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Session 1:
Tourism policy and regional development

Management of Tourism Development (Case Study of the Old Capital Cetinje, Montenegro)

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Abstract

Cetinje is the second municipality in Montenegro, after the municipality of Kotor that is recognized by the number of registered cultural monuments. Of the total 357 categorized cultural monuments that have been registered in Montenegro, 55 monuments of culture are located at the area of Cetinje, which makes 15.5% of the total number of registered cultural monuments. Also, Cetinje is very rich with natural resources. It has two National Parks: Lovcen and Skadar Lake. Besides, it is a municipality with longest history in hospitality in Montenegro - first hotel was built in Cetinje. But, despite all that, tourism in Cetinje today is only partially developed.

This paper examines different strategies for tourism development in the Old capital Cetinje, Montenegro. Taking into consideration characteristics of Cetinje, authors want to give appropriate guidelines and define optimal strategy for the further development of tourism in this municipality. Analysis includes its primary elements (natural, social, cultural and economic characteristics) and secondary elements (accommodation facilities, gastronomy, **destination's offer for tourists' spare time, events etc.**). **Past and actual situation of tourism development** is also analyzed.

For the purposes of this study several scientific methods were used including major strategic tools such as SWOT analysis, Boston Consulting Group's matrix, destination lifecycle concept and Ansoff's matrix.

This paper shows that The Old Capital Cetinje has a good basis for the development of tourism, but there is a lots of barriers which can be removed by providing high-quality planning, good implementation of strategies, by raising awareness of local people about the importance of tourism development in order to increase economic and social benefits. The cooperation of the public and private sector is very important. Further more, authors give recommendations for adequate destination management, so this paper can be used as guide for upgrading actual plans and strategies.

Keywords: destination, development, strategy, management, tourism.

Introduction

For supporting of tourism development, destination management undertakes wide range of, more or less successful, actions. Their management approaches can vary from completely laissez faire to firm, conservative ones. What will be most appropriate for one destination it's mainly defined by broader socio-economic situation in society. To manage destination successfully implies harmony and strategic unity towards common goals of many different stakeholders. And, more often than not, their individual goals can collide. All that makes management of destination even more difficult with many options and tools in their hands and only one goal: find unique way for successful tourism development. In order to obtain that goal different strategies can be implemented. Roughly speaking destination can choose between: free, unlimited development, intensive tourism development, alternative tourism development and sustainable tourism development. (Pasinović, 2006)

Throughout the time role of tourism destination management has change. From the indifferent, silent witness at the beginning of tourism development to the strong controlling leader, destination management of today is perceived as a *partner*. "Rather than the implementation of government policies being undertaken by a sole government agency, there is now greater emphasis on partnership. These partnership may be between government departments and state owned or part owned organizations that operate on commercial basis (Para-governmental organizations), the private sector and non-governmental organizations in which the role of government agencies and departments are to steer organizational networks and partnership in a required direction." (Cooper, Hall, 2008) However, partnership approach is not easy to implement. First, lever of partnership can vary greatly: from *Manipulation* (non participatory) to *Therapy* (very low lever of participation), *Informing* (low level of participation), *Consultation* (minor level of participation), *Placation* (moderate level for participation), *Partnership* (high level of participation), *Delegated power* (very high level of participation), *Citizen control* (top level of participation). (Murphy, Murphy...,2004) Second, partnership has often been criticized for slowing down the decision making process and spreading power out of legally elected and legally responsible entities.

Masterplan for tourism development defines cluster Cetinje and Skadar Lake as "heart" of Montenegro. Will Cetinje fulfill its tourism potential and what should be done to achieve that?

1. THE OLD CAPITAL CETINJE AS TOURIST DESTINATION

1.1. Primary destination elements

1.1.1. Natural characteristics

The Old Capital Cetinje is located in a calciferous area, at the bottom of Cetinje's field. The average elevation is 670 m. It covers an area of 910 km², which is 6.6% of the area of Montenegro. It is situated between the Boka Kotorska Bay in the southeast, Budva's Riviera in the west, the basin of Lake Skadar and Zeta-plains in the east, Niksic's field and "Bijele rudine"

place in the north. Seven municipalities border it: Kotor, Tivat, Budva, Bar, Podgorica, Nikšić and Danilovgrad.

The geographical position of Cetinje is relatively favourable. Cetinje is 12 km straight line from the Adriatic Sea and 15km from the Skadar Lake. The Old Capital is located 29km from the municipality of Budva, but 31km from the airport Podgorica, 37km from the airport Tivat and 67km from the port of Bar. (Cetinje – moj grad, <http://www.cetinje-mojgrad.org/>, connection: 26.07.2013 at 7:05 am)

From the geological point of view, limestone covers a large area in the relief material of Cetinje. **It is reason why this area is usually called “stone sea”. Except limestone, there are present dolomite rocks, which were originated in the period of the Cainozoic.** Lovćen mountain terrain is one of the most representative forms of calciferous terrain in Montenegro. (Grupa autora, 2006)

There are several limestone fields and the biggest is Njeguši's field and Cetinje's field. In addition, there are a number of caves that make up the underground decorations, which could be attractive to tourists i.e. **Lipska and, Cetinjska cave.** (Martinović, 1977)

The main obstacle for intensive development of this region is the nature of the terrain morphology. It is reason why the municipality of Cetinje is still lack of infrastructure.

The climate in Cetinje is characterized by dry and warm summers with an average temperature of 20 ° C, and mild, wet winters with an average temperature of 2.1 ° C. Average annual temperature is 11.4 ° C, while the average spring temperature 9.5 C. The average annual temperature is 11oC, with annual amplitude of 20.2 oC. (ZHMS, <http://www.meteo.co.me/>, connection: 01.08.2013. at 11.35 a.m.) Cetinje is well known by its rainy spring and autumn rains. The municipality of Cetinje is one of the rainiest cities in Europe. Snow cover can be high up to several meters, and the city is often snowbound. **The most important type of surface water is the river Crnojevića.** (Grupa autora, 2006)

Cetinje has a rich flora that is a result of a variety of relief and climate. There are about 1,300 of herbaceous and woody plants, including numerous endemic plants.

Relatively unfavorable environmental conditions have caused the presence of wildlife. The most famous animal species are jackal, fox, wolf, marten, hare, wild boar, badgers, otters, squirrels, wild cats, brown bear, etc.

There are two national parks – **National Park Lovćen known by the monument Njegoš's Mausoleum** on the top of mountain where is buried the most famous poet, philosopher **Petar II Petrovic Njegoš**. The second is the National Park Skadar Lake. Lake has the status of international importance for birds (IBA) and it is on the list of the world's aquatic habitats of international importance (Ramsar Convention). (Nacionalni parkovi Crne Gore, <http://www.nparkovi.me>, connection: 11.08.2013 at 8:34pm)

1.1.2. Demographics

In the municipality of Cetinje live 16 657 people which is 2.68% of the total population of Montenegro. Females are 51.78%, of population and 31.09% of population is from 20-39 years old. This fact is a quite encouraging because there live many young people capable for work. Most of the population in the municipality of Cetinje is Montenegrins and Orthodox. The birth rate is low. (Monstat, 2013)

1.1.3. Economic characteristics

In the past, the municipality of Cetinje was the center of Montenegrin economy known by well-developed industry. The most developed branches were graphics, food producing, electrical industry, footwear industry and metallurgy. Due to the lack of finance and poor personnel management, as well as many other factors, there was a decline of former holders **of economic development, such as the electrical industry "Obod" and fashion industry "Košuta". After closing these huge factories,** the municipality of Cetinje started to develop small and medium-sized enterprises in the field of light industry. The highest percentage of enterprises is retail shops, caterers, transport companies, craft stores, etc. In the current time of economic crisis, there are a significant number of enterprises and independent shops that are unprofitable and closed. Talking about agriculture it must be pointed out good work of a **certain number of healthy organic food producers. Their famous products are Njegusi's** cheese and high quality prosciutto. There are also several successful enterprises, which produce meat, honey, wine and milk products etc. (Business center Cetinje, 2013)

1.1.4. Cultural and historical heritage

Cultural Heritage of the old capital Cetinje is a mix of precious material and spiritual values. The unity of the traditional and eclectic architecture of the nineteenth century and the wealth **of the Treasury of the Cetinje' Monastery, museums, art collections, registry and documentary** fund, libraries and archives are the reasons why cetinje is the most important cultural site in **Montenegro. Cetinje is also known as „museum city“.** It is important to note that the old capital Cetinje is the second municipality in the Montenegro according to the number of registered historical and cultural monuments in Montenegro. Total 55 monuments are located there, which is 15,5% of the all registered cultural monuments in Montenegro. (Radović, 2010)

According to the Law of cultural monuments protection, 30 monuments are immovable and located in the historical area of Cetinje. These monuments are classified into three groups/categories.

Immovable cultural monuments I Category: Billiard, Cetinje's Monastery, church of the Virgin Mary, King Nikola's Castle, the remains of the monastery Crnojevića in Ćipur place, Government House - the building of the former Prime Minister of the Kingdom of Montenegro, Zeta's House.

Immovable cultural monuments II category: Hospital "Danilo I", Palace of Prince Danilo - Blue Palace, Court Church, Ćipur, English Embassy in the former Kingdom of Montenegro, the French Embassy in the former Kingdom of Montenegro, The Tomb of Bishop Danilo, the Russian Embassy in the former Kingdom of Montenegro, Vlaška 's church, the building of Montenegrin archives, Pharmacy in the Njegoševa street.

Immovable cultural monuments III category: Grand Hotel "Lokanda", the Mill of Ivan Crnojević, Monument "Lovćenska Villa", Tablja, Turkish Embassy in the former Kingdom of Montenegro, the building of the first Montenegrin bank, building of the former "Military House", The building of the former girls' Institute " The Empress Maria" (Cetinje moj grad, <http://www.cetinje-mojgrad.org/>, connection: 15.07.2013 at 12:43am)

Ethnographic heritage is represented through objects of everyday use (furniture, clothes, dishes), musical instruments (fiddle, woodwind), decorative items (rugs, grief, jewelry, weapons) etc. What must be emphasized in ethnographic heritage of Cetinje is the national costume made by strong fabrics. It was sewed in the local handicrafts. An integral part of the national costume is weapon. (National museum of Montenegro, <http://www.mnmuseum.org/>, connection: 12.07.2013 at 10:45am)

1.2. Secondary destination elements

1.2.1. Accommodation

The development of tourism in Cetinje began in the early nineteenth century because of the need for organizing travel services. During this period, in Cetinje, there were several catering and tourist facilities. Although there were several tourist facilities, the first real tourist facility was the hotel "Lokanda". Hotel changed its name into Hotel Grand. Today Hotel Grand has 55 rooms, 208 beds of which 182 are permanent and 26 are additional beds in single and double rooms. It has eight suites, a national restaurant, grill restaurant, bar, night bar, conference hall, gallery, etc. Parks around the hotel have two tennis courts and jogging paths.

Table 1. Accommodation facilities

Facility	No of rooms	No of suites	Total beds	Permanent beds	Additional beds
Hotel „Grand“	55	-	208	182	26
Hotel „Sport IN“	10	-	22	22	-
Hotel „Ivanov konak“	2	5	18	18	-
Hotel „Panorama Gazivoda“	6	2	14	14	-
Apartments „Stanković“	-	3	7	7	-
Motel „Pension 22“	6	2	13	13	-
Ethno village „Kadmi“	10		60	60	-
Total	89	12	342	316	26

It can be concluded (Table 1) that the municipality of Cetinje has 7 tourist accommodation units and 342 available beds. These units are rated with three stars. It is obvious that there is a lack of accommodation units and other tourist facilities. Existing units are not well equipped, too.

1.2.2. Gastronomy

Montenegrin cuisine is rich and varied. Food is mostly organic and taste of Montenegrin cuisine is a specific. Almost all restaurants in the municipality of Cetinje offer homemade wheat and corn bread, cheese in olive oil, homemade cheese and smoked ham.

Cheese is dominant and indispensable part of every meal in Montenegro. It is the reason why the tradition of making cheese is considered the oldest in the region. In the municipality of

Cetinje, there are a few sites where cheese is produced in the traditional way. Cheese is usually served with ham.

Smoked ham is also prepared in traditional way, in special arranged rooms using beech wood and natural ventilation for drying. It gives a unique taste to ham. In the area of Cetinje, there are many small restaurants that offer traditional and national dishes.

1.2.3. Events

Thanks to its rich cultural and historical past, the municipality of Cetinje couldn't be imagined without prestigious cultural events.

Cetinje's Biennale art event is significant, and it was organized for the first time 1990th. In the past, it was an excellent way for promotion of young, talented artists from Montenegro and from abroad. This festival has a very long tradition and it has managed to save its authenticity. **The Royal National Theatre "Zeta's House" during the whole year organizes various shows made by Montenegrin theatre.**

Cetinje's summer festival is presenting a program that is a mosaic of folklore, poem's evenings, concerts of classical and popular music, art exhibitions etc. This event begins on mid-July, and it is held on the summer stage, which is built in romantic style and it reminds most people of the ancient amphitheater.

National Library "Djurdje Crnojevic" and Government House is equipped to host a variety of art exhibitions, presentation of young artists, presentations of various publications, magazines, periodicals and books.

The **mountains'** car race is held every year on July and sometimes it is organized during the spring and fall. **Katun's** sports games are an event held on **late July in the village of Njeguši** - the birthplace of Petar II Petrovic Njegos. The event involves a large number of citizens, **former residents of village Njeguši and their descendants. They perform traditional games,** which are used to play in the past for proving their courage. (The old capital Cetinje, <http://www.cetinje.me>, connection: 15.07.2013 at 9:10 am)

2. STRATEGIC ANALYSIS OF THE OLD CAPITAL CETINJE TOURIST DESTINATION

2.1. SWOT analysis

The term SWOT is an acronym of these words: strengths, weaknesses, opportunities and **threats. SWOT analysis brings together a tourist organization or destination's main strengths** and weaknesses as generated by the internal environmental assessment, and the threats and opportunities and competitor analysis from the external environmental assessment. (Beech, Chadwik, 2006)

Strengths: Diversity of supply in a small space, Climate, Good geographical position, Natural resources, Food and beverages, Kind local people, Political stability, Undiscovered **destination, National Park Lovćen, National Park Skadar Lake.**

Weaknesses: Insufficient number of accommodation units, structure of hotel facilities, number of daily visits, insufficient use of IT, lack of educated and trained staff, low level of service, high seasonality of tourism, lack of research and information, pollution, lack of

protection of monuments, no tourist benefits, inadequate supporting infrastructure (water supply, wastewater, solid waste, road infrastructure, electricity, parking), unavailability through air transport, undeveloped public-private partnerships, lack of initiatives in tourism, not enough protected area, unplanned construction, the lack of large investments.

Opportunities: The increasing of worldwide demand for destinations and tourism that is focused on the nature, modern trends in tourism that include MICE and cultural tourism, the increasing worldwide demand for high - quality tourist facilities, eligibility for sustainable development, ongoing integrations into the European Union, public-private partnerships, the increasing presence of IT technology in purpose of promoting destinations, low – cost airline companies, new lifestyle trends.

Threats: Global economic crisis, Raising prices of food, Raising prices of fuel, Climate changes, Raising prices of electricity, Environmental pollution.

2.2. BCG matrix

The Boston Consulting Group (BCG) matrix, also called the product portfolio matrix, is one of the methods for determining strategic options and/or investments of organizations. The matrix consists of four categories or quadrants: stars, question marks, cash cows and dogs. (Rainey, 2010) The BCG matrix assesses products/SBU in terms of their market share and market growth and from this analysis; organizations should be able to plan their future portfolios. (Pender, Sharpley, 2006)

The municipality of Cetinje can be placed in the „question mark” because the growth rate of the tourist market is extremely high, but the municipality of Cetinje occupies a low market share. There is a slight tendency towards the „star”. More resources are invested in Montenegrin tourism industry, which is good for further development of the municipality of Cetinje. Actually, tourism is the one of the development priorities, so there are real conditions of positioning Cetinje in the „star” field.

2.3. Destination lifecycle

The tourist area life cycle (TALC) and Butler's model of resort development are derived from the product life cycle concept in marketing (Howie, 2003). It is very useful model for destination planning, organizing and for control tourist destination developing. Using this tourist destination life cycle model managers should be able to position destination at any of particular stages such as exploration stage, involvement stage, development, stagnation, decline and rejuvenation stage (Butler, 2006).

We could position the municipality of Cetinje as tourist destination in the exploration stage. It means that tourism is recognized as an opportunity for the development of the municipality and more attention should be paid to the improvement of existing services for specific market niches. Destination is not formed at all and tourists can easily contact local people.

2.4. Ansoff's matrix

Ansoff's matrix is a basic strategic tool that is used for analyzing the competitive situation and indicating the development possibilities of strategic business unit (SBU) within the product portfolio. It is composed by two key elements: the product and the market. Matrix gives the 4 strategic opportunities, including:

- 1 Market penetration - selling existing products in existing markets,
- 2 Market developments – selling existing products into new markets,
- 3 Development of new products - develop new products for existing markets,
- 4 Market diversification - develop new products for new markets (Bowie, Buttle, 2004).

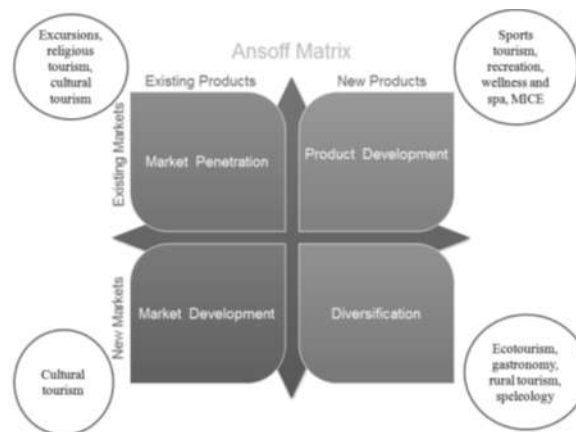


Figure 1. Ansoff's matrix

Source: Authors

2.5. Tourist traffic

From 2003 to 2012 the number of tourists in Cetinje increased by 133.5%, while the number of overnight stays of tourists increased by 140.14%. The share of Cetinje in the total tourist traffic in Montenegro is very small, an average of 0.76%. Total of 10,973 visitors visited Cetinje in 2012 while in the same year Montenegro recorded 1,439,500 visitors. On the other hand, Cetinje recorded 34466 nights, and at the national level, it was recorded 9,151,236 overnight stays in 2012. It means the share of Cetinje in the Montenegro tourism according to the number of overnights is only 0.38%. Tourists often do not stay longer than 3 days. The **average length of tourists' was 3.09 days, in 2012. It is interesting that the number of foreign tourists has increased gradually.** (Monstat, 2013)

3. MANAGEMENT OF TOURISM DEVELOPMENT

3.1. Vision, mission and strategic goals

After the strategic analysis, authors have dealt with management of tourism development in the municipality of Bar. Creating adequate strategy for the destination development includes

defining appropriate vision and mission. Considering it, vision of the old capital Cetinje would be:

To become a remarkable destination that will promote the unique value of cultural and natural heritage, providing a complete and unforgettable experience to tourists and visitors. To promote the destination that will be recognized by solidarity, friendship, cordiality. To create an open and competitive market, become an attractive MICE destination; to develop sustainable tourism using historical heritage and natural resources, to protect and develop it, to create an attractive environment for all participants.

