



# S.C. TURISM, HOTELURI, RESTAURANTE MAREA NEAGRA S.A.

Sediul: România, Mangalia, str.Lavrion nr.29, jud.Constanța Tel:+40-241-752-452 Fax:+40-241-755-559  
Nr. Înregistrare Registrul Comerțului Constanța: J13/696/1991, CIF: RO2980547,  
Cont IBAN: RO71 RNCB 0117 0151 6314 0001, Banca Comercială Română – Agenția Mangalia  
Capital social subscris și varsat : 57.600.848,70 lei



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- **INFORMATION: Presentation of the internal analysis/internal audit regarding the way in which the company, through its executive and administrative management structures in operation on the respective dates, prepared the 2022 summer tourist season**

In the hospitality industry, a prudent and quality management, equally, must take into account that the preparation of a summer season on the Coast begins with the closing of the previous one.

]The principles of a deep and objective analysis of the past season and the preparation of the next one are particularly focused on making a set of decisions in accordance with the specificity of the hotel industry with a high degree of seasonality, such as tourism on the Coast.

As a result, management actions in tourism must focus both on in-season and **off-season activity, October-April**, which includes a series of actions and measures to optimize and increase the quality of the tourist product gradually from one season to the next. another, with a major impact on increasing the interest of tourists for this vacation destination.

## **The subjects that must be addressed with priority are:**

1. **The detailed reporting on the operational results from the previous season** (in our analysis the 2021 season), taking into account the 2 basic vectors that generate income respectively, accommodation and food and beverage, net income, number of operating days / hotel, average rate / hotel, optimal number of staff / hotel, total operational costs / hotel, total expenses for purchases / hotel, total expenses for works / hotel and costs for the administrative structure.

### **2. Heritage inventory**

The preparation for the next season starts already from the first part of the off-season (October - December), with the inventory of the state of the goods and concrete conservation, protection and guarding measures. The inventory and on-site analysis of the state of the asset determines its state of operational functionality.

**3.Elaboration of a revenue and expenditure budget** for each hotel and in the consolidated budget at the THR level.

**4.The development of a coherent and correlated investment plan** with the situation on the ground, with the substantiation of the action and works options, in relation to the image and financial benefits that the proposed investments will determine, their prioritization also taking into account the aspects recorded in the documents control of the authorities, the Ministry of Tourism, the Directorate of Health, ANCP.



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**5. Presentation of the financing proposals** for the proposed investment works, the financing costs and the estimation of the repayment period of the funds in correlation with the investment recovery period, when the investment reaches the break even point level.

**6. Elaboration of the sales strategy**, the pricing policy and the product policy for the next season, at the hotel unit level and aggregated at the THR level.

**7. The proposal of the way of organization** in order to consistently capitalize on the revenue potential of the public catering area, both in relation to the captive clientele and the attracted customers.

**8. Presentation of the contracting strategy** for the next season, through traditional distribution channels (business to business and business to consumer)

**9. Estimation of the optimal number of seasonal staff** and the total salary budget for the following season for each hotel

**10. Defining the strategy for recruiting and training** the necessary human resources for the following season

**11. Establishing the purchasing policy** in relation to suppliers in each category of goods: food and non-food

**12 Presentation of proposals for organizational reconfiguration** in administrative and managerial terms

**13. Presentation of the approach to the identity and image process** of THR and each operational unit in the portfolio

All these actions are planned, defined until the end of the year, i.e. during the months of October - December, and their execution continues, chronologically, throughout the following off-season period, respectively the months of January - April.

Considering the above complexity, the executive and administrative management of SC is presented only in a succinct form. THR - Marea Neagra SA, considers that in order to obtain an activity report that reproduces with fidelity and professionalism the actions performed by the executive during the analyzed period, it is nervous about the opinion of an external and independent expert-consultant, material that will be presented in the next meeting AGOA.

**The Board of Directors of THR - Marea Negra SA**



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