has been in a low level, averagely less than 4%. Although the causes include imperfect construction market, unsound tender procedure, bid procedure and laws, the extensive management within the enterprises is an unavoidable problem. Therefore, enterprises need to continually improve their internal management and adapt to market environment to enhance their competitive power and profitability.

Establishing the maintenance-improvement type of tourism food enterprise aims at improving the existing system, optimizing the key business and procedure and increasing or promoting the system function to acquire the increment benefits. When tourism food enterprise management framework doesn't exist, the functional department is usually responsible for the tasks above, but this approach lacks integrity and continuity, which influences the effectiveness of implementation. The maintenance-improvement type of tourism food enterprise, which integrates the various needs of enterprises, projects and customers and accepts or refuses these needs from the angle of enterprises as a whole, summarizes the needs accepted as a clear definition with internal consistency and realizes these needs through multiple projects based on feasible technique and effective operation. This type of tourism food enterprise can be perpetual and its implementation process can be gradual, thus enterprises can enhance

and strengthen their system capacities under the balanced state of change and stability.

RESULTS AND DISCUSSION

Managers often adopt the method of ratio extension project management during tourism food enterprise management, such as ratio extension planning management, increasing control node and expanding resource quantity. The advantage of this method is that it lasts the procedure and experience of project management, while its disadvantage is that it easily causes the following problems:

- Management work tends to be complex, bureaucratic and over-controlled
- The ability to cope with constantly changing business driving force, objective and strategy is limited
- The mechanized management concept is unable to perceive and improve the flexible problems arising from tourism food enterprise management. Therefore, in order to avoid these problems and effectively manage tourism food enterprise, it is necessary to adjust and change organizational structure and function.

Tourism food enterprise management office: tourism food enterprise management, not a simple extension of project management, needs an integral control and coordination, or else it will have adverse influence on effectiveness and efficiency. In addition, it also needs a centralized control unit called tourism food enterprise management office which is responsible for the centralized management and coordination of all projects within its control range and whose main functions are shown in Fig. 2.

Coordination role: Allocate limited resources, improve resource utilization, strengthen resource implementation and ensure rapid resource distribution to minimize the failure of resource distribution. Solve coordination problems of multi-project and trans-department, assist to distinguish and define the internal relations between projects to reduce the frequencies of working accumulation, reworking and delay and reduce the times of rebuilding management due to lack of interface management between projects. Resolve the

Tourism food enterprise Management Office

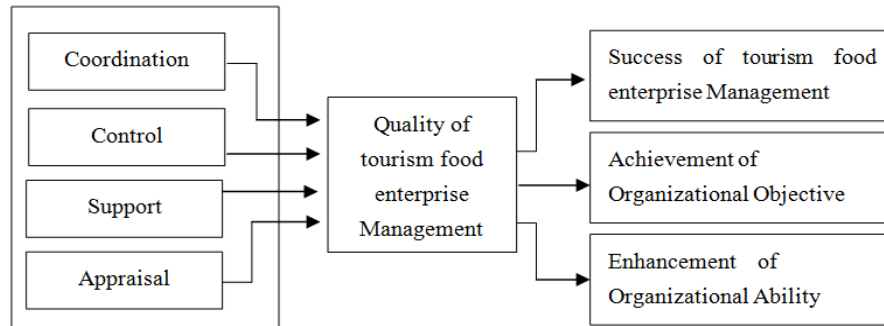


Fig. 2: Chart of tourism food enterprise management office function

conflict between project management and linear management and the power struggle and mediate between project managers to improve the cooperative quality of cooperation partners.

Control role: Establish a stable, effective information transmission mechanism to collect, build and update the information in tourism food enterprise and to form an information bank and provide concrete, accurate and real-time contents to support correct decisions. If necessary, managers can build information trust and promote information sharing with stakeholders in a cooperative manner. Enhance the relation between organizational strategies and management activities of implementing these strategies, break up strategic objectives into projects and ensure more systemic and objective project definition to reduce the probability of project failure and high risk tolerance. Provide higher management transparency for top managers and better supervise and control the implementation. And provide a feasible framework to adjust the strategies and projects under implementation and to cope with the changing business environment.

Support role: Provide services for projects and their managers, enhance managers' and participators' technical levels and reduce mistakes in cognition and method. Promote the accumulation and spread of organizations on knowledge and the standardization of project management and operation method to enhance the success rate of implementing efficiency and completing projects. Promote and form the organizational culture suitable for tourism food enterprise management.

Appraisal role: Focus on the expected direction and benefits of tourism food enterprise and choose correct, feasible method to distinguish and appraise the benefits achieved within and without its life cycle. Attention should be paid both to the benefits of funds form and to some intangible, unmeasurable benefits, such as enhancing customer satisfaction, reducing error probability, improving workload and work capacity,

increasing the flexibility of work force, saving operation expense and accelerating training process. When the expected benefits of tourism food enterprise cannot be broke up into and distributed to projects directly and clearly, managers should choose a reasonable method to check and appraise these projects.