The mission of the municipality of Bar would be:

Considering the vision of the future tourism development, the municipality of Cetinje will promote tourism. Its prosperity will be based on awareness of the cultural and natural values, adequate management policy, balance between modern and tradition, sustainable development, creating unique tourist products. The municipality of Cetinje will be competitive at the global level and tourism will bring economic, social and cultural long-term benefits to the local people.

Strategic goals would be:

- To increase the number of high category tourist capacities;
- To improve the quality of existing accommodation facilities (primary and complementary), and trying to adapt it to the international quality standards;
- To improve the overall infrastructure;
- To upgrade existing sports facilities and to build new ones;
- To create a clear and recognizable image of Cetinje in target markets;
- To maximize market share and expand it by new tourist products;
- To create a unique product, which will provide added value to selected market's segments of consumers;
- To improve distribution and to utilize advantages of IT
- To assure permanent protection of cultural and historical heritage and natural resources
- To attract tourists with better purchasing power and to increase tourist consumption;
- To introduce new facilities through planned projects; to extend business throughout the year;
- To improve communication between local, national and international tourist organizations;
- To achieve economic growth of the city.

The developing strategy, which should be implemented in the municipality of Cetinje, is focus strategy based on differentiation. It is important to segment tourist market into several special niches and make unique tourist products and services that worth more than **competitors' products** and services. Defining several tourist products is essential for further development of Cetinje as tourist destination and we will explain some of them in the next paragraph.

3.2. Tourist products

The municipality of Cetinje has a predisposition to the development of different types of tourism: cultural, nature-based tourism (rural, eco-tourism), religious, culinary, recreational, MICE tourism, sports, wellness, excursions etc.

Cultural tourism: We have written about cultural and historical heritage and then we have concluded that the municipality of Cetinje is ideal for cultural tourism development. City **“heart” could be successfully combined with national parks and tourists would be motivated** for longer stay in the municipality of Cetinje.

Eco-tourism: Considering the abundance of natural resources and unspoiled nature two national parks that we have mentioned before; the fact that Montenegro is proclaimed an ecological state; the national tourism development strategy is based on sustainability, Cetinje has a great potential for developing eco-tourism. Eco tourism could be developed within the national parks. A special product of ecotourism could be tourism based on bird watching especially in the National Park Skadar Lake.

Rural and gastronomic tourism: In the municipality of Cetinje, rural tourism could be developed, too. There is a many small, beautiful villages around the city and some of them **have already been known by historical monuments such as Njeguši village where was born Petar I Petrović Njegoš, former ruler of Montenegro. There are also several restaurants and taverns that offer local and national specialties.** Except this, all villages have saved their authenticity, which can be attractive to tourists. Actually, tourists of 21st century are looking for something new, unique and they want to find out more about different cultures, their manners and tradition. They are also seeking direct contact to their hosts and want to be **included in their daily activities. Many Katun’s settlement can be used for the development of** this type of tourism, without large investments.

Religious tourism: Three very important holy relics are situated in the municipality of Cetinje such as the hand of St. John the Baptist and a fraction of the Holy Cross, located in Cetinje Monastery, and the icon of the Virgin Filermosa kept in the National Museum Montenegro. **There are remains of Vlaška’s church that would also be interesting as sightseeing.**

Resort and recreation: The most famous place for the development of this type of tourism is Ivanova korita that is composed of adventure resort and park. This site is excellent for totally relaxation and for revealing stress. For tourists who are looking for adventure there are two caves. Tourist offer of the municipality of Cetinje would be more attractive if caves were reconstructed and adapted.

Wellness: It is well known that climate can significantly affect the improvement of health. This type of tourism could be best developed at site Ivanova korita. Ivanova korita is a place known by its spa advantages. Investments and adequate management could transform this place into luxurious wellness and spa center.

MICE tourism: The municipality of Cetinje has potential for the development of MICE tourism. MICE tourism is a great chance for further development of the Cetinje. In the future focus must be on MICE tourism development. Developing this type of tourism Cetinje would be destination, which is visited throughout the year. It requires investments, cooperation and strong marketing campaign.

Sports tourism: In the municipality of Cetinje, there is sports center. Athletes are a quite **important market's segment and if their needs were satisfied within the region of the municipality of Cetinje, destination would be more attractive and wanted.**

Excursions: The most developed type of tourism in the municipality of Cetinje is excursion tourism. Although there is a set of advantages, excursion tourism has one significant disadvantage – tourists spent just few hours in destination. The next issue is how to keep major of tourists to stay in the municipality of Cetinje longer than a day or three days?

3.3. Recommendations for future development of tourism

Considering the analysis of the municipality of Cetinje as a tourist destination, we can conclude that further development of tourism in Cetinje requires respect for the next recommendations:

- *Provide and strengthen cooperation between the public and private sectors.* It means, to include all stakeholders of tourism industry such as representatives of political and executive authorities at various levels, national tourism authorities, professional associations, owners and managers of tourist companies, NGOs, local people etc. It is also necessary to define tasks and responsibilities of a large number of participants from public and private sectors, both. The most important task of public sector is to **ensure development sustainability and to ensure fair resources' allocation among participants.** On the other hand, the private sector has a task to affirm tourist destination. In the future, synergy between these two sectors will contribute to the development of the local economy, raise of awareness about the environment, the **improvement of the residents' life quality, orientation towards a common goal,** image creation, protection of cultural and historical heritage, education, improvement of the market position and competitiveness, consumer protection, set standards definition, etc.
- *Establish a local destination management organizations (DMOs) and destination management company (DMC),* which would improve the development of tourism not only in Cetinje, but also in general at the national level.
- *Build more accommodation units, especially four and five-star hotels with all required amenities and services.* To renovate existing facilities and to improve their quality. **New tourists' facilities do not mean just more tourists but more employed local people,** more special educated and trained citizens. All these things would provide an increase of profit and life of local people would be better in the municipality of Cetinje.
- *Use the cultural resources for the purpose of tourism development.* It has been mentioned before that the municipality of Cetinje is well known by its cultural and historical **monuments, so it can be used as tourist attractions but we shouldn't forget that sustainability and responsibility are necessary.** It must be noted that every cultural and historical monument has its own story, which is very interesting to tourists and visitors. It is obviously that the future development of tourism in this part of Montenegro should be based primarily on the cultural and historical treasure.
- *Use the National Park Skadar Lake and the National Park Lovcen for the purpose of tourism development.* Their tourist evaluation would allow more aggressive tourism

development and attract more visitors, who are interested in sightseeing and enjoying the outdoor life and research of its beauty. Good traffic connections make the municipality of Cetinje more attractive to people who love unspoiled nature. We emphasize that the tourist valorization of national parks, which belong to the municipality of Cetinje, must be based on the principles of sustainable development.

- *Assist the local community that is involved in tourism through education of personnel, promotion of tourist offer.* It is good to form the supply center, which could be used by all people who are dealing with tourism. To stimulate local people to start their own business e.g. to produce organic food, repurchase it and sell it to the tourists. To cooperate with other municipalities in order to establish strong system that looks like „joint venture” **because today is actual battle cry: Not compete, but cooperate.**
- *Reduce the seasonality of tourism and to develop year-round tourism.* It would be achieved by developing different types of tourism such as MICE, wellness and spa, religious, cultural tourism etc. To solve the problem of inadequate infrastructure: electricity supply, solid waste, lack of parking spaces, which can significantly affect the tourist satisfaction and their impression of destination.
- *Ban illegal construction and unplanned use of space.* It is known that the illegal construction damages space, and without space there is no sustainable tourism.
- *Emphasize the fact that it is a politically stable area;* the destination with a favorable climate, rich tradition and gastronomy, kind people and it is still undiscovered tourist destination.
- *Improve tourist offer.* To open more restaurants and places which tourists and visitors would use in their spare time such as wellness and spa centers and sports and recreational facilities.
- *Promote events because it is tourist attraction.* That is the best way for tourists to learn more about different cultures and to meet local people and their manners. To open more souvenir shops are obligatory.
- *Make quality-marketing plan in order to promote destination and create destination's image on the tourist market.*
- *Respect the principles of sustainable development, the national tourism development strategy.* The responsibility of all stakeholders, local community and tourists is to protect environment.
- *Establish adequate control system in order to monitor results of strategy implementation using different sets of indicators.* Good control can make management much easier.

Conclusion

We conclude that the quality destination management and its all stages are becoming very important. Therefore, the destination management is essential for the development and for the management of tourism. Sustainability is necessary condition that must be met in order to ensure tourists satisfaction and loyalty. In the future we advise to intensify cooperation between stakeholders, to strengthen cooperation between the public and private sectors, to educate and create high-quality personnel, to use information technologies whenever it is possible, to support local people, to encourage activities of DMO

and DMC, to remove barriers of tourism development, to create different tourist products and to place it on the market, to create competitive advantage. At the end, we will emphasize once again the importance of destination management because it is essential.

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Serbian Destination Competitiveness: Analysis of the World Economic Forum's Travel and Tourism Competitiveness Index

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Abstract

The Travel and Tourism Competitiveness Index (TTCI) was developed in 2007 within the context of the World Economic Forum (WEF)'s Industry Partnership Programme for the Aviation, Travel and Tourism sector. TTCI aims to measure the factors and policies that make it attractive to develop travel and tourism (TT) sector in countries worldwide and to improve the industry's competitiveness in their national economies. Using this index, the WEF has ranked the competitive performance of different countries and suggests that this cross-country analysis of the drivers of competitiveness in TT provides useful comparative information for making business decisions and additional value to governments wishing to improve their TT environment. This index is recognized as a welcomed further step in the process of providing a better understanding of competitiveness, its meaning and measurement in a tourism context.

In general, compared to 140 countries in the world, competitiveness of Serbian tourism is not favorable. TTCI considers a very small number of indicators as significant competitive advantage in Serbian tourism industry. For this reason, WEF's research on the competitiveness in the field of TT has put Serbia at the bottom of the list of European countries. Certainly, it is not an appropriate place regarding its geographical position and available resources. However, they make a comparative advantage, but what essentially makes tourism competitiveness is one's ability to long-term use resources in an efficient way for tourism.

The purpose of the paper is to gain insights from the results of the TTCI of Serbia and give a comparative analysis of indicative data of Serbian tourism competitiveness for the period between 2007 and 2013. By highlighting success factors and obstacles to TT competitiveness of the country and observing its trend in the past seven years, the TTCI can be used as one of the tool to identify if Serbian tourism policy has moved in the right direction and made efforts

toward taking advantages of strengths and overcoming barriers that impede the development of the sector.

Keywords: Tourist Destination, World Economic Forum, Travel and Tourism Competitiveness Index, Serbia.

Introduction

Travel and tourism remains a critical economic sector worldwide, with the potential to provide economic growth and development internationally. A growing national travel and tourism (TT) sector contributes to employment, raises national income, and can improve the balance of payments (Blanke and Chiesa, 2011). Thus the sector is recognized as an important driver of growth and prosperity, and, particularly within developing countries, it can also play a key role in poverty reduction (Koutra, 2013).

As international tourist arrivals grew by 4% in 2012 and reached 1,035 billion (WTO, 2013), tourism is even more characterized by a strong competition between countries. According to Robu and Balan (2009) competitiveness is no longer a simple concern on how a destination increases its market share of visitors and financial returns from tourism. Presently, competitiveness is rather about how tourism policies can reach into consumer decision-making in relation to tourist trips so as to maintain and enhance the appeal, value-added and competitiveness (Robu and Balan, 2009).

Favorable geographical position and available natural and cultural resources provide an opportunity for tourism development during the whole year and positioning Serbia as tourist destination. Obviously it is not enough for gaining a competitive edge because tourism destinations whose quality tourism product is the sum of contributions and processes result from many stakeholders.

The World Economic Forum has for the past seven years engaged tourism as a key industry and thought leaders through its Aviation, Travel and Tourism Industry Partnership Programme to carry out an in-depth analysis of the TT competitiveness of economies around the world. The Travel and Tourism Competitiveness Index (TTCI) aims to measure the many different regulatory and business related issues that have been identified as levers for improving TT competitiveness in countries around the world. The aim is to provide a platform for multi-stakeholder dialogue to ensure the development of strong and sustainable national TT industries capable of contributing effectively to international economic development. Through detailed analysis of each pillar and subpillar of the Index, businesses and governments can address their particular **challenges to the sector's growth**.

The purpose of the paper is to gain insights from the results of the TTCI of Serbia and give a comparative analysis of indicative data of Serbian tourism competitiveness for the period between 2007 and 2013. A benchmark study will be applied in order to compare organizational factors not only within destination but also with other destination in the region. By highlighting success factors and obstacles to TT competitiveness of the country and observing its trend in the past seven years, the TTCI can be used as one of tools to

identify if Serbian tourism policy has moved in the right direction and made efforts toward taking advantages of strengths and overcoming barriers that impede the development of the sector.

TOURISM COMPETITIVENESS RESEARCH AND THEORY

A destination is competitive not only if it can attract and satisfy potential tourists (Enright and Newton, 2004, p. 778) but also has the ability to maintain the market position and share and/or improve upon them **over time (D'Hartesserre, 2000, p. 23).**

Recognizing the importance of competitiveness challenges in destination tourism development has aroused considerable research interest on understanding, measuring and improving tourism competitiveness in recent decades.

Initially many authors elaborated single variable models to explain tourism competitiveness. Price was considered as particularly important factor that influence on tourist demand (Lim 1997; Sinclair and Tabor 2002; Song, Witt and Li, 2009; Dwyer, Forsyth and Rao, 1999, 2000a, 2000b, 2002; Mangion, Dunbarry and Sinclair, 2005; Mazanec, Wober and Zins, 2007)

Dwyer et al. (2000, p. 21) and Mangion et al. (2005 p. 65) were among the first to admit that TDC is also significantly influenced by non-price factors.

Poon (1993) emphasis on a strategic management approach to competitiveness to deal with **the “new tourism”, which is more knowledgeable, flexible, “green”, and independent of tour operators.** She argues that the transformation brought about by technological changes **requires destinations to adopt “flexible specialization” strategies to competitiveness that stimulate innovativeness to create new ‘products’ which are sensitive to individual tourist demands.**

Poon’s model adds a new dimension to tourism destination competitiveness but it is too broad to be operationalised or implemented (Buhalis 2000; Dwyer and Kim 2003; Ritchie and Crouch 2003).

Kozak (2003) and Prideaux (2005) encourage the application of objective measures such as **tourist departures, occupancy rates, revenue flows and length of stay to assess a destination’s** performance over time as well as international benchmarking and market segmentation analysis by nationality, and purpose of visit.

Tourism competition is a general concept that encompasses price differentials coupled with exchange rate movements, productivity levels of various components of the tourist industry, and qualitative factors, affecting the attractions or otherwise of a destination (Dwyer, Forsyth and Rao, 2000, p. 11).

Ritchie and Crouch (2000) argue that a destination is competitive if it has the ability and flexibility to meet tourist demand not on one, but on several elements of the tourism experience.

Destinations must ensure that their overall attractiveness and the integrity of the experiences they deliver to visitors must equal or surpass that of many alternative destinations open to potential visitors (Crouch and Ritchie, 1999 p. 139). It is the ability to create and integrate value added products that sustain resources while maintaining market position relative to other competitors (Hassan 2000 p. 239).

The most comprehensive definition gave Azzopardi (2008) defining tourism competitiveness as the ability of the destination to identify and exploit comparative advantages and create and enhance competitive advantages to attract visitors to a destination by offering them a unique overall experience for a fair price that satisfies the profit requirement of the industry and its constituent elements, as well as the economic prosperity objective of the residents, without jeopardizing the inalienable aspirations of future generations (Azzopardi, 2008).

Nica et al. (2013) emphasize that when a tourism region is not able to produce the maximum possible output, given the inputs, that particular tourism region is inefficient and bound to attract relatively fewer tourists compared to competing areas. The reason may be that too many entries are used in an imbalance between inputs and outputs, and/or less optimal combination of input factors. This situation may be due to various deficiencies. First, policy makers may have intended believes, mistakenly, that the touristic region in question is growing or finds itself in the maturity stage within the product life cycle (Tigu et al., 2010), thus resorting to measures to support tourism investment, deepening imbalance between inputs and outputs. Secondly, the tourist region is in the growth phase or maturity of the tourism product life cycle, but efforts are insufficient to maintain long-term market position. Thirdly, (Nistoreanu, Tanase, 2008), an imbalance between inputs and outputs may be due to uncontrollable factors or unexpected events that prevent tourist region from obtaining optimum production.

Crouch and Ritchie (2006) got various aspects of tourism or destination competitiveness research into three categories. First, there are those that have had the aim of diagnosing the competitive positions of specific destinations. A second group has focused on particular aspects of destination competitiveness, such as destination positioning, destination management systems, destination marketing, price competitiveness, etc. A third group of research has sought to develop general models and theories of destination competitiveness. This third group of studies represents research that is most closely related to the aim of the WEF in developing their index and annual report (Crouch, 2007).

The model is conceptually and methodologically influenced by the work of Porter (1990) and the Global Competitiveness Report (Sachs and McArthur 2001; Porter 2000). As a model, it tries to capture the key comparative advantages of a destination derived from its resource base by introducing technology (physical and capital resources), infrastructure, and human resources components similar to mainstream TDC models (e.g. Dwyer and Kim 2003; Heath 2003; Ritchie and Crouch 2003). It incorporates price competitiveness because of its major influence on tourism demand (Dwyer et al. 2000; Durbarry and Sinclair 2003; Mangion et al. 2005; Song and Witt 2003). The environment and the quality of life of the local community are also integrated within the model because of the acquired importance attributed to these considerations in enhancing TDC by tourism researchers (Crouch and Ritchie 1999; Hassan 2000; Middleton 1997; Mihalic 2000; Poon 1993).

TTCI indices use a combination of qualitative and quantitative measures of the variables based on an Executive Opinion Survey data (soft measures) and objective data (hard data). Tourist arrivals and tourism receipts are used as objective criteria with which estimated TCCI scores for the 140 countries are correlated.

TTCI is based on three broad categories of variables that facilitate or drive TT competitiveness. These categories are summarized into the three subindexes of the Index: (1) the TT regulatory

framework subindex; (2) the TT business environment and infrastructure subindex; and (3) the TT human, cultural, and natural resources subindex. The first subindex captures those elements that are policy related and generally under the purview of the government; the second subindex captures elements of the business environment and the “hard” infrastructure of each economy; and the third subindex captures the “softer” human, cultural, and natural elements of each country’s resource endowments. Each of these three subindexes is composed in turn by a number of pillars of TT competitiveness, of which there are 14 in all.

Each of the pillars is, in turn, made up of a number of individual variables. The dataset includes both Survey data from the World Economic Forum’s annual Executive Opinion Survey, and quantitative data from publicly available sources, international organizations, and TT institutions and experts (for example, IATA, IUCN, the UNWTO, WTTC, UNCTAD, and UNESCO). The Survey is carried out among CEOs and top business leaders in all economies covered by the research; these are the people making the investment decisions in their respective economies. The Survey provides unique data on many qualitative institutional and business environment issues, as well as specific issues related to the TT industry and the quality of the natural environment (Blanke and Chiesa, 2011).

The framework is generally employed for cross-country competitiveness comparisons (Mazanec

2007) or to validate study results (Kozak et al. 2010). Gooroochurn and Mugiyarto (2005) have applied the eight factor framework to rank over two-hundred countries using an overall composite competitiveness index. The WTTC competitiveness monitor has also been applied by Craigwell (2007) to compare the performance of forty-five small island developing states.

Some authors criticize applicability and transparency of TTCI (Craigwell 2007; Croes 2010; Crouch 2008b, Crouch, 2007). However, Serbian tourism competitiveness has been insufficiently analyzed and the results have not been used for an efficient economic tourism policy. There are very few studies on Serbian tourism competitiveness (Petrović-Randelović and Miletić, 2012; Armenski et al., 2011). Armenski et al. (2011) argue that the weakest point of Serbian destination competitiveness is destination management, whereas Petrović-Randelović and Miletić (2012) emphasize that in future of Serbian tourism development it is necessary to understand, recognize and meet the needs of tourists, provide conditions for profitable business, invest in education and training of employees, to insist on the protection and restoration of natural resources, respect cultural values and diversity, and ensure the continued active role of the State.

However, there is no continual research of competitiveness providing an insight into the progress of Serbian tourism strategies and policies implementation. TTCI is the only study that monitors the competitiveness of Serbia tourism sector during the seven years.

ANALYSIS OF THE TREND OF SERBIAN TRAVEL AND TOURISM COMPETITIVENESS

Generally, according to WEF all European countries are well positioned in terms of tourism competitiveness. The first four places are occupied by Switzerland, Germany, Austria and Spain. However, Serbia doesn’t have an enviable position with regional rank on the 40th place, just in front of Bosnia and Herzegovina and Moldova, and 89th position overall, down by 2

positions in Europe and 7 positions overall since the last assessment in 2011. Could we then say that Serbia is competitive?

Table 1 shows Serbian competitiveness index trend between 2007 and 2013, with the exception of 2010 and 2012, when TTCl survey of European countries was not conducted. It is necessary to say that in 2007 Serbia was a republic of the former State Union of Serbia and Montenegro, so tourism sectors of both republics was developed as one. Moreover, Montenegro as Mediterranean destination attracted significant part of Serbian international tourist demand. Therefore scores of 2007 are not relevant for comparing with next years, just for taking insight into the extent of dependence of Serbian and Montenegro tourism competitiveness on coastal region, namely in which segments it depended on and how tourism sector of Serbia continue to develop without it.

As shown in Table 1 the decline in Serbian rank can be traced to factors such as TT human, cultural and natural resources and TT regulatory framework, particularly *policy rules and regulations* which score decreased significantly. In the past ten years, institutions in Serbian tourism sector have suffered many changes, obviously with the inconsistent approach to the planning and development of tourism. The policy rules and regulations pillar captures the extent to which the policy environment is conducive to developing the TT sector. Governments can have an important impact on the attractiveness of developing this sector, depending on whether the policies that they create and perpetuate support or hinder its development. According to WEF sometimes well intentioned policies can end up creating red tape or obstacles that have the opposite effect from that which was intended. In this pillar it is taken into account the extent to which foreign ownership and foreign direct investment are welcomed and facilitated by the country, how well property rights are protected, the time and cost required for setting up a business, the extent to which visa requirements make it complicated for visitors to enter the country, and the openness of the bilateral Air Service Agreements into which the government has entered with other countries. In 2011 an additional variable was included measuring the commitments made within the international trade regime to opening tourism and travel services (Blanke and Chiesa, 2011).

Table 1. Serbian TTCl between 2007 and 2013

Pillars	2007	2008	2009	2011	2013
TT regulatory framework	3.99	4.27	4.35	4.57	4.5
Policy rules and regulations	4.33	4.37	4.42	4.39	4.1
Environmental sustainability	2.72	3.31	3.61	3.95	4.06
Safety and security	4.55	4.86	4.81	4.85	4.99
Health and hygiene	5.11	5.47	5.63	5.65	5.7
Prioritization of travel and tourism	3.23	3.3	3.29	4.01	3.64
TT business environment and infrastructure	3.09	3.36	3.2	3.39	3.4
Air transport infrastructure	2.29	2.54	2.4	2.31	2.33
Ground transport infrastructure	2.38	3.15	2.91	2.82	2.79
Tourism infrastructure	3.34	3.91	3.53	4.51	4.47
ICT infrastructure	3.29	2.82	2.91	3.35	3.64
Price competitiveness in the TT industry	4.16	4.4	4.25	3.96	3.77
TT human, cultural, and natural resources	5.47	3.64	3.57	3.6	3.45

Human resources	5.25	5.1	5.17	4.81	4.63
Education and training	5.92	4.56	4.68	4.48	4.3
Availability of qualified labor	5.9	5.64	5.66	5.14	4.96
Affinity for travel and tourism	5.2	4.44	4.6	4.62	4.3
Natural resources	3.9	2.27	2.14	2.23	2.39
Cultural resources	3.9	2.73	2.36	2.72	2.48

Source: Adapted from <http://www.weforum.org/issues/travel-and-tourism-competitiveness/ttci-platform>

Policies and factors that enhance *environmental sustainability* are crucial for ensuring that a country will continue to be an attractive destination going into the future. This pillar of tourism sector has increased significantly since 2007, namely the stringency of the **government's environmental regulations as well as the extent to which they are actually enforced** increased. Given the environmental impacts that tourism itself can sometimes bring about, this pillar also take into account the extent to which governments prioritize the sustainable development of the TT industry in their respective economies. In addition to policy inputs, this pillar includes some of the related environmental outputs, including carbon dioxide emissions and the percentage of endangered species in the country.

Safety and security is a critical factor determining the competitiveness of a country's TT industry. Here it is taken into account the costliness of common crime and violence as well as terrorism, and the extent to which police services can be relied upon to provide protection from crime as well as the incidence of road traffic accidents in the country. In the past decade Serbia has not only increased safety and security sector but also, based on it, Serbian tourism is very well positioned compared to other states in the region (Table 2).

Health and hygiene is also significant indicator of tourism competitiveness in terms of provided drinking water and sanitation for the comfort and health of travelers. And in the **event that tourists do become ill, the country's health sector must be able to ensure they are properly cared for**, as measured by the availability of physicians and hospital beds (Blanke and Chiesa, 2011). It is evident that Serbia seeks to improve this sector successfully and excels in comparison to neighbor countries (Macedonia, Romania and Montenegro).

Worrying is the fact that *prioritization the TT sector* in Serbia has a declining trend. By making clear that TT is a sector of primary concern, and by reflecting this in its budget priorities, the government can channel needed funds to essential development projects. It also sends a signal of its intentions, which can have positive spillover effects such as attracting further private investment into the sector. Government should make more efforts to collect and make available TT data on a timely basis and commissioning high-quality **"destination-marketing" campaigns**.

With its *air transport infrastructure* Serbia couldn't be considered as a competitive destination. Regarding quantity of air transport and quality of the air transport infrastructure both for domestic and international flights Serbia has stagnated in the past seven years.

Vital for ease of movement within a country is the extensiveness and quality of its *ground transport infrastructure*. Quality of roads, railroads, and ports, as well as the extent to which the national transport network as a whole offers efficient, accessible transportation to key business centers and tourist attractions continuously decline.

Unlike transport, general *tourism infrastructure* (number of accommodation, car rental companies and financial infrastructure for tourists) significantly increased its quality, especially in 2011.

The most significant improvement in TT sector Serbia did in the quality of the *ICT infrastructure, which is important in providing a sense of the society's online activity* (Internet, telephone lines, and broadband) and in tourism sector particularly regarding itineraries, purchasing travel and accommodations and business transaction.

It is evident that Serbia became less competitive regarding *prices in the TT industry* than it used to be. Goods and services in Serbia are more expensive than in other countries in the region (purchasing power parity), as well as airfare ticket taxes and airport charges, fuel price, taxation in the country and relative cost of hotel accommodations.

Quality *human resources* in an economy ensure that the industry has access to the collaborators it needs to develop and grow. Not only human resources but also its subpillars *education and training* and *availability of qualified labor* significantly decrease comparing to 2009. Before 2011 Serbia represented some of the lowest labor and production costs in the region (Berić et al., 2012), but every year vocational schools and faculties of tourism provide skilled labor force which proofs competitive advantage.

Also the *affinity for Travel and Tourism*, which measures the extent to which Serbia as a country and its society are open to tourism and foreign visitors, significantly decreased.

Natural resources are by Ritchi and Crouch (1993) not characterized as competitive but comparative factors as they can never be reproduced with the same attractiveness. However, number of UNESCO natural World Heritage sites, quality of the natural environment, the richness of the fauna in as well as the percentage of nationally protected areas could be improved by implementing sustainable management and policies, what Serbia did.

Finally, the *cultural resources at each country's disposal are also a critical driver of TT competitiveness* around the world. In Serbia this factor varies from year to year. It consists of many subpillars, such as: number of UNESCO cultural World Heritage sites, sports stadium seat capacity, number of international fairs and exhibitions in the country, as well as its creative industries exports, which provides an indication of cultural richness.

ANALYSIS OF COMPETITIVENESS IN TOURISM SECTOR IN THE REGION

Table 2 presents the competitiveness of several European countries as represents of Balkan region and Southeastern Europe and reflects the general competitiveness in 2013, as well as detailed using three key indicators: legal framework, infrastructure and business environment, human, cultural and natural resources.

Table 2. Competitiveness in tourism sector among some countries in the region

		Croatia	Montenegro	Bulgaria	Romania	Macedonia, FYR	Albania	Serbia	Bosnia and Herzegovina
OVERALL TT	Rank	35	40	50	68	75	77	89	90

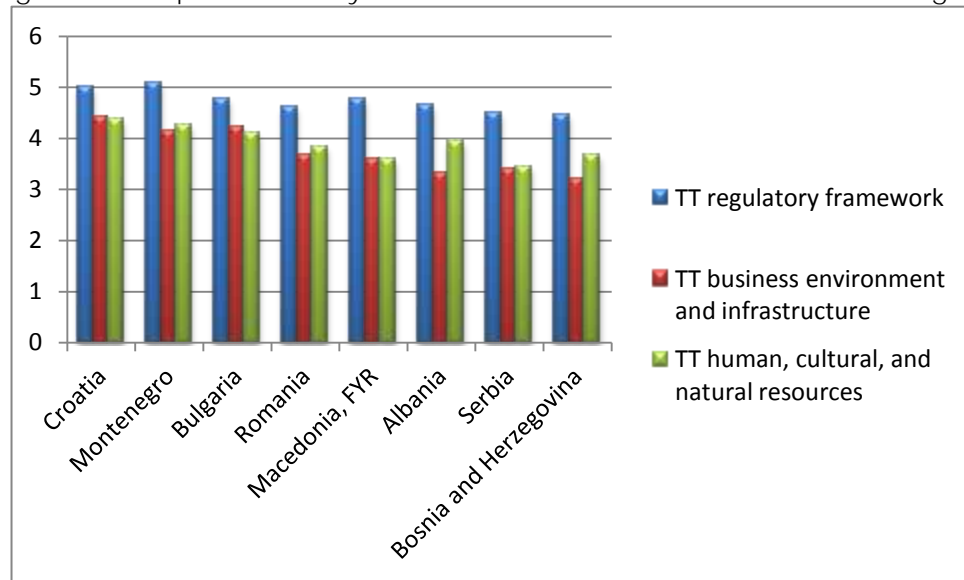
COMPETITIVENESS INDEX	Score	4.59	4.5	4.38	4.04	3.98	3.97	3.78	3.78
TT regulatory framework	4.99	5.09	4.79	4.61	4.79	4.65	4.5	4.47	
Policy rules and regulations	4.24	5.12	4.15	4.33	4.53	4.49	4.1	4.05	
Environmental sustainability	4.89	5.02	4.5	4.67	4.52	4.63	4.06	4.1	
Safety and security	5.32	5.26	4.34	4.89	5.28	4.87	4.99	5.59	
Health and hygiene	6	5.32	6.72	5.36	5.68	4.71	5.7	5.16	
Prioritization of TT	4.48	4.75	4.25	3.77	3.95	4.53	3.64	3.46	
TT business environment and infrastructure	4.43	4.14	4.24	3.67	3.58	3.31	3.4	3.19	
Air transport infrastructure	3.01	3.36	2.64	2.59	2.19	2.52	2.33	1.82	
Ground transport infrastructure	4.07	3.13	3.14	2.87	3.24	3.24	2.79	2.57	
Tourism infrastructure	6.71	5.98	6.72	5.07	4.27	3.67	4.47	4.24	
ICT infrastructure	4.32	3.64	3.94	3.42	3.41	2.51	3.64	3.25	
Price competitiveness in the TT industry	4.01	4.61	4.77	4.41	4.79	4.6	3.77	4.06	
TT human, cultural, and natural resources	4.37	4.26	4.1	3.85	3.58	3.96	3.4 5	3.66	
Human resources	4.63	5.01	4.89	4.73	4.76	5.1	4.63	4.81	
Education and training	4.47	4.78	4.63	4.41	4.28	4.42	4.3	4.31	
Availability of qualified labor	4.8	5.25	5.14	5.05	5.24	5.78	4.96	5.31	
Affinity for travel and tourism	5.12	5.66	4.62	4.11	4.59	5.89	4.3	4.81	
Natural resources	3.85	3.73	3.41	3.25	2.8	2.85	2.39	2.91	
Cultural resources	3.87	2.65	3.47	3.31	2.16	2	2.48	2.12	

Source: Adapted from <http://www.weforum.org/issues/travel-and-tourism-competitiveness/ttci-platform>

The group of eight countries in Table 2 have been chosen as such taking into account various factors, not only geographical (Serbian neighboring countries), but also close trade and tourism connection and cooperation, common historic facts, as most of them are former Yugoslav Republics, most of them have experienced a period of socialist regime, the transition period in terms of economic evolution, all of those and more qualify this group as an European emergent area on economic development. According to WEF, all the countries and their economies are at the same stage of development, efficiency-driven stage of development, except Croatia which economy is in transition from efficiency-driven to innovation-driven (Schwab, 2012).

Although Serbia has almost the weakest position among them, some indicators can represent competitive advantages of the country among its neighbors.

Figure 1. Comparative analysis of TT sectors of some countries in the region



Serbian competitiveness in the tourism sector goes over its competitors as follows:

- over Montenegro competitive advance is reflected in health and hygiene
- over Bulgaria in safety and security
- over Romania in health and hygiene, safety and security, ICT infrastructure and affinity for TT
- over Macedonia in health and hygiene, air transport infrastructure, ground transport infrastructure, tourism infrastructure, ICT infrastructure, education and training and cultural resources
- over Albania in safety and security, ground transport infrastructure, tourism infrastructure, ICT infrastructure and cultural resources
- over Bosnia and Herzegovina in policy rules and regulations, prioritization of TT, air transport infrastructure, ground transport infrastructure, tourism infrastructure, ICT infrastructure and cultural resources.
- over Croatia only in availability of qualified labor

Conclusion

Favorable geographical position of Serbia and available natural and cultural resources provide an opportunity for tourism development during the whole year and positioning Serbia as tourist destination. Obviously it is not enough for gaining a competitive edge because tourism destinations whose quality tourism product is the sum of contributions and processes result from many stakeholders.

It can be observed that Serbian tourism competitiveness, measured by its share in the world market, is characterized by a declining and uncertain trend which could be explained by the natural emergence of new competing destinations. However, Serbia doesn't have an enviable position in Europe and in the region of Balkan as a result of inadequate policies of main sectors that support tourism development.

Serbia needs a stable legislative framework with clearly defined lines of action. The previous practice has shown that weak institutions translate into poor strategies and policy decisions by national and local government regarding tourism development. In the past ten years, institutions in Serbian tourism sector have suffered many changes, obviously with the inconsistent approach to the planning and development of crucial sectors that make tourism industry. Although the extent to which governments prioritize the sustainable development of the TT industry in their respective economies significantly increased in the past seven years, it is obviously not enough compared to countries in the region.

Further to this, the global economic crisis has amplified the weakness of the Serbians institutions, reflected in a generally low level of competitiveness in areas such as weak regulatory frameworks and business environment and infrastructure.

Regarding safety and security, Serbian tourism is very well positioned compared to other states in the region such as Bulgaria, Romania and Albania.

Although the basic infrastructure of tourism in Serbia is well developed, however, requires significant upgrading and improving it to sustain growth in order to allow Serbia to compete in international tourism market.

In creation a competitive tourism product policy makers and stakeholders should be focused not only on the integration of various elements and components of the supply into a coherent whole but also aware of the importance of its price as major influence on tourist demand.

Strong efforts are required to strengthen the human resource base, improve strategic public infrastructure such as telecommunications, and further develop regulatory and governance frameworks for targeted areas. Indeed, ICT was recognized as a key element in a renewed development strategy, as it offers the prospects of enhancing service efficiency, developing new opportunities. It is the basis of the new knowledge economy, for which an expanded service sector provides an important long term development framework.