Tourism food enterprise management office, which plays an important role in tourism food enterprise management, may cause conflicts and contradictions with project managers or functional managers when exercising its functions. In order to avoid the diffusion of value creation activities and abilities, tourism food enterprise management office needs to handle these relations in a respectful manner and tries not to exert pressure to save from a tense relation. Moreover, the structure of tourism food enterprise and the power of the office depend on the correlation degree and characteristics of projects as well as wide organization character.

Organizational structure: In accordance with the different positions and functions of tourism food enterprise management office in the organizational structure of tourism food enterprise management, this study divides the organizational structure into tactic type and strategy type.

Organizational structure of tactic-type tourism food enterprise management: Taking the characteristics of tactic-type tourism food enterprise management into consideration, such as clear objectives, expected earnings easy to be measured and appraised and small adjustment range in response to changes and comprehensively weighting its organizational level and span, its organizational structure is shown in Fig. 3. From the lateral section, the tourism food enterprise management office is responsible for coordinating with other functional departments on affairs conducive to successful tourism food enterprise management and reporting to general manager on its work. From the longitudinal section, the office is responsible for directly managing its projects, optimizing the distribution of resources and mediating the

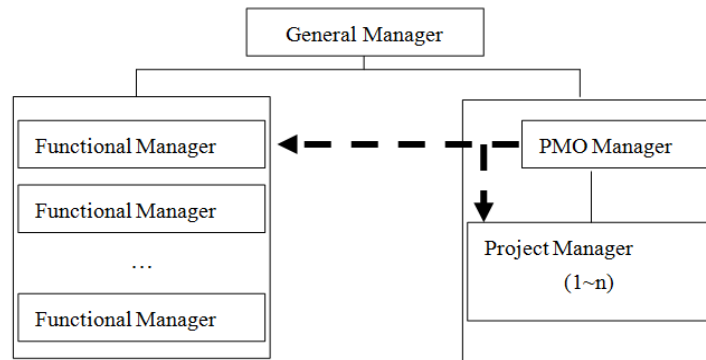


Fig. 3: Organizational structure chart of tactic-type tourism food enterprise

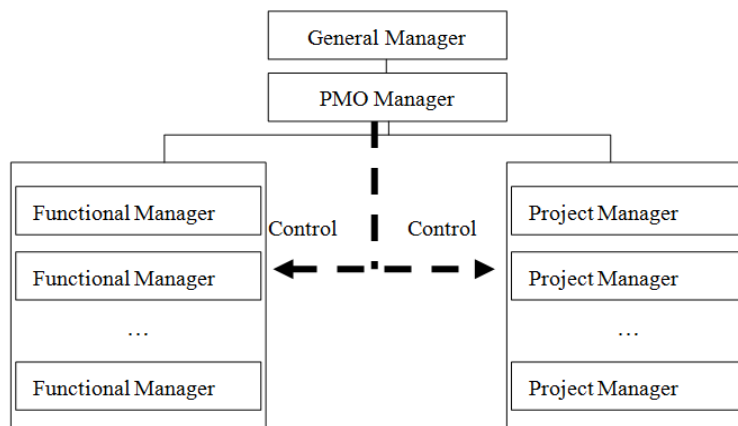


Fig. 4: Organizational structure chart of strategy-type tourism food enterprise

contradictions between projects to provide supports for the successful implementation of projects. Project manager directly reports its work to the tourism food enterprise management office which is in charge of the successful implementation of tourism food enterprise.

Organizational structure of strategy-type tourism food enterprise management: In strategy-type tourism food enterprise management, the strategic objectives of organizations are often obscure and incomplete, their implementation methods are also changeable with environmental changes, their expected earnings are difficult to be forecast and they need control and certain flexibility. Under such a circumstance, in order to avoid the confusion of responsibilities caused by the decentralization of power and too many requirements on managers and enhance the effectiveness and efficiency of tourism food enterprise implementation, it is necessary to set up an integrated and powerful centralized control unit to complete the four main tasks including coordination, control, support and appraisal. The organizational structure of strategy-type tourism food enterprise management is shown in Fig. 4. The tourism food enterprise management office lays out the strategic objectives comprehensively to determine the implementation methods and action tactics. From the

lateral section, the office can mobilize resources of each department and allocate and optimize these resources according to the priority of projects. From the longitudinal section, the office is in charge of dividing the objectives, defining the priority, analyzing the constrained relation and interface and launching and ending the projects. Moreover, the office also needs to monitor and appraise the tourism food enterprise dynamically during the implementation, bring the implementation of tourism food enterprise into correspondence with the objectives throughout and analyze and evaluate the earnings received.

CONCLUSION

The theory of tourism food enterprise management is still under development and its theoretical system and approach remain to be improved. Affected by the ineradicable concept and approach of project management, “multi-project management”, “program management” and other wordings, various definitions made by domestic and foreign scholars and research institutions, as well as orientations in management mode, organizational structure and organizational functions, tourism food enterprise management embodies varying erroneous tendencies during the

implementation, weakening organizations' ability to acquire benefits. Undoubtedly, it is a key for successful tourism food enterprise to establish a correct concept of tourism food enterprise management and adjust the structure and functions of organizations.

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