Finally, marketing actions are crucial factor to increasing the competitiveness of the Serbian tourism sector. Only functional tourism marketing will strengthen promotion and communication and result in increasing the number of foreign tourist arrivals. The implementation of this system, however, requires close cooperation between local and regional governments and of that within the tourism sector.

Tourism experts, policy makers and stakeholders should take into account these evaluations of WEF and make a focus on the comparative analysis in order to get a comprehend insight into the position of concurrent destinations, recognize not only where is Serbian tourism comparing to them, but also where it should and could be and in this way to develop the quality of the definitions and indicators, by formulating a vision of the sustainable tourism. **WEF's evaluation could be a useful directive of Strategy of tourism development made in 2005, as it requires a revision.**

Policy makers and stakeholders also should be aware of the importance of consolidation of tourism policy integration within the other policies with which it has a connection. Tourism is a sector with a transversal nature and it is affected by numerous policies. As Serbia strives to become a member of European Union, tourism will be even more affected by Union policies and numerous efforts should be focused on the horizontal nature problems in order to ensure

the development of strong and sustainable national TT industries capable of contributing effectively to international economic development.

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Tourism, Politics and Regional Development - Guidelines of the Development of Northeastern Bosnia

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Abstract

Northeastern Bosnia in a touristic aspect can become an important tourism destination, it disposes of natural resources that with a well built infrastructure can be used throughout the whole year. In terms of differences of particular attractions and taking into account the strategic orientation in the regional development strategy of the area we can determine development opportunities according to destinations. Valued touristic potentials refer to its complete use in tourism development activity. There are realistic chances for development of more aspects of tourism, most of which are in an early stage. The paper represents theoretical and practical researches on contemporary processes of tourism development. The objective of paper is to perceive the opportunities of valorization of tourism potentials by analysing the current situation and to determine directions of tourism activity development in Northeastern Bosnia.

Keywords: Northeastern Bosnia, development guidelines.

Introduction

Northeastern Bosnia belongs to the northeastern part of the region of northern Bosnia. On the east and north it is bounded by the Drina and Sava rivers, on the west and south by the Ozren, Konjuh and Javor mountains. Within this territory it covers the area of 6.628 km² (that makes 13,3% of the territory of Bosnia and Herzegovina) where in 23 municipalities live 1.041.043 residents. An average population density of this area is 157 residents per 1km². [1] Northeastern Bosnia has a favorable geographical position, it is connected by traffic towards the Panonnain plain and the Adriatic coast. Geographical position, natural geographical and socio-geographical values are a condition for the development of continental tourism that increasingly gains recognition in the domestic market. According to the area research one can say the following: tourism economy in northeastern Bosnia (morphological and climatic) is favorable for development of many different types of tourism. The basis for the development of *residency and weekend tourism* are natural beauty, mountains, pleasant climate, hunting, fishing and cultural and historical values. Of a great importance and without a significant distortion of environment for the development of *stationary tourism* are mountain areas with fresh air (air spas) suitable for development of health and climate tourism. The following part presents destinations favorable for the development of these forms and content of tourism.

2.1. Attractive tourism destinations for the development of health tourism

By analyzing the elements of space tourism demand and other valorisations on the area of northeastern Bosnia, it can be said that wealthy tourism resources refer to the development of *health and recreational tourism*. Mentioned forms have their season, i.e. periods when the tourism traffic is the most expressed. Health (spa) tourism includes staying in places with thermal healing springs, it takes place at the area nearby healing springs, with wide range of activities related to healing of rheumatic, stress, anemia and other types of diseases. Thanks to its healing characteristics and ambient, natural healing centres are becoming health and recreational centres suitable for relaxation and recreation in which there are more and more visitors due to their need for health and recreation. Modern healing spa centres with additional equipment and various touristic offer (indoor swimming pools, cabinet relaxation, fitness, wellness) make these movements even more frequent. The combination of clinical medicamentosa and balneo air therapy gives evident results. In this way, climate and microclimate and healing waters repair and strengthen a sick organism or prevent disease recovery. Attractive features of healing waters are used for medicinal and recreational and relaxational purposes throughout the year, which significantly affects the tourist trade. Staying in small places enables rest, physical and mental relaxation. [2] Such natural values **have already affirmed spa healing centres in Srebrenica, Gradačac, Tuzla and Dvorovi, and there are real possibilities in Gračanica and Kladanj.**

In the development of spa tourism special place belongs to Srebrenica because of special properties of *mineral water Crni Guber*, as well as special natural values of Srebrenica and Vlasenica areas related to the Kvarc, Osat and Javor mountains that are by mountain ranges **connected to the canyon Drina and the accumulation Peručac and they are capital resources** of importance to the health and recreational tourism. In this respect, this area has great tourism potential, because of the ongoing reconstruction of the existing spa facilities. Crni Guber has an altitude of 596m, it is the highest spa centre and climatic location in northeastern Bosnia.

Surrounding forests, clean water, healing springs with good accessibility provide great tourism potential for spa Crni Guber, which until now have not been used.

Climate is suitable for recreation with a diverse clientele structure in terms of their age, because healing in this Spa is based on rehabilitation of anemic diseases. Tourist demand of Srebrenica-Vlasenica areas is expressed in *spa and health direction* regarding accommodation in hotels and private homes, *recreational* (outside spa) with a variety of amenities such as picnic and walking. This option is provided by a number of meadows with scented herbs and forest areas in the foothills of Sušica, **the accumulation Peručac and the Drina canyon.** Thus one might say that what gives Crni Guber and other valuable ambiances of Javor and Osat is no less valuable than that provided by the most representative sites of neighboring Serbia, Zlatibor and Divčibare in natural amenities.

Second in importance high mountainous area is related to the Konjuh, especially for Kladanj *oligomineral Muška voda*. Thanks to the natural environment, the climate and the healing properties of **Muška voda, tourism demand in this area can be enhanced by building a center**

for recreation. [3] Large green, meadow and forest areas are very attractive for walking and **relaxing in this area. Tourist offer of Muška voda may be supplemented by activating** field excursion tourism of regional and wider importance. Special motivation of recreation in this setting has hunting and fishing grounds, which can be complemented by health and recreational facilities.

Important role in the tourist offer of Gradačac has Banja Ilidža. Situated in a park environment has an appealing ambience. In accordance with the healing properties, tourist demand is manifested in the spa and medical direction in terms of accommodation and treatment primarily in hotel and spa complex and less in private homes, recreational direction in terms of participating in sports at accumulations of lakes Hazna and Vidara, a trip to the spring **Gradašnica, walk tour of the monuments Gradačac. The basis of development of health** tourism in Tuzla has *Salt Spa*. [4] Building a new spa complex near the salt wells, development of infrastructure and accommodation and opening of smaller boarding houses form the basis of the development of medical tourism in Tuzla. In accordance with the healing properties, tourist demand is focused *on spa and health* accommodation and treatment in the spa complex as well as the newly built Pannonian lakes, in *the direction of recreation* for visitors **who want to walk or weekend trips to the nearby resorts Ilinčica and Zlača.**

Banja Dvorovi is the youngest spa healing center and the most important tourist capacity of Semberija. By applying modern methods of medical rehabilitation, providing quality services, building new tourist facilities with supporting infrastructure, Dvorovi can become an important destination for health tourism of northeastern Bosnia. [5] In accordance with the healing properties of the spa in Dvorovi, tourist demand is manifested in *the spa and health* direction, accommodation and treatment in hotels and private accommodation, *recreational and sports*, with various facilities at the pools, trips to the countryside, as a special site on offer there is **Ethno village Stanišići.**

Thermae in Gračanica are used in sports and recreational purposes at the pools and medicinal purposes in indoor baths (pearl natural bath with plenty of CO₂ dissolved in water). [4] For the use of thermomineral water for medical purposes and the development of medical tourism, in the future it is planned to perform well with capacity of 100l /s on the right side of **the Spreča.** [6] **For the quality valorisation of this resource, spa facilities are essential.** Opportunities for the development of health tourism include: transformation of bathing facilities into health ones, development of health tourism centers, expansion of existing facilities, **construction of new ones in Srebrenica, Tuzla and Gračanica.**

2.2. Destinations for the development of recreational and sport tourism

Recreational tourism includes activation of different types of summer and winter recreation in the mountains and rivers. A growing number of nature lovers expresses a desire to rest on *the mountain localities* in winter and summer. Physical activity becomes an integral part of behaviour, it is crucial for maintaining the health condition, work ability and mental balance of the urban population. In this direction, *walking* with special walking sticks should be

activated , so-called nordic that can be implemented throughout the year, with no pressure on joints and no greater load of the body.

Daily movement strengthens the muscles and the heart, improves health, makes people stronger and happier. Favorable conditions for *this type of recreation* are provided by regions on the Majevica (Islamovac and Klinari-District Brčko, Ilinčica-Tuzla, Lipica-Srebrenik), the Ozren (Svatovac-Lukavac) the Konjuh (Zlača-Banovići and Muška voda-Kladanj), [4] on the Susica (Bijele vode - Srebrenica), the Kvarc (Crni Guber - Srebrenica) and on the Javor (Igrišnik and Javor top-Vlasenica). [5] On these sites, signs of signaling should be set up as well as more mountain accommodation facilities for accommodation, rest, refreshments and food supply. Tourism demand should be directed towards nature lovers, sportsmen, hikers and ecologists. Besides the information that can be obtained via the Internet, magazines, etc. One should produce a publication that would represent a professional guide for amateurs of that area, in that an important role have tourism boards. On many examples it is shown that the life of people in cities is threatened by various factors. First, excessive noise, heavy traffic, limited movement from the place of residence to place of work, fast food, in addition to consuming harmful agents such as alcohol and tobacco that lead to increasing health consequences.

Modern lifestyle and work demands physical exercise so that recreation is becoming a basic necessity of life. Physical activity becomes an integral part of behavior, it is crucial for maintaining the health condition, work ability and mental balance of the urban population. [5] The latest research related to sports and recreation shows that a large number of people choose a sporting activity at least once a week. There are many varied motives and needs that people meet in the areas of sport and recreation. The processes observed in the tourism demand point to new forms of tourism and recreation, which involve more and more people, particularly *the elderly*, characterized by economic security and free time. Activities of visitors to a particular attractive area usually last up to 24 hours which has the characteristics of movement excursion. These types of tourism are often combined mobility (although it could be said that there are trips with recreational and cultural determinants), are characterized by a hike in the mountains, walking in the air spas, tours of monuments.

One-day and two-day trips to cultural sites affect the expansion of the general culture of clientele with a certain break (refreshments - drinks or catering services). This type of movement takes the form of recreational trips. *Excursion movement of the urban population* are more dependent on the duration of the working week (for those who have office hours from Monday to Friday), that is why they are taken as half-a-day trips for the school population, and two-day - a weekend trip. Although from an economic standpoint they are unstable categories of traffic (depending on the climate, socio-economic and organizational factors), excursion trends affect the development of tourism and therefore can be introduced into the tourist offer of northeastern Bosnia. For the launch and development of recreational tourism there lacks facilities for accommodation, rest, refreshment and food supply, on more favorable sites.

Attractive mountainous areas of northeastern Bosnia that are suitable for camping and spending time outdoors are the regions of the mountain Javor in the foothills of the Sušica,

In addition to having a favorable geographic location listed sites have plenty of oxygen, fresh air, shade, so that staying on these sites is very pleasant. These sites are activated during the summer months according to the shift of 15 days in which there are run a variety of activities **from entertainment to educational content.** Camp Igrišće offers manifestation of walking towards the Javor top, a distance of 15km, and in Klotijevac camp there are sports activities involving motives of lake Peručac and ride in boats towards the Drina canyon.

Map 1 Attractive tourist destinations for the development of excursions, sports and recreational tourism



Conclusion

Based on the resources and forms of tourism of specific zones, tourist capacities with the necessary facilities should be activated. For each of these forms *should develop a tourism study* that will provide guidelines for the development. Investments in the renovation of existing and construction of new tourist facilities are completely socially and economically justified in further activation and better use of natural resources. The built tourist infrastructure would enable further opening of the area, activation of natural resources towards tourist flows and quality evaluation of all forms of tourism economy. Tourist offer of northeastern Bosnia must be built on solid foundations, behind which must stand the competent institutions in terms of attracting and security of foreign investment and equipping the infrastructure. These prerequisites must be met if we want to start with the development of tourism in this part of Bosnia and Herzegovina.

Northeastern Bosnia in terms of tourism can become an important tourist destination, it has natural resources which with appropriate infrastructure can be used all year round. Besides the natural geographical conditions, of great importance are traffic and accommodation of visitors. Of course, economic opportunities depend on many factors (location, technological, demographic, social, physical as well as the degree of urbanization, and therefore in the assessment of tourism development other factors must be taken as well. Tourism industry of northeastern Bosnia is not sufficiently developed and therefore need a larger organizational efforts of all subjects and significant incentives. Starting tourism industry involves the development of other industries that directly affect trading, such as traffic, trade and craft. *Marketing strategy* for tourism development of northeastern Bosnia should be given a common commercial policy, build a tourist market, attractively shape tourism offer and cultivate hospitality. Development strategy for tourism of northeastern Bosnia should be directed toward a long stay visitors and keeping transit guests. Therefore there is a necessity of facilities that can provide longer stays and higher spending that will affect:

- ◆ intensive development of tourism
- ◆ providing quality tourist services,
- ◆ better use of capacity,
- ◆ extended tourist season,
- ◆ better organization of business,
- ◆ increased productivity and more effective economy,
- ◆ faster development of underdeveloped areas.
- ◆ increase foreign tourist traffic,

Planning of tourism development should be focused on those production activities that require small number of qualified employees directed towards the tertiary sector, that is to encourage the development of activities in which the qualified workforce will provide irreplaceable location advantages. The development of tourism in northeastern Bosnia should be aligned with the directives and standards prescribed by the EU: to regulate the organization of labor according to legislation and to establish a unique economic space. On the basis of current needs one should adjust coordinated work in the tourism sector and work

on the development plans for future development. Regional disparities of economic development of northeastern Bosnia is caused by natural factors and events in the recent past, which is reflected in the economic and socio-cultural development. It should be noted that there is an extremely complex task in terms of statistical monitoring of tourism traffic and general overview of the state of tourism. Existing official data cannot be ignored, the real situation and indicators starting from the local communities, tourist organizations to the highest level must be legally matched to what is necessary to make a regulation to improve the statistical monitoring of the results indicators in the development of the tourism industry. If the above-mentioned deficiencies are to be eliminated, it is realistic to say that tourism could be one of the most important branches of the economy, which would lead to job creation and employment of workers of tourism and catering professionals. In this way, northeastern Bosnia could become the center of demand, both for domestic and foreign clients, in terms of recreation, residence and health tourism.

Assessment of tourism development of northeastern Bosnia except real indicators of the state depends on the overall economic development of Bosnia and Herzegovina and the movement of visitors in the future.

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Evaluation of Tourism Strategy of Turkey-2023 with Respect to Sustainable Tourism Principles and Competitiveness Performance

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Abstract

According to World Tourism Organization (UNWTO), Turkey hosted 35.7 million tourists and had 25.7 billion dollars tourism income in 2012. Besides, Istanbul ranked 6th among the most visited cities with its 10.4 million visitors. Turkey is generally known for sun-sea-sand tourism although it has vast potential for congress tourism, mountain tourism, cultural tourism, health and thermal tourism and winter tourism. **“Tourism Strategy of Turkey-2023” was prepared by the Ministry of Culture and Tourism in 2007 in order to clarify tourism plans and aims till the year of 2023, the year that marks the 100th anniversary for the foundation of Turkish Republic.** According to this strategy plan, the main targets stated were redesigning the tourism organization, strengthening the tourism industry, encouraging domestic tourism, revealing alternative tourism potentials, strengthening the tourism infrastructure, increasing the quality of tourism education, supplying educated and qualified labor force for the tourism sector, increasing the service quality, developing city brands and increasing the quality of existing tourism areas. The aim of this study is to analyze the Tourism Strategy of Turkey-2023 with respect to sustainable tourism principles and according to the Travel & Tourism Competitiveness Index (TTCI), which has been published by World Economic Forum every **second year. In TTCI, countries’ tourism competitiveness performance is evaluated under 3** main groups, which are Travel & Tourism Regulatory Framework, Business Environment and Infrastructure, and Human, Cultural and Natural Resources. According to the index, Turkey showed progress in strengthening the tourism infrastructure and increasing the quality of tourism education, which were also targeted in the Turkey Tourism Strategy 2023. Nevertheless, it is also observed that Turkey did not show any progress in environmental sustainability, health and hygiene and price competitiveness. From the perspective of sustainable tourism, the 2023 strategy plan includes some positive aims such as diversifying tourism product to decrease seasonality, increasing tourism income, and boosting service and employee quality. The strategy yet does not include some important sustainability principles like how local people and other stakeholders could benefit more from tourism economy or how to decrease the usage of all-inclusive system in hotels, which are some of the main problems of tourism industry in Turkey.

Keywords: Sustainability, Sustainable Tourism, Travel & Tourism Competitiveness Index (TTCI), Tourism Strategy of Turkey - 2023, Turkey.

Introduction

The tourism industry moves people from one region of the world to another on visits of few weeks to destination outside the area where the holiday tourist or business traveler normally lives and works. It is also concerned with the activities of these people at the resorts or destinations (Foster, 2000:1). Tourism is basically an economic activity and it has been growing rapidly especially after 1950s. The rapid development of tourism has been argued to be as a result of increases in household income that subsequently afforded families more discretionary income to be spent on leisure. Other factors such as the growing prosperity in society, vacations entitled by law, an increasing leisure time, new modes of communication, urbanization and a growing population also affected the quick development of tourism industry (Nordin, 2005: 6). Recent statistics of World Tourism Organization (WTO, 2013:4) has shown that international tourist arrivals worldwide exceeded the 1 billion mark for the first time ever in 2012 with 1,035 million tourists crossing borders and is expected to be 1.8 billion in the year of 2030.

Theoretical Background

Tourism expansion all around the world brought some negative outcomes on environment and society. United Nations pointed out unplanned and rapid development of tourism's harmful effects on environment, destination and society by the late 1980s and provided **"Sustainable Tourism"** notion to become worldwide famous and essential for tourism development by publishing the Our Common Future (know as Brutland Report) in 1987. United Nations World Tourism Organization (1998: 36) defines the Sustainable Tourism as: **"Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future, It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support system"**. Sustainable tourism development should be ecologically sustainable (long term), economically viable, as well as ethically and socially equitable. Sustainable tourism should integrate the natural, cultural and human environment and it must respect the fragile environmental balance that characterizes many tourism destinations, particularly in environmentally sensitive areas. It has a long term perspective (ETE, 2009: 33). Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability. Sustainable tourism can be articulated as a set of twelve aims that address economic, social and environmental impacts (UNEP, 2005: 11,18):

1. **Economic Viability:** To ensure the viability and competitiveness of tourism destinations and enterprises, so that they are able to continue to prosper and deliver benefits in the long term.

2. Local Prosperity: To maximize the contribution of tourism to the economic prosperity of the host destination, including the proportion of visitor spending that is retained locally.
3. Employment Quality: To strengthen the number and quality of local jobs created and supported by tourism, including the level of pay, conditions of service and availability to all without discrimination by gender, race, disability or in other ways.
4. Social Equity: To seek a widespread and fair distribution of economic and social benefits from tourism throughout the recipient community, including improving opportunities, income and services available to the poor.
5. Visitor Fulfillment: To provide a safe, satisfying and fulfilling experience for visitors, available to all without discrimination by gender, race, disability or in other ways.
6. Local Control: To engage and empower local communities in planning and decision making about the management and future development of tourism in their area, in consultation with other stakeholders.
7. Community Wellbeing: To maintain and strengthen the quality of life in local communities, including social structures and access to resources, amenities and life support systems, avoiding any form of social degradation or exploitation.
8. Cultural Richness: To respect and enhance the historic heritage, authentic culture, traditions and distinctiveness of host communities.
9. Physical Integrity: To maintain and enhance the quality of landscapes, both urban and rural, and avoid the physical and visual degradation of the environment.
10. Biological Diversity: To support the conservation of natural areas, habitats and wildlife, and minimize damage to them.
11. Resource Efficiency: To minimize the use of scarce and non-renewable resources in the development and operation of tourism facilities and services.
12. Environmental Purity: To minimize the pollution of air, water and land and the generation of waste by tourism enterprises and visitors.

Research

As tourism became an important economic tool for countries, Turkey has started to invest on tourism sector as from the early 1980s. New promotion laws were placed in order to increase bed capacity, service quality and visitor numbers as well as grants for tourism investments. As

a result of these implementations bed capacity has increased significantly throughout the country and jumped from 82 thousands in 1980 to 980 thousands in 2012.

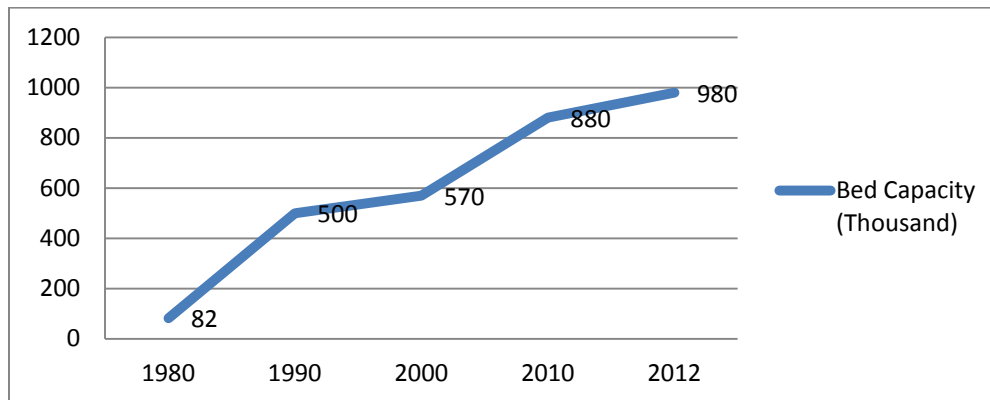


Chart 1: Bed Capacity on Selected Years

Source: Association of Turkish Travel Agencies, 2013

Investments on tourism industry by public and private sector have revealed the potential of the country and as a result of this Turkey became one of the most famous tourism destinations. Number of visitors have increased from 1.3 million in 1980 to 5.4 million in 1990, to 10.5 million in 2000, to 28.6 million in 2010 and to 35.7 million in 2012 and ranked 6th among the most visited countries in the world in 2012.

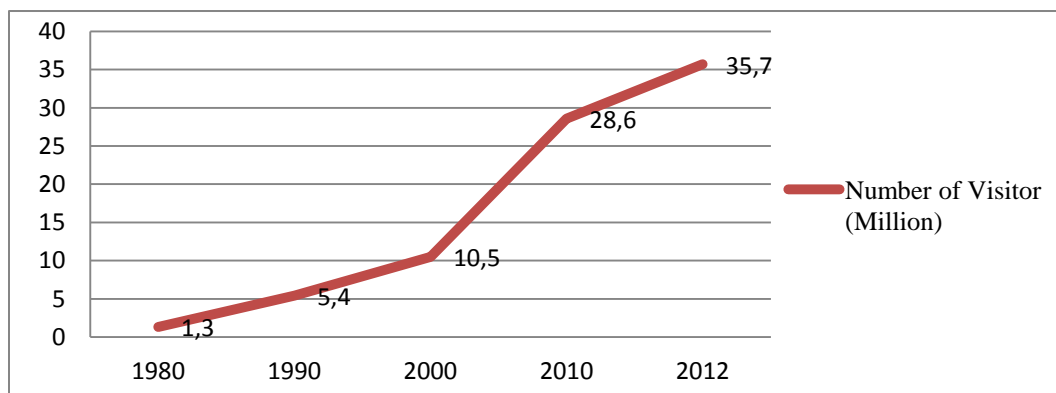


Chart 2: Number of Visitors on Selected Years

Source: Ministry of Culture and Tourism, 2013

Depending on incoming visitor numbers, tourism receipts has increased as well but it should also be stated that although Turkey ranked the 6th most visited countries, it is ranked only the 12th on tourism income list in 2012. This result may be seen as an outcome of lack of price competitiveness.

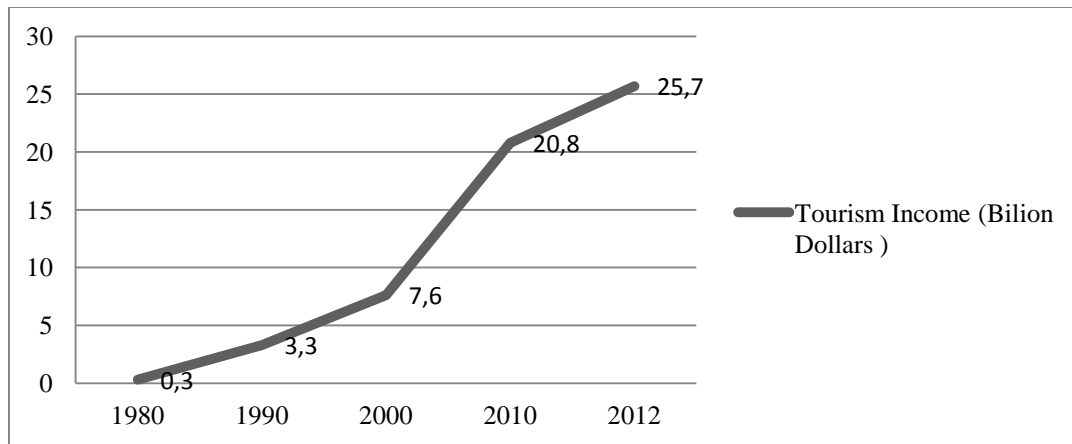


Chart 3: Tourism Income on Selected Years
Source: Ministry of Culture and Tourism, 2013

In order to clarify tourism plans and aims till the year of 2023, “Tourism Strategy of Turkey-2023” (TST-2023 after now) was prepared by the Ministry of Culture and Tourism in 2007. Main principles of the strategy are:

- To contribute to the objective of sustainable development by eliminating the interregional differences in levels of development,
- To help increase the competitiveness of the tourism sector through creation of regional tourism brands rather than relying upon cheaper products,
- To consider and plan the existing tourism sites within a sustainability perspectives and thus create high quality, viable environments,
- To support tourism development with sustainable environment policies,
- To closely trace global trends and demands and build up plans and conduct practices accordingly,
- To extend the season throughout the year by diversifying tourism product,
- To ensure integration of various types of tourism specific to region or locality, thus establish tourism cities with focus on alternative tourism (health, thermal, golf etc.)
- To use tourism as an effective tool for fostering social and economic development of backward regions and disadvantaged groups,
- To enhance labour quality with instructional courses on tourism and to enforce the effective operation of a sector specific certification system,
- Helping infrastructure related and environmental problems occurring at locations where tourism activities get denser be solved with joint efforts and contribution of local governments and private sector enterprises,
- To provide full support for extraordinary accommodation facilities brought into tourists’ services by conserving the regional architectural assests.

With regarding to sustainable tourism principles which mentioned earlier, it can be said that Tourism Strategy of Turkey-2023 respects the main themes of sustainability in many ways such as considering sustainability perspective while creating the vision and the mission,

trying to increase service and employee quality, aiming to diversify tourism by supporting alternative tourism types so that extending the season to whole year and targeting to solve infrastructure and environmental problems that caused by tourism with the help of local governments and NGOs. On the other hand, it is seen that there are some important missing links like how to increase price competitiveness, how local people and other stakeholders could benefit more from tourism economy, how to handle and decrease the usage of fake souvenirs which is quite important for small local businesses, how to increase the tourism **expenditure per capita who is visiting the country**, **how to increase employee's salary and working condition** (tourism is known for long working hours and low wages), how to carry out marketing and branding strategies which said on the vision of the strategy and how to decrease the usage of all-inclusive system in hotels.

When the three TTCI Index which has published since 2007 (the year that Tourism Strategy of Turkey-2023 was carried out) is examined, some progresses that were targeted in the TST-2023 can be seen while some not. Tourism infrastructure and quality of tourism education have shown slight progress. Tourism infrastructure scored 4.0 out of 7 in TTCI-2009, 4.4 in TTCI-2011 and 4.8 in TTCI-2013. Quality of tourism education scored 4.5 in TTCI-2009, 4.6 in TTCI-2011 and 4.7 in TTCI-2013. On the other hand, it is seen that there are retrocession and slowdowns in some targets such as environmental sustainability, health and hygiene and price competitiveness. Environmental sustainability was scored 4.1 in TTCI-2009 and 4.3 in TTCI-2011 and TTCI-2013. Health and hygiene was scored 4.8 in TTCI-2009 and 4.9 in TTCI-2011 and TTCI-2013. Price competitiveness was scored 4.0 in TTCI-2009, 4.2 in TTCI-2011 and again 4.0 in TTCI-2013 and the country ranked only 112th among 140 countries.

Suggestions

It is of utmost importance to consider sustainable tourism principles when planning tourism development. Besides, tourism planning should be realistic and feasible. Turkey has shown progress in strengthening the tourism infrastructure and increasing the quality of tourism education. However there has been no progress in strengthening price competitiveness and environmental sustainability. Promoting the strong aspects and developing the weak sides of the sector is a necessity for the future of Turkish tourism.

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Different Strategies in Second Home Development and Destruction of Local Architectural Values in Kish Island

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Abstract

Kish Island was selected as the first free-trade tourism zone of Iran in 1968. Hence, the first master plan of Kish was prepared in 1973. Following this, three other master plans were prepared in 1988, 1998 and 2007. A glance at these documents shows less attention has been paid on the quality of architectural design in second home development. Differences in housing strategies in the master plans have had different influences on the second home design which they are leading the destruction of local architectural values and the loss of cultural capital that flows from this. Within the next 20 years, the market for second homes will achieve high growth rates in the island. Thus, the last master plan essentially recommends preparing some action plans and practical guidelines in this context. This paper overviewed the background of the Island in the contexts of second home design. Moreover, a small but carefully chosen sample of local professionals is used to completing the gathered information. This paper attempts to suggest some recommendations for the process of second home design in the Island which have more adaptation with local architectural values and the process of development.

Keywords: Second Home, Master Plan, Local Architecture, Kish Island.

Introduction

Kish Island is known as one of the most important tourism area of the country. This island has a long history of more than 1300 years (Nasr 1971, Hamidi 1999, Mahmoudian, et al. 1998). It was selected as a tourism free zone in 1968 due to its natural-geographical features (Monsef, 1978). Until 1969, the number of settlements in Kish was limited to some sparse villages (Mokhtarpour 2002). After the Islamic revolution in 1979, Kish was chosen as the first free zone of Islamic Republic of Iran and by 1986, there was no building activity in the island because of the war with Iraq. From 1993 to 2001, development process gained speed all over

the country. Thus, organizing the management structure clearly caused an increase in constructional activities and as a result, the number of tourists also increased. However, this island is known as an area which adopts the standard laws of the country, which were far more relaxed compared to those at the main land (Mahmoudian, et al. 1998).

According the last Tourism Master Plan of Iran (2001), **Kish Island is the country's main tourism destinations** and the tourism centre of the Persian Islands in the Persian Gulf. As a result and based on to DSIEC (2007), within the next 20 years, the market for second homes in the island will achieve high growth rates. The existing second homes in Kish Island are not matched **with owner's requirements, especially in the context of local condition** (Mohebbi 2011). The key issues of this study is: Modern development at Kish Island, in which most of the buildings are second homes, leads to the destruction of the local architecture and the loss of intellectual capital that flows from this.

Second Home in Iran

Desert and semi-desert climate cover most parts of Iran and second home tourism has a long history (Ziaei and Salehinasab 2009). Moreover, some others noted that the metropolitan cities are facing a growing population and physical development, in the recent decades (Rezvani and Safaei 2006, Hasanimehr and Shahvar 2011, Annabestani 2010). This has caused a significant interest in second homes for families to spend their weekend holidays in the rural areas. Meanwhile, improvement in the transportation networks and the welfare of service, as well as increased leisure time are other reasons for second home tourism development in the country.

The deleterious effects of uncontrolled exploitation of natural environments and human unscientific activities have provided decline and destruction of many of the resources and facilities that present and future generation are dependent on to live and flourish (Rezvani 2003, Hasanimehr and Shahvar 2011, Rezvani and Safaei 2006) Manipulation of the natural environment, uncontrolled use of local materials and finally, soil and water pollution are other results of this interest (Ziaei and Salehinasab 2009). Another result is the physical changes in architectural pattern in the host areas (Hasanimehr and Shahvar 2011, Mahdavi Hajiloei, Qadirmasoum and Sanaei 2008). For harmonization in human relationship with the nature, it is crucial to evaluate the surrounding natural environments (Rezvani and Safaei 2006, Hasanimehr and Shahvar 2011). Unfortunately, there is neither effective management governing nor broad and deep research on these changes. As a result, the environmental and ecological issues would be some of terrible consequences with regard to this particular subject (Rezvani 2007).

With second homes construction, which has completely different features than those of the local architecture, the attractive landscapes have been changed. As a result, urban elements such as imported western architectural style are extensive across the host areas (Annabestani 2010, Mahdavi Hajiloei, Qadirmasoum and Sanaei 2008). The experiences of many tourism destinations of the world have shown that a lack of proper management of the second homes construction and other structures related to tourism development can result in environmental, social, economical consequences. Construction and loading excess capacity in a limited and sensitive ecological areas and destruction of natural resources and landscapes are some examples of these consequences (Ghadami, Aligholizadeh and Anamoradnejad 2010).

A large number of researchers have highlighted the variety, changing preferences and trend, as well as strategic actions by individuals and companies (Paris 2006). Different countries have different terms of planning and other regulations which play a key role in the differences of the development. These contain of a variety of innovative zoning practices, development management plans, environmentally friendly building design and construction standards and development impact fees (Hoogendoorn and Visser 2004). In summary, these strategies are planned to minimize the negative impacts in the host areas. In Iran, the second homes development has not been based on a prospective comprehensive plan (Rezvani 2003) (Rezvani, 2003). Hasanimehr and Shahvar (2011) suggest that a formulation and an implementation of regulations and policies related to the pattern for the development of architecture and building materials in second home construction can decrease the harmful effects of tourism development. Administrative regulations developed in relation to the design of landscape and local physical environment in the region can preserve valuable local contexts (Rezvani and Safaei 2006, Annabestani 2010).

In developing countries such as Iran, development and regulations are not established and fully implemented and this imposes a big challenge. However, in a positive point of view **“such forms of developments are potentially more feasible in second home tourism than in other urban settings because second home owners and local residents may be more aware of and concerned with the quality of the environmental amenities they experience in such places”** (Asgary, Rezvani and Mehregan 2011). A powerful identity in architecture helps communalities to improve their awareness and bonding. In this sense, social cohesion contributes to place identity. At the same time, places with a strong identity make social cohesion easier. From this, it is hypothesized that socially cohesive communities that have a strong sense of social and place identity will be more supportive of environmentally sustainable attitudes and behaviours compared with those communities in which cohesiveness and social and place identities are weaker. There is thus an important link

between sustainability and social life. Therefore, architectural elements need to be considered due to sustainable architecture which affects the dimensions of sustainability.

Second Homes in Kish Island

Based on the evidence provided by KFZO (2008), tourism was one of the major strategies of Kish development in the third socio-economic structure plan of the country (2005). On this basis, tourism was also taken as one of the most important economic sectors of the Island. According the Tourism Master Plan of Iran (2001), Kish Island was one of main tourism destinations of the country and the tourism centre of the Persian Islands in the Persian Gulf. Besides the Caspian Sea shore, Kish Island is the only facilitated sea and beach recreational holiday and tourist destination in Iran.

Kish has its specific natural traits, such as mild climate, surface water and also white sands and bright sun, which serve as the chief sources of second home development in the island. Additionally, increased disposable income, leisure time, and improved transportation and population growth in Iran are among the motivations for Iranians to buy second homes there during the recent decade. In fact, 5 years ago, only the richer citizens could afford second homes in the island, but more and more people have been able to own these homes in the recent years. Meanwhile, some just wanted to transfer their urban lifestyle into a peaceful environment without missing the facilities of the urban comfort. In addition, they wanted to enjoy the coastal landscapes in a decent way. Other second home occupants preferred the second home stay because of its distance from big cities and urban life. They change to a simpler lifestyle during their stay. In addition, second homes at Kish Island offer an opportunity for relaxation and various activities. However, second homes and the island have a very close relationship.

There are two major residential parts in Kish as follows: 1) the native residential fabric (Saffein village) which was organically developed into a community supporting the surrounding industry and the fishing harbour (see Figure 1). This part has been impacted by the new development, losing its grid nature and connection to the sea. The new surrounding does not have a good linkage with either old fabric or proper spatial quality; 2) the new residential community with requirements to perfect spaces for pedestrian in neighbourhoods (see Figure 2). There are currently 6000 occupied permanent dwelling and 5000 vacation homes (as cited in DSIEC, 2007). According to the statistical report by KFZO, a result can arise that all of these homes are defined as second homes for both of the owner groups who are living on the island or for those who are coming there for vacation or recreation.



Figure 1: Old residential fabric in Saffein Village, Kish Island (Afshar, 2011)



Figure 2: New residential apartments in Sadaf Town, Kish Island (Afshar, 2010)

An Overview of Second Home Development in Kish Island

In order to increase tourism development, huge changes have been made on this Island after the selecting of Kish Island as first free zone of Iran in 1968 (Monsef 1978). Therefore, the first master plan of Kish was prepared by Mercury Consultant Company (MCC) in 1973. Later, Iran went through a revolution in 1979, which was followed by a long war with Iraq that started in 1981. Then, in 1988, the second Master Plan of Kish was prepared by Geno Consultant Engineers Company (GCEC). After the war ended, the government has embarked on an aggressive promotional and developmental campaign to tailor Kish as a trade and tourism zone. From 1993 to 2000, the development process gained speed all over the country. Organizing the management structure clearly caused an increase in the constructional activities, particularly the housing development in the island. The next Master Plan was completed by Pajooresh and Memari Consultant Engineers Company (PMCEC) in 1998, although this was never formally adopted by Kish Free Zone Organization (KFZO). In the first years of previous decade, the decreasing price of oil, political decline and international isolation delayed Iran's economic growth. As a result, a more involved approach to diplomacy across a range of issues has taken place since the year 2000. This is reflected in the third five-year national plan related to the period from 2001 to 2005 and the subsequent plan. On this basis, the new master plan was prepared by Dress and Sommer International Consultants Engineering Company (DSIEC), and this was named "Destination Master Plan-Kish Island-Persian Garden in the Persian Gulf." It was accepted by the Supreme Council of Urban Development and Architecture of Iran as the first approved master plan of Kish Island in 2007. Each of the master plans has had different influences on the island's housing policy and development. Based on the information derived from both the historical resources and secondary documents, the development eras of Kish can be classified as follows:

Standstill of the Island by 1969

According to Ghahreman (2007), Kish went through harsh periods of ups and downs at the beginning of the 20th century, and these included the colonial power of the European countries in the region, the weakness of the central governments, and the establishment of the oil industry which changed the active condition of the Islands in the early 20th century (Mahmoudian *et al.*, 1998). The settlements of Kish were limited to some sparse villages (with about 10 villages), whereby Masheh and Saffein were the main ones (Mokhtarpour, 2002). Masheh was the main residential colony of the Island at that time, and it was situated in the eastern coast. The physical features of it are sparse, with a combination of buildings and gardens. Saffein, which is situated in the western north coast, is the only live example of the Kish vernacular architecture and urban settlement at present. The physical features of the village are the proximity of fabric to sea, blending a harmony between the economy structure and the fabric structure.

The Beginning of Modern Evolution (1969-1979)

After the selection of Kish Island as a “Free Tourism Port”, Kish Development Organization was founded and following this, the first master plan of Kish was prepared by MCC (Motazed 2007). According to MCC (1973), the Island was considered as a residential-recreational complex. The most important strategy of the plan was to keep Kish Island as a residential island and to employ the local people as blue-collar workers for running the projects. At this time, the residential areas included three major categories, namely, rural areas for local people, residential apartments for the government employees, and luxury houses for second homes.

The eastern north coast was chosen for the establishment of the tourism complex which included luxury resorts for second homes, an international hotel, an international bazaar and a casino, at the same place where Masheh village was (Monsef, 1978; Motazed, 2007). Furthermore, three villas for the Shah, his son and the minister of the court were also built **there. All of the building followed an idea called “The Architecture of Pahlavi Era”** (Monsef, 1978) (see Figures 3 and 4). The Island was facilitated to serve the royal family, as well as the very wealthy Iranians and the international people. Masheh village was replaced to the adjacent of Saffein village in north-west cost of the Island as a strategy of the master plan that aimed at gathering all of the rural areas close to each other, as reported in MCC. In 1977, the total population of the Island was around 5600 people, with around 2000 were natives. Many of the architectural ideas and urban design elements established in this master plan are well-developed concepts, and some of the concepts still prevail until today (DSIEC, 2007).



Figure 3: Dolphin residential complex, Pahlavi Era (Afshar, 2011)



Figure 4: Ferdous residential complex, Pahlavi Era (Afshar, 2010)

After the Islamic Revolution (1980-1993)

After the Islamic revolution, the development activities were put on hold for a few years. In 1979, Kish was chosen as the first free zone of the Islamic Republic of Iran (Mahmoudian *et al.*, 1998). Due to the war in Iran by 1986, the development activities did not take place at all. Seven years after the Islamic Revolution (in 1986), the Iranian government began a developmental campaign to tailor Kish as a tourism zone and a duty-free shopping centre (Ghahreman *et al.*, 2007). After 1989, travelling to Kish Island began and once again, active development of the area took place once again (Mahmoudian *et al.*, 1998). The second master plan of Kish, called the “Kish Extension Plan” (1992), was prepared by GCEC during that period of time. The most noticeable serves as the focus of this master plan on the development of industry and the proposed carrying the capacity of 300,000 people. DSIEC (2007) notes that the master plan was never completed due to the declaration of Kish as a free zone and the management conversation to the KFZO.

Furthermore, the decreasing price of oil, apart from the political decline and international isolation, delayed Iran’s economic growth. Since 2000, a more involved approach to diplomacy across a range of issues has taken place. This is reflected in the development of the island. Based on the annual statistical report of the Island (2005), total population in 1992 was around 4000, whereby around 50% were locals. The local people were living in the villages, while others were living in the apartments which remained from the early development of the island. Nonetheless, based on the assessment carried out in 2002, limited and expensive materials as well as the urgent needs for residential spaces had caused a low quality of development productions during that era. Ghahreman (2007) believes that environmental worries were of low priority at that time.

After the War (1994 to 2000)

After the war in Iran, the development process regained its speed throughout the country. Consequently, urban development increased rapidly at Kish Island. According to the documents of KFZO, several development plans were carried out actively, but they brought about some awful results. Until this era, a total of four master plans have been devised for the development of Kish in the four decades. Tahmaseb-pour (2009), the Deputy of Tourism in KFZO mentions that these master plans were never accepted due to the different changes in the economic protocols and government view (as cited in Monfared, 2009). It causes that the process of construction did not go proper in Kish. In addition, the life condition in the island was not easy for the people due to insufficient facilities and high cost of living. Based on the reports by PMCEC (2000), these shortages further caused a lack of experts and skilful workers, which consequently led to low quality projects and constructions. The third master plan of Kish, i.e. **"Kish Extension Master Plan,"** was prepared by PMCEC at that period of time. This particular plan was approved in 2000, although it was never utilised.

Organizing the management structure clearly caused an increase in constructional activities. Based on the unique potentials of Kish Island, there was an important implication for it in the **"Tourism Master Plan of Iran"**, i.e. **increasing the number of domestic and international tourists** by investing in upgrading the currently run-down facilities (TOI, 2001). Thus, the willingness of the Iranian Government to invest in tourism was a good sign for Kish. Another Master Plan by PMCEC was completed in 1998, although this was also never formally adopted by KFZO, according to DSIEC (2007). The major suggestion was the extension of Mirmohanna Town and Sadaf Town areas as residential hubs. Mirmohanna Town is located in the north-west of the Island and near Saffein village. It was designed to serve the natives and low-income people. Sadaf Town is located at the centre of the Island and close to more developed areas and tourism attraction. It is mostly used for second homes and upper income residents (PMCEC, 1998) (see Figure 4). The master plan was completed, and the population was found to have grown between 8047 people in 1995 to 16,501 people in 2000. According to the authorities and DSIEC (2007), these plans generally failed to view the Island in its regional perspective, instead they were not sustainable, and were prescriptive, without any guidelines and principle ideas.

The Change of Strategies (from 2001 to the present time)

From the first year of the last decade, the KFZO authorities have a continuous desire to remain at the forefront of growth and tourism development more often, and this marked among the more focused tourism development in Iran (Taebi, 2008; Monfared, 2009). Consequently, there were changes in the macro strategies and also the overall aims for the development of Kish (Monfared, 2009). Tahmasb-pour, the Deputy of Tourism in KFZO, mentioned that the changed strategies focused on tourism as the main pile in the development of Kish

(Monfared, 2009). On this basis, tourism development needed to be improved towards higher quality in all fields including its urban structure and public sphere.

In the field of urban development, DSIEC Company indicates three main goals which are attributed to KFZO to achieve the recent objectives that include: (a) to accelerate the implementation of infrastructure, development projects, (b) to enhance economic growth and progress, and (c) to provide public services. Furthermore, during those years, environmental trends increased in the planning for Kish. The authorities of Kish inclined towards sustainability concerns and environmental protection. Finally, the latest master plan **of Kish (which is known as the “Destination Master Plan-Kish Island, Persian Garden in Persian Gulf”)** was prepared by DSIEC. This plan was approved in 2007 and it has served as the basis for actions in Kish at present.

DSIEC (2007) states that the main focus of the Master Plan is the establishment of the growth management tools to encourage more cost sustainable development patterns for tourism growth, and the planning horizon used for the Master Plan is the year 2025. Based on the **classification of the Kish’s master plan, tourism is one of the major economic opportunities** for this Island, and it can be cited in two main contexts, namely, five star luxury and second home ownerships. For these, KFZO has recently opened the real estate market to second home buyers.

The master plan sees the development of four major centres. DSIEC (2007) also notes that these are the reinforcement of Mirmohanna Town (growth into the already committed Nobonyad area and to the East) and Sadaf Town and the development of two additional centres in the southwest and southeast coasts (see Figure 5). These would accommodate the growing population, which was expected to reach 85,000 by 2025. Other smaller residential complexes are to be developed in two other districts for upper income residential, vacation resorts and tourism areas.



Figure 4: Shahr'e Aftab residential apartments (Afshar, 2011)



Figure 5: Damoon residential complex (Afshar, 2011)

A Summary of Second Home Development in the island

In general, reviewing and comparing the development eras show that the first three master plans have never been seriously carried out due to various reasons. To Tahmaseb-pour (2009), since none of the plans was able to provide objectives of Kish development, 'Destination Master Plan' was applied (cited in Monfared, 2009). During four recent decades, the pace of development has started to quicken and this causes many urban and architectural schemes. In conclusion, and based on the discussion given in earlier, a total of four master plans have been devised for the second home development of Kish Island in the four recent decades.

Local Professional Architects and Second Home Development

This section discusses the procedure of and the results obtained from the interviews with the professionals who are involved with the architectural design in Kish. The interviews were conducted with the professionals who are currently involved in Kish Island since 2000 (the starting time of huge changes in development strategies in the island). The interviews were conducted in a semi-structured manner to identify the professionals' opinions on the research issues. This particular technique provides clarifications and also offers suggestions. The respondents were asked to respond to or to comment on a list of prepared topics through a face-to-face discussion. The interviews were generally done in the Persian language and recorded entirely. The contents of the interviews were transcribed and translated into English by the author based on the respondents' original responses. In order to analyze the findings from the interviews, the research employed the "interview analyses focusing on meaning" method suggested by Kvale (2007). In addition, the researcher also used "the tabulation format" noted by Silverman (1993) as a method for organizing the data.

Respondents' Opinions on the Related Issues

In the first part, the issues were discussed according to three topics: a) evaluating the existing architecture, b) the current building regulations, and c) the architectural identity of the

houses on the island. In general, the findings of the interviews confirmed the main issue of the paper as well revealed the key concerns of the architectural design of the second homes in Kish. The results are given in detail in following.

a) Evaluating the existing architecture: Firstly, the respondents were asked whether the existing architecture of Kish is as it should be. If yes or no, what are the reasons and then, the suggestions to improve it? All (n=10, 100%) of the respondents believe that the existing architecture of Kish does not follow the acceptable principles. They mentioned numerous **concerns in relation to today's architecture of Kish**. The mentioned concerns can be categorized into eight big groups, which are illustrated in detail in Table 1. According to the percentages of the responses, the first two items were further emphasized. The majority of the respondents (n=7, %70) considered the 'lack of proper planning' and 'inadequate studies' as the reasons for weaknesses of the existing architecture of Kish. In addition, the respondents referred to other concerns that (in the order of importance) are 'Inattention to vernacular architecture', 'Inappropriate regulations', 'Inhomogeneous residents', 'Unaware clients', 'Negative political affects', and 'Negative economical affects'. Table 1 shows a summary of evaluating the existing architecture of second homes in the island based on the professional's opinions.

Table 1: Evaluating the existing architecture of second homes in Kish Island

General Concerns	Concerns mentioned by the respondents	Respondents	%
1) Lack of proper planning	<ul style="list-style-type: none"> - Different master plans have different policies about housing - Architectural patterns have been changed due to short term policies - Lack of long-term planning - The regulations have been weakened in the recent years due to inappropriate planning - Residential parcels' size, dimensions and orientation are not proper 	B C F G H J K	70
2) Inadequate studies	<ul style="list-style-type: none"> - Lack of adequate studies before design - Un-resourceful professionals with little architectural knowledge - inadequate studies on appropriate architecture - Lack of investigation about suitable regulations and guidelines 	A B D G H J K	70
3) Inattention to vernacular architecture	<ul style="list-style-type: none"> - vernacular architecture can response to some of today's requirements - using of disharmonious and no-local materials - not pay attention to vernacular characteristics, even as a symbol - contemporary architecture of the island has not connect with the past 	A D F G H J	60

4) Inappropriate regulations	<ul style="list-style-type: none"> - Unrelated regulation - immediate changes in regulation - the rules and regulations are similar to other cities of Iran - incorrect regulation make limits for right architectural design 	B C D E F G	60
5) Inhomogeneous residents	<ul style="list-style-type: none"> - immigrants to the Island are not homogeneous - they come from different parts of the country with different cultures -current owners make their house based on their backgrounds in their origin areas - the owners build their house whatever they want 	A D F G J K	60
6) Unaware clients	<ul style="list-style-type: none"> - the owners are unaware about local architectural values - the architects and their architecture are affected by their clients - the owners follow the western mode 	B C E F J	50
7) Negative political effects	<ul style="list-style-type: none"> - national policies affects in Kish's architecture - managers are not familiar with the island and its necessities - different general managers have different believes - different political situations have different affects on the architecture 	B D G K	40
8) Negative economical effects	<ul style="list-style-type: none"> - preferring the economic profit on everything else - economic factors affects on everything 	B C E	30

b) The current building regulations: In order to confirm the research issue, the respondents were asked about the current building regulations of Kish. The respondents generally believe that the regulations of Kish are not appropriate for the current situation of the Island. In fact, they noted different reasons for this issue. Sixty percent of the respondents (B, D, E, F, G, and H) mentioned that the current regulation had not been prepared for Kish Island and its specific features. They also believe that these regulations are just a copy of the regulations for other cities like the capital city of Tehran. Moreover, respondents K and E stated that the regulations are not fulfilled. In their opinion, the clients often come from the main land and are not familiar with the building regulations of Kish.

In addition, the respondents noted the weakness of the regulation for qualification of the buildings (refer to C, D, E). In particular, respondent C referred to this issue as forgetting the quality of the architectural design while their major contents are answering to the economic aspects like as density, coverage area and height of the building. Meanwhile, respondent D believes that the current regulations pay little attention to the aesthetic aspects. According to respondents D and E, an improper rule can change the appearance of a city. Respondent E noted that the sloping roofs in numerous houses of the Island are a very clear example of this concern.

c) Identity of the houses in the island: Finally, to clarify some related issues, the respondents were requested to give their definite answers on the architectural identity of the

contemporary houses in Kish. They were asked whether or not these houses could generally be considered as second homes. Seventy percent (n=7) of the respondents believe that all of the houses in Kish Island are second homes for their owners (refer to respondents B, C, D, E, F, J, and K). According to respondents B, C, and K, most of the people (official statistical reports in 2009 approved that 90% came from the mainland) of the Island have not been in Kish from their childhood and therefore, they do not have attachment to their places in Kish as the hometown. Surprisingly, there is no active cemetery on the island (except a small one for the native people and is located near the Old Saffein village). As for respondents B, D, and E, it can be a main explanation that shows why Kish is a second home for these people. In order to **confirm this, respondent B also reminded a seminar named “dis-attachment of Kish’s residents to the Island” that was arranged by KFZO in 1999.**

In the second part, the interviews focused on appropriate architecture in relation to the existing second homes at Kish. The answers discussed Iranian architecture and the current definitions in this manner. According to the results of the interview, all the respondents (100%) noted on the significance of the vernacular architecture in the Iranian contemporary architecture. Respondents A, C, D, F, G, and K mentioned that the vernacular architecture of Iran is a result of a long-time processing of the social and cultural development of the Iranian people, which has been expanded all over the country. Moreover, respondents B and G noted that the vernacular houses of every part of the country have followed the same process and contributed to a specific environmental system which is compatible with the economy of the community and corresponds to the requirements.

Conclusion

Different countries have different terms of planning and other regulations which play a key role in the different development. In Iran, similar to most of the developing countries, development and regulations are not established and fully implemented and these have posed a big challenge to the country. Thus, the lack of the proper regulations and policies can increase harmful effects of this development. There are not also effective management governing or broad and deep research on the physical changes in the host areas in the country. As a result, urban elements such as imported western architectural style are spread across the areas. Eventually, it has led to inconsistency in the appearance of second homes and their structure, with the principles of development and environmental sustainability and do not answer correctly to requirements of their owners.

This paper also involves the technique of interviews with the local professional architects and archival study of the master plans of Kish Island. Majority of the respondents of the interview confirmed that most of the houses in the island are used as second homes. Meanwhile, all the professionals agreed with the significant use of Iranian architectural characteristics in the contemporary architecture. In addition, the results of the systematic observation clarified that

the development of second home complexes in the island is manifested with the use of mis-constructed architectural elements. Thus, all the mentioned findings approved the conceptual base of the study. Moreover, in the opinion of the professionals, the existing architecture of Kish Island has not properly responded to the current requirements of its residents. They counted on different effective factors for this including of lack of proper planning and inadequate studies on the subject, inattention to vernacular architecture, inappropriate building regulations and inhomogeneous residents of the Island. Furthermore, they generally noted that the current regulations based on the approved master plan as the principal factor in forming the current architecture are converted from some regulations in the mainland which is not proper for Kish and moreover, there is a lack of attention given to the quality of the building design in the rules.

However, Kish's greatest potential lies in its domestic market, as there are approximately 75 million people in Iran. Therefore, the current master plan essentially recommends preparing some action plans and practical guidelines for the development of the Island. The KFZO has recently opened a real estate market to second home buyers and Kish is becoming an increasingly popular destination for second home investment by Iranians and Iranian expatriates. Therefore, the topic of second home development in Kish Island needs to receive a fresh examination as to its advantages for communities.

Therefore, the recommendations will implicate based on three main issues, namely, policies and regulations, professional design, and requirements of potential owners. Based on the findings, **the 'lack of proper planning' is one of the main concerns that exist in designing** second homes of Kish. This concern refers to the different policies on housing in different master plans, in which the architectural patterns were changed due to the short-term policies, lack of long-term planning, and weak regulations. This information could be used to improve the policies and planning tools to apply the local architecture in constructing second homes at Kish Island. Thus, some recommendations to improve the policies and planning tools are presented below:

- a) Improving land development planning to adapt the second home construction with the local architecture characteristics of Kish Island.
- b) Improving the residential building regulations of Kish Island in adaptation to the specific **characteristics of the island and second home owners' requirements.** The results reveal some weaknesses for the building regulations.
- c) Educating professional architects to appreciate the values of the local architecture. This study indicated that the professionals and designers ignore the potentials of the local architecture because they lack this knowledge. Therefore, it is suggested that the architects

and other related professionals are engaged to understand the values of the local architecture in relation to contemporary design.

- d) Engaging and educating investors and developers to apply the local architecture characteristics for constructing second homes in Kish Island. The findings of the study reveal that some economic preferences usually encourage professionals to apply some architectural characteristics that are not related to the local values. Therefore, there is an urgent need to engage the investors and developers to understand the values of the local architecture and to apply it as a perfect tool to create economical attractions.
- e) Creating awareness (informing) among potential owners of second homes on the values of the local architecture. During the interviews with the professionals, unawareness about the local architectural values and the strong tendency to western architectural modes were referred to the second homes. It revealed a specific attention to inform the people who are interested to own second homes at Kish Island.

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Vertical Partnerships versus Market Relations: An Empirical Study of the Russian Tour Operators

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Abstract

An establishment of long-term partnerships with travel agencies is an important way of geographical expansion of large tour operators. Such a relationship is a strategic alternative **for tour operators' interaction with** independent travel agents through market transactions. We have investigated the influence of certain characteristics of Russian tour operators working in the field of outbound tourism on their ability to develop a partnership model of geographical expansion. The results show that tour operators with a high brand reputation, having a high index of geographical concentration of its agent network are more likely to create partnerships with travel agencies, than other tour operators.

Keywords: tour operators, travel agencies, Russia.

Introduction

A wide variety of companies associated with each set of horizontal and vertical relations operate within the tourism system of almost every country (Tremblay, 1998). These relations include the relationship between tour operators and travel agencies, which may be based on the principles of the common market transactions or a partnership. Agency contracts, commission agreements, the paid services or contracts for the sale of tourism product are used in Russia within a market form of interaction between the tour operator and travel agencies that function as mediators to sale tours. The partnership between them is usually formed in terms of licensing or franchising.

The degree of tour operators' focus on partnerships with travel agents depends primarily on the strategy of market expansion chosen by each of them. If the tour operator is focused on creating its own network of travel agencies, it will not be much interested in the conclusion of partnership agreements with travel agencies, or will use such contracts as an intermediate step in the formation of a wholly owned agency network. Otherwise, the tour operator will actively develop collaborative relationships with travel agencies, which can be described as vertical partnerships. On the other hand, the selection of cooperative strategy by the tour operator is largely determined by the degree of its attractiveness as a partner for travel agencies.

Studying the experience of a large number of tour operators in the field of international outbound tourism in Russia shows that they use means for partnership in their relationships

with travel agencies in varying degrees. This fact raises the question: what characteristics of the tour operator affect its propensity for partnerships with travel agencies?

Several theoretical approaches and empirical researches have been studied, not only in tourism but also in other similar industries that are experiencing similar issues in order to find an answer to this question. The author has tried to find out to what extent the laws of the partnership arrangements inherent to the developed countries, are capable for the Russian tourist market by means of the verification of the proposed hypotheses.

Hypotheses

Basing on the study of works of foreign researchers on similar or related topics this article identifies three key characteristics of tour operators, which are collectively expected to have an impact on the characteristics of their interaction with the travel agencies: (1) *the brand name reputation*, (2) *the size of the tour operator* and (3) *the degree of geographical concentration of its agent network*.

The influence of the *brand reputation on the formation of a tour operator's partnership strategy* can be described in two ways. On the one hand, you can assume that those firms that still do not have a strong brand and are not widely recognized are more interested in forming an extensive network of travel agencies under their own trademarks using such partnership agreements, as the licensing contract and franchise agreement in order to build the strong brand. Such pattern was previously identified particularly for restaurant chains. A central company in a restaurant chain is usually trying to create its reputation by providing multiple branches in regions. This strategy tends to be successful, because branches can be arranged more quickly in case of using a network of cooperative partners, and accordingly, the process of creating a brand comes faster. A similar picture can easily be projected on the "tour operator - travel agencies" relationship – especially when we are talking about two business forms which have very similar features referring to the common tourism industry.

This circumstance can be the reason for the abundance of offerings for travel agencies to conclude partnership agreements, often in the form of franchising, from the little-known Russian tour operators. The tendency of little-known companies to gain the status of the franchisor can serve as evidence that owners of strong brands often do not show the bigger commitment to partnership with travel agencies, unlike a company with just enough recognizable brand name which uses franchising in order to speed up the establishment of its brand.

At the same time, tour operators with a low rating of recognition do not always find an adequate response from the travel agencies, which see a significant risk to their operations in closer long-term relationships with such tour operators. The influence of the brand reputation on the cooperative behavior of the tour operator can be recognized mostly through its ability to motivate agencies to become and remain partners. The attractiveness of the business image of the central company for affiliate organizations occurs largely due to a good brand perception of the prospect and current customers. With regard to the tourism area, this means that the good reputation of the brand causes a greater flow of tourists through the associated travel agencies, which, in its turn, ensures a higher demand for their services and, therefore, higher revenues and profits. Other authors have already noted this consistent

pattern in the restaurant business. It can be seen in tourism area, too: customers often make one-time purchase first focusing on the brand reputation (Luxenberg, 1985; Shook and Shook, 1993). The success of the restaurant here depends a lot on whether it can persuade test or first-time users to repeat their visit. Special role of the brand's reputation for the formation of customer loyalty is observed in the studies on tourism. Tour packages from known tour operators represent the high quality and reliability of services, which in the long run can create "reputational" effects and help to "attract" a wide range of clients for travel agencies (Succurro, 2006).

In general, we assume that a factor of brand appeal to the target touristic audience has a relatively stronger influence on the feasibility of the affiliate strategy of tour operators in their relationships with travel agencies. Hence the hypothesis is stated:

Hypothesis 1. Tour operator's brand reputation and its propensity for partnerships with travel agencies are positively related.

Active usage of means for partnership is often explained through the concept of resource constraints. In particular, this applies to such form of inter-firm partnerships, as franchising (Oxenfeldt & Kelly, 1968; Lafontaine & Kaufmann, 1994; Combs & Ketchen, 1999). From the point of view of resource constraints, the firm uses a franchise in the case of the lack of financial, human and / or information resources for market coverage (Dant & Kaufmann, 2003). It is believed that the status of the franchisor in inter-firm partnerships with smaller companies tends to lack capital for rapid market expansion (Martin, 1988).

The above-mentioned studies were carried out in the context of "franchising versus ownership". According to their logic, it turns out that in the case of limited resources the central company is forced to resort to the mechanism of franchising in order to achieve the rapid expansion of the market, although at a different situation for the same purpose it would be preferable for them to create their own subsidiaries or affiliates. Assuming that the number of independent firms with which the central company interacts on the principles of simple market transactions is a constant value, then any preference of ownership to franchising (that is a usual characteristic of large companies with the resources) automatically reduces the propensity to create partnership, defined as the ratio of the number of affiliate firms to the number of all market agents. Hence the second hypothesis can be stated as:

Hypothesis 2. The size of the company (tour operator) and its propensity for partnerships with travel agencies are negatively related.

The third characteristic of the tour operator - the degree of concentration of its agency chain - is the reciprocal value to the geographical dispersion of activity. According to the previously conducted research, the geographic dispersion affects the organizational costs in many service industries, where actions should be as close as possible to consumers (Carman and Langeard, 1980). Although associated travel agencies which are geographically distant from **the tour operator's headquarters** contribute the most complete coverage of the market, control over their activities and motivation at the same time requires a fairly high cost, which may adversely affect the financial and economic performance of the company (the tour operator). Accordingly, in the case of the agency chain geographically concentrated in a relatively small number of regions, the tour operator interaction with the travel agencies for the partnership scheme is associated with lower costs, including those of them that are

related to the possible opportunistic behavior of partners. Basing on the above we can formulate the hypothesis 3.

Hypothesis 3. The geographical concentration of the tour operator's agent network and its propensity for partnerships with travel agencies are positively related.

Methods and Data

A multiple regression model was selected to test the three hypotheses. We defined the parameter «Degree of Partnership» (*DP*) as the dependent variable. It is measured by the percentage of partner travel agencies (*PTA*) from the total number of affiliated and independent travel agencies (*ITA*) within the agent network of a tour operator:

$$DP = PTA / (PTA + ITA)$$

The following independent variables were chosen:

Brand name reputation. This variable is measured by means of the survey of experts on a ten-point scale. The estimate of each brand was carried out on the parameters that characterize the brand recognition, business image of the company, value for money, and degree of favorable attitude toward the company (tour operator) from the target audience. The brand reputation of each tour operator was calculated as the sum of the answers to the four relevant questions divided by the number of experts surveyed. Thus, the final evaluation can be in the range from 4 (all experts gave the lowest possible score on all four parameters brand) to 40 (all experts gave the highest possible 10 points in all respects).

Tour Operator Size. In order to measure this variable we used an indicator of the number of tours sold in one year. The study used data from 2012. This indicator was selected to measure the size of tour operators because of the fact that in this particular case it adequately reflects the scale of the companies **involved in the tour operator's business. In addition, it is the one of the few indicators that are relevant to the measurement of the size of firms with the accessible data in Russia.** The selection of any other indicator to reflect the size of the number of firms used by other authors, for example, the value of assets (Ehrmann & Spranger, 2004), total sales in monetary terms (Kosova et al, 2008; Botti and others, 2009) would be highly problematic in Russian conditions.

Geographical Concentration. This figure indicates how the tour operator itself limits the territorial boundaries in dealing with travel agents. The meaning of this parameter is an inverse indicator of the geographical dispersion of enterprise networks from the central company, which can be defined in different ways. It is proposed by a number of authors that in relation to the U.S. retail trade networks there are two parameters that reflect the geographical dispersion of the network. This is the number of states and the number of countries covered by the activity (Lafontaine, 1992). Perrigot R. (2009) consider geographical range of restaurant chains in France in the context of the analysis of the franchising and ownership ratio through the rate of internationalization of business, the latter being defined as the percentage of participants in the network, which are located outside the domestic market.

The index of geographical concentration (*IGC*) proposed in this article is related to the **description of the tour operator's agent network:**

$$IGC = A_1^2 + A_2^2 + A_3^2 + \dots + A_n^2 = \sum_{i=1}^n A_i^2$$

Thus, it is the sum of squares of shares of tour operator's sales by regions. The smaller the number of regions served by the tour operator, the higher the level of geographical concentration of its business:

If the tour operator operates in one region, the $A_1 = 100\%$, hence $IGC = 10000$.

In case of two regions, the share of each region is equal to 50%, $IGC = 50^2 + 50^2 = 5000$.

If the number of regions is 10 and they have equal shares, then $IGC = 10_1^2 + \dots + 10_{10}^2 = 1000$.

If the number of tour operator's customers is distributed unevenly and the number of sold tours of the company comes mostly from just one of the regions, the index IGC will be high. Using the theoretical assumption of a uniform distribution of business in all existing official Russian regions, the total amount of which in a March 1, 2008 was 83, the value of IGC will be minimal. Thus, the index of geographical concentration of business of tour operators in the Russian Federation will be in the range of 120.48 (Lack of concentration) to 10000 (the concentration of activities in one region).

The sample consisted of 83 Russian tour operators working in the market of international outbound tourism. Most of the data was obtained from the open reports, archival data and sites of the Russian Union of Travel Industry (www.rostourunion.ru), the Association of Tour Operators of Russia (www.atorus.ru), the Russian Franchise Association (www.rarf.ru), as well as the official websites of tour operators. The measurement of the tour operators' brand reputation was based on assessments of leading experts in the field of tourism industry of Russia.

Results

The coefficient of determination of the resulting regression equation within the three-factor regression model (R^2) was found to be 0.92, which indicates the high quality of the model. Variables "*Brand name*" and "*Geographical concentration*" were statistically significant, respectively, with $p < 0.05$ and $p < 0.1$. In this case, the variable "*Tour Operator Size*" turned out to be statistically non-significant at $p = 0.76$. Thus, hypothesis 2 is not confirmed.

Given that one of the selected variables was not statistically significant, a new multiple regression model was built and tested to identify the degree of influence of the other two factors on the propensity of tour operators to partner without statistically insignificant factor of the firm size.

The resulting model has maintained a high level of quality in $R^2 = 0.92$. Variables "Top brand" and "Geographical Concentration" were statistically significant respectively at $p < 0.05$ and $p < 0.1$. The values of the coefficients of the independent variables "*Brand name*" and "*Geographical concentration*" indicate the positive influence of relevant factors on the commitment of tour operators to the partnership scheme of cooperation with travel agencies (Table 1 and Table 2). However, we should pay attention to the much lower value of the coefficient of the second independent variable, that is an evidence of the relatively weak relationship (albeit positive) of the factor of geographical concentration of the agent chain and tour operators' propensity to partner with travel agencies.

Table 1. The influence of brand reputation and geographical concentration on the propensity of tour operators to partner with travel agencies

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t-stat</i>	<i>P-value</i>
Y-intercept	2.975441132	0.583665158	5.097856346	2.25195E-06
Brand name	1.382860168	0.493840655	2.80021532	0.00639999
Geographical concentration	0.000872351	0.00040263	2.166630696	0.033238797

Multiple R 0.95976576
R square 0.921150315
Adjusted R square 0.919179073
Standard error 1.71787626
Observations 83

Table 2. ANOVA.

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	2	2758.063652	1379.031826	467.2943533	7.44729E-45
Residual	80	236.0879075	2.951098844		
Total	82	2994.15156			

Discussion

As a result of the analysis the two hypotheses of three were confirmed, albeit with varying degrees of reliability.

The closest positive correlation of tour operators' propensity for partnership with travel agencies was found to be relative to the tour operator's **brand reputation**. This is in principle, consistent with the results of other authors carried out previously on the example of various industries and countries (for example, Combs and Ketchen (1996). In the available studies on the influence of the brand development of inter-firm partnerships it is usually explained by a factor of the brand attractiveness of the central company to potential partners that looks quite convincing. But the confirmation of the proposed hypothesis may be also related to the specific characteristics of tourism as a sector of activity and the specificity of branding in Russia. It was already noted that the partnership between the Russian tour operators and travel agencies is developing mainly in forms when the tour operator is supposed to provide the right to use its brand to partnership travel agencies (through the licensing and commercial concession). In this kind of relationship the main threat to the brand owner is a danger of brand destruction or disposal. This potential risk may become real when, the core competencies that provide brand value are given to the partner company together with the right to use the brand. If there is only a partial transfer of core competencies of the company under the franchise agreement, these risks are not so clear.

Core competencies of tour operators in outbound tourism are concentrated in the business processes associated not with the sale of tours by travel agencies but with the provision of services to ensure the consumption of tourism products offered. This includes the process of accommodation, transportation of tourists, nutrition, excursions, etc. Thus, post-sale service includes a range of services for future travelers and it is a key factor in determining the competitiveness of the tour operator. If these services will be provided to clients by **independent organizations operating under the tour operator's brand**, then there may be a fairly high probability of failure or withdrawal of the brand.

In the case when a tour operator gives the right to use its brand to travel agencies on terms of commercial concession or license, the risk of destruction of the brand, and, moreover, its disposal is minimal. Even if a particular travel agency under the brand of a certain tour operator does not work in the best way, it will cause much less damage to the brand of the latter than the possible disruption of air travel, poor organization of accommodation and food or poor tourist excursions etc. A disposed brand is virtually eliminated due to the reason that the travel agency as a mediator can only function in a conjunction with the tour operator. Although there are cases both in the Russian and foreign practice where travel agencies, using the experience of working together with a certain tour operator, start tour operator activities by themselves, but such cases are concentrated in the sphere of the internal tourism. They are extremely rare in the international outbound travel industry. This is probably a one of the reasons why Russian tour operators are inclined to sign contracts of franchise or license with travel agencies indiscriminately, that is, without sufficient test of capabilities of potential partners. This means that almost every entrepreneur who wishes to conclude partnership agreement (franchise or licensing) with any tour operator, including a company with a high brand reputation can achieve this purpose quite easily. And this may partly explain the reason why the tour operators with high brand value have greater percentage of partner travel agencies, than those tour operators with relatively low brand reputation.

It probably shows the common trait to the whole Russian business community associated with some underestimation of the importance of branding. Russian trademark owners, including those that have a high market value, have relatively little concern for the risk of the brand destruction. This peculiarity is opposite to the practice prevailing in developed countries where brand owners are showing the utmost attention to preserving and increasing the value of their **brand. And owner's actions to protect the value of their brand usually cover not only the** process of choosing a partner which is supposed to be granted the right to use the brand, but also the subsequent monitoring of its activities. The full extent of the above applies to franchise networks in tourism (Succurro, 2009).

To be fair we should note that there is a tendency to overcome the entrenched relation to the branding in Russia, as evidenced by the numerous lawsuits over the brands and trademarks. But so far fairly significant differences from the Western practice still remain in this matter.

The failure to confirm the hypothesis 2 does not necessarily mean the legitimacy of the opposite statement: the size of the company (the tour operator) and its propensity to partner with travel agencies are positively related. For example, the selection of a variable to measure the size of the firm and the characteristics of the sampling could serve as the reason for this result. At the same time a basic theoretical postulate of resource constraints, based on which it has been hypothesized, may have played an important role in this result. The assumption that

the major central firms which have enough resources for market expansion would rather choose the option to create their own units and not a partnership with other companies in order to achieve this goal, apparently, is not justified. There are many examples that even well-off firms combine their own units with partners for many years within their own networks (Dant & Kaufmann, 2003). It means that the question of the relationship between own and affiliate units is hardly in close connection with the question of the relationship between partnership and market transactions.

On the other hand, you cannot ignore the fact that the large size of travel agencies provides economies of scale, so that they can provide more favorable terms of cooperation for travel agents, rather than small companies. It certainly increases the attractiveness of the partnership offers of major tour operators. In addition, due to the large flow of tourists, a major tour operator is easier to compliment the tour. They have extensive cooperative ties with firms at destinations, which ensure the reliability and the high quality of their tourist services. Working in co-operation with the only major tour operator, travel agency can provide itself the sufficient turnover and profits and therefore it usually willingly agrees to form a partnership, even despite the rather stringent conditions limiting its independence offered by the tour operator.

The results of testing the hypothesis 2 and the above considerations suggest the controversial nature of the relationship between the size of a tour operator and its propensity for partnerships. All of this indicates the need for further empirical studies of this relationship, perhaps with the use of other variables to measure the size of the company (the tour operator) and more accurate sampling.

The results of hypothesis 3 generally confirm the theoretical assumption of representatives of the school of the organizational economy about factors that complicate the management of networks (certainly including the geographical dispersion of the network), due to higher transaction costs. The significance of this factor (geographical remoteness) is reduced due to the rapid development of information technologies and means of inter-firm communication. But as far as it can be judged by the test result of this hypothesis, the geographical dispersion of the agent network remains a significant factor restricting the development of strong partnerships between the tour operators and travel agencies. Partnership schemes are more suitable for firms that (being the central companies of the network) interact with market counterparts in certain geographic framework, in other words with a certain degree of geographical concentration of its agency network.

The fact that the proposed hypothesis is confirmed yet with a relatively low rate of reliability, in our opinion, can be explained by the peculiarities of the Russian business in general and tourism in particular. This peculiarity is reflected in the fact that still not all Russian tour operators are concerned about the handling and accurate management of agent network. Here we are dealing with the situation which is almost opposite to the one with branding in Russia, discussed above.

Many of the tour operators working in the field of outbound tourism are focused on the current gain and rapid expansion to the local markets. They try to "tie" their local travel agencies (mainly through the opportunity to work under their brand), regardless of the geographical remoteness of potential partners. In an effort to consolidate its brand in the regions of the country as quickly as it possible, tour operators, the biggest part of which are located in Moscow and St. Petersburg, act similarly to the well-known principle of martial art, formulated

by Napoleon Bonaparte: "The main thing is to get involved in the fight, and then we will see". However, though an emphasized circumstance fairly reduces the dependence of **tour operators' selection of partnership strategy on the index of geographical concentration of agent networks**, but, in our opinion, it does not cancel this dependence.

Other circumstances which are not directly related to the main theoretical promise (the influence of transaction costs on the choice of the partnership strategy) also contribute to the existence of a positive relationship between **geographical concentration and tour operators' propensity to form partnerships**. The main attention should be paid to the fact that the Russian outbound tourism market is characterized by greater differentiation of demand for tours within different areas of the country because of the substantial regional differences in the population income, pronounced seasonal variation in the consumption of tourism products, extremely low population density in most of the country that becomes the reason for the corresponding geographical dispersion of demand for tours. In these circumstances, the "attachment" of the local travel agencies to a single tour operator (which is, as it was already mentioned, a one of the main conditions imposed by tour operators to partnership agreements) will hardly contribute to the success of the travel agency. Agencies working in small towns and rural areas in which a significant percentage of the population of Russia is located, are forced to sell tours of several or even many tour operators in order to survive. Only under this condition they can count on a more or less satisfactory demand for their mediation services. Therefore, if the top management of the company (the tour operator) will consistently adhere to the strategic line of the expansion of the firm to a growing number of regions (that will lead to a decrease in the index of geographical concentration of its agent network), the indicators of the **tour operators' propensity to form partnerships with travel agencies will be reduced**. That is the fact that, in our opinion, reflects, to a large extent, the results of verification of the hypothesis 3.

Conclusion

The study results clarify some of still little explored aspects of the development of inter-firm relations in the Russian outbound tourism. At the same time, they should be considered with some caution. Restrictions on the application of the study results are explained by the narrowness of the well-known analytical database. Further studies on the subjects are recommended basing on the expanded database including more determinants that influence the development of partnerships between key players of the tourist market.

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Number and Structural Analysis of Foreign Exchange Students and their Opinion on Studies at University of Novi Sad

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Abstract

Exchange students stay in foreign countries for the purpose of studying is considered, among experts, to be a form of educational tourism. Motives for such stay, as well as the use of local services in its broadest sense, undeniably possess characteristics of tourist flow. These are the assumptions on which this paper is based. The aim of this research is to provide scientific information on the number and structure of the foreign students as well as their overall satisfaction with the studies, which can further help in decision making and policy development in regard with this subject. In order to further examine this, data was collected on the number of foreign students and interviews were carried out with relevant stakeholders **at faculties and university. Also, survey was conducted in order to learn students' attitudes** regarding multiple aspects of their stay at the University of Novi Sad. Subjects examined in the survey include: motivation for enrollment in exchange program; the quality of the educational process; level of technical equipment of the offices, libraries and laboratories; overall attractiveness of the destination; cultural dynamism of the destination; both positive and negative experiences during the study; organization level of the student population and its influence on decision making and policy development at the university. Based on these results, conclusions are drawn, which indicate that despite the perceived weaknesses, number of international students at the University of Novi Sad is increasing.

Keywords: educational tourism, exchange students, University of Novi Sad, development, Bologna process, students' attitudes.

Introduction

Majority of important authors consider process of education at foreign universities and other institutions, to be educational tourism, as a sub form of cultural tourism (Ritchie, 2003; Arpan, Raney, Zivnuská, 2003; Ritchie, Carr, Cooper, 2004; **Hadžić, 2005**). Motives for such stay, as well as the use of local services in its broadest sense, undeniably possess characteristics of tourist flow. Besides, countries with developed foreign students exchange process willingly support it because of improved academic education, promotion of their cultural values, achievements and sites as well as support of tourism industry and higher income in that sense (e.g. USA, UK, Australia...) (Mayworm, 2001; Weber, Chon, 2002; Silverberg, 2003; Rogers, 2003; Weaver, D., B., 2003; Payne et al., 2005; Besermenji, 2009). On the other hand, students' motives for enrolling in an exchange program vary from learning more about different culture and language, engaging in a more suitable study program or working on a specific project (Gmelch, 1997; Bodger, 1998; Babin, Kim, 2001; Fajgelj, 2004; Severt et al., 2007).

Expression "educational tourism", as known, is based on term "education" (Latin *educatio*). It also means learning, training, school time, upbringing (Klajn, Šipka, 2006). Taking into account definitions of cultural tourism, of which some include study tours, educational tourism is considered to be a part of it. Also, it can be considered as a special interest tourism, but primarily as a sub form of cultural tourism (Ritchie, Carr, Cooper, 2004; **Hadžić, 2005**; Stetic, 2007).

Numerous scientific papers, in the last few years, are researching university attributes that are **important for creating their image (Arpan, Raney, Zivnuská, 2003)** These papers indicate the following university attributes, that are influencing students decision when choosing university for studying: quality of educational process, technical equipment of laboratories, technical equipment of libraries, opportunities for sport activities, general attractiveness of destination, cultural dynamism of destination, tuition fee, costs of living, local citizens attitude toward foreign exchange students, opportunities for youth social activities, students organizations, students influence on decision making at university (**Hadžić et al., 2005**). Some of the attributes of University of Novi Sad (UNS) (Neducin, Djurdjev, 2009), considered by **Hadžić (2005, 2006, 2008)** and **Kalinić (2012)**, that could contribute to its better positioning on the market of educational tourism, are following:

- Quality of teaching staff at UNS is internationally recognized in many scientific areas, especially in science and mathematics, which is good starting point for educational tourism.
- Bologna process, where UNS is included, should facilitate improvement of educational tourism product, resulting in more interest from foreign students for studying at UNS.
- Faculties within UNS, are well equipped with latest IT, which enables the use of numerous data bases with scientific literature from all scientific areas.
- Library of Matica Srpska, has a large base of books and magazines, especially in humanities, provides an opportunity for extensive research regarding countries in transition.
- Sports facilities in Novi Sad, including those part of UNS, provide great opportunities for sports and recreational activities for students.

- Novi Sad as a destination has many sites that are part of natural and cultural heritage. Also, it is becoming more popular for music festivals (EXIT), as well as for its theaters, museums, galleries, concert, etc. Proximity of Belgrade, with rich cultural scene, is also beneficial.
- Tuition fees and costs of living in Novi Sad, are relatively low, compared to the similar destinations (Admin, 1997; Major, 2002).
- Novi Sad is distinctive as tolerant, educated and multicultural environment with great citizens hospitality and positive attitude towards foreign students.
- Students organizations are improving and gaining more influence on development policy at UNS.

Same authors (Hadžić, 2005, 2006, 2008; Kalinić, 2012) state deficiencies and attributes that could be improved in order to satisfy students demand:

- Middle aged teaching staff foreign language skills are not at the required level
- Laboratories lack modern equipment. This means that, especially in science, possibility of experimental classes is reduced, which is important for quality of educational process. Last few years brought more effort regarding acquisition of new equipment, primarily through international projects.
- Lack of University library, with study room. Completion of central University building could be possible solution for this issue
- Insufficient knowledge regarding marketing and management among some of faculties leadership is resulting in inadequate promotional activities, especially those intended for foreign exchange students.

Absence of development strategy for educational tourism is certainly one of the reasons for **weak competitiveness of educational tourism as a tourist product**. It's creation would be greatly beneficial as it would include cooperation among all primary stakeholders such as Tourist organization of Novi Sad (TONS), Tourist organization of Vojvodina (TOV) and higher education institutions in Novi Sad (Hadžić, 2005, 2006, 2008; Romelic, Kalinic, 2008; Kalinić, 2012).

Bologna process and student mobility

Bologna process is process of European reforms with aim of establishing European higher education area by the end of 2010. It is flexibly structured and lead by 46 participating countries, cooperating with many international organizations, including Council of Europe. Some of the aims of Bologna declaration are:

- supporting mobility of students and staff for studying and employment
- improving attractiveness of European higher education for students outside Europe
- creating high quality knowledge base within European higher education area, which will ensure further development of Europe as stable peaceful and tolerant community (www.coe.int/t/dg4/highereducation/EHEA2010/BolognaPedestrians_en.asp).

These aims are ambitious and are not only related to Bologna process. Yet, tools for reaching these goals are developed and implemented within Bologna process. Also, some other facts are very important regarding this process. First, Bologna process is not based on intergovernmental agreements. There are documents that are adopted by countries ministers **in charge of higher education, but these documents aren't legally binding, as it is usual for** intergovernmental agreements. Therefore, it is up to every country, and its higher education system, to adopt or reject principles of Bologna process. Second, it is not foreseen for all European countries to have the same higher education system by 2010. On contrary, one of **Europe's most distinctive characteristics** is balance between diversities. Therefore, Bologna process is aiming to establish cooperation that will help individuals transfer from one countries education system to another. So, although higher education systems are becoming more compatible, they still keep their uniqueness (Secibovic et al., 2009).

The Bucharest Communiqué, held in April 2012, which builds on Leuven Communiqué of 2009, identified three key priorities – mobility, employability and quality, and emphasized the importance of higher education **for Europe's capacity to deal with economic crisis as well as** contribute to growth and jobs. The list of priorities is following:

- Ensuring a quality higher education system
- 2. Adopting a two- or three-cycle system of study (BA, MA, PhD)
- 3. Promoting the mobility of students and academic and administrative staff
- 4. Introducing a credit system (ECTS) for the assessment of study performance
- 5. The Recognition of levels: adopting a system of easily identifiable and comparable levels
- 6. The Active involvement of higher education institutions, teachers and students in the Bologna Process and student participation in the management of higher education
- 7. Promoting a European dimension in higher education
- 8. Promoting the attractiveness of the European higher education area
- 9. Lifelong learning
- 10. A European higher education area and a European research area – two pillars of a society based on knowledge (http://ec.europa.eu/education/higher-education/bologna_en.htm).

When it comes to student mobility in Serbia, focus is usually on outgoing students for six month or one year exchange programs. Although, it is one segment of student mobility, that is two-way process. UNS Office for International Relations state that one of the reasons for increased students' **mobility, is participation of Serbian universities in exchange programs** funded by European Union. Therefore, this paper focuses its research on foreign exchange students at University of Novi Sad.

Objective and hypothesis

Main objective of this research is providing scientific knowledge of current situation of foreign exchange students at UNS. Based on this research certain measures can be undertaken in order to improve and further develop exchange programs at UNS as a segment of educational tourism. Main tasks included determining number and structure of foreign

exchange students at UNS. The paper also researches quality of education as one of key factors, as well as leisure activities in Novi Sad. Therefore, this paper researched foreign exchange students' **motives for studying at UNS, as well as their opinion regarding quality of** teaching process, technical equipment of laboratories, cultural dynamism of destination, positive and negative experiences during their stay in Novi Sad. Taking into account development of educational tourism in Serbia, hypothesis state that educational tourism is underdeveloped based on possibilities. A sub hypothesis was derived that foreign exchange students at UNS is potential market segment of educational tourism.

Methodology

Data collection for this research included gathering information from student services at faculties, UNS Rectory and Office for International Relations. The research was conducted between June 2010 and June 2011, while the sample numbered 62 foreign exchange students. General scientific methods such as statistical method, modeling method and axiomatic method were used in the research. Special methods used included induction-deduction, synthesis-analysis, and concretization-generalization. Also, for the purpose of this research, questionnaire was created, consisting of closed (alternative and multiple choice) questions as well as combined type questions. Data processing involved creation of response categories based on data collected, sorting of responses based on category and counting percentages in every category.

Number and Structure of Foreign Exchange Students at University of Novi Sad

Besides data collection, explained in the previous chapter, numerous interviews were carried out with relevant stakeholders at UNS, which all combined will be presented in this chapter. Aforementioned data is relevant for the period between school year 2005/06 and 2010/11, ending in April 2011. As shown in Table 1, there was 219 incoming exchange students at University of Novi Sad, while number of outgoing students for the same period was 85.

Table 1. Structure and number of exchange students (incoming and outgoing) at UNS from 2005/06 to 2010/11

Country	Incoming	Outgoing
Poland	44	-
Austria	24	14
Thailand	24	6
Croatia	16	-
Libya	8	-
Hungary	8	-
Czech Republic	8	-
USA	8	3
France	6	12

Germany	6	10
Belgium	4	4
Italy	-	11
Bulgaria	5	-
Romania	2	-
Portugal	6	-
Spain	7	-
Sweden	3	-
Netherlands	4	-
Lithuania	3	-
Slovenia	8	-
Other EU countries	6	25
Montenegro	3	-
Russia	5	-
Switzerland	1	-
Japan	1	-
South Korea	2	-
UK	2	-
Finland	2	-
Belarus	1	-
Argentina	1	-
Egypt	1	-
Total	219	85

Source: Student Services at faculties

Most of incoming students came from Poland (44), Austria (24), Thailand (24) and from former Yugoslav republic- **Croatia and Slovenia (both 8)**. Although data for outgoing students wasn't precise, since it was only for EU countries, it can be concluded that most of outgoing students went for exchange programs to Austria, France, Italy and Germany.

Table 2. Number of incoming exchange students at UNS by faculties from 2005/06 to 2010/11

Faculty	Incoming students
Faculty of Agriculture	2
Faculty of Philosophy	103
Faculty of Technology	-
Faculty of Law	3
Medical Faculty	7
Faculty of Technical Sciences	57
Faculty of Economics	18
Faculty of Science	20
Academy of Arts	1
Faculty of Civil Engineering	1

„Mihailo Pupin“ Technical Faculty	-
Faculty of Sport and Physical Education	2
Faculty of Education	-
Teacher's Training Faculty in Hungarian	5
Ukupno	219

Source: Student Services at faculties

Most of the incoming students studied at Faculty of Philosophy, Faculty of Technical Sciences, Faculty of Science, Faculty of Economics and Medical Faculty. One of the reasons for such number of incoming students at Faculty of Philosophy, might be the fact that Centre for Serbian Language is part of that faculty, and that many students come motivated to learn Serbian. Data was also collected for all exchange programs. Table 3 shows distribution of incoming students by major exchange programs. At the same time, other programs, such as Forecast (exchange program with the USA), DAAD, inter university and inter faculty agreements, bilateral exchange, were classified as **“other”** since number of incoming students coming through these programs is not large.

Table 3. Number of incoming exchange students at UNS by exchange programs from 2005/06 to 2010/11

Exchange Program	2007/08	2008/09	2009/10	2010/11
Campus Europae	1	8	17	5
Basileus	2	11	17	3
Join Eu See	-	18	6	2
Other	-	40	56	33
Total	3	77	96	43

Source: Student Services at faculties

According to Student Service at faculties, there were no incoming students from 2005/06 and 2006/07, so they are not shown in the table. Out of 219 incoming students, 41% of them came through Campus Europae, Basileus and Join EU See, while 59% accounts for other exchange programs. It is also noticeable that number of incoming students increased during school year 2009/10. Observed data provide an insight that those faculties that have International office, or person in charge of international affairs, in their organizational structure, have managed to attract more incoming students. One of these faculties is Faculty of Science, this paper will further focus on statistics of exchange students at this faculty.

Student mobility at Faculty of Science is performed through available exchange programs at UNS, primarily programs within Erasmus Mundus program of external cooperation. Other exchange programs include Campus Europae, IAESTE, Agreement on Cooperation with Prince of Songkla University (Thailand), Summer chemistry school and Agreement on Cooperation with Technical University Graz (Austria), bilateral cooperation with partner faculties, DAAD and Forecarst (Office for International Affairs, Faculty of Science).

Table 4. Number of incoming students by country of origin at Faculty of Science, during school year 2009/2010

Austria	8
Thailand	6
Other EU countries	5
Libya	1
Lithuania	1

Source: Office for International Relations, Faculty of Science

As shown in Table 4 there was a total of 20 incoming students at Faculty of Science for that period. The reason for higher number of students from Austria and Thailand might be aforementioned agreements on cooperation with universities in those countries. On the other hand, data collected from UNS Office for International Relations, differs slightly from one gathered from Student Services at Faculties.

Table 5. Number of incoming exchange students at UNS by exchange programs from 2005/06 to 2010/11

Program	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11*
Campus Europae	/	2	12	4	7	7	8
Basileus	/	/	/	/	15	11	2
Join Eu See	/	/	/	/	/	11	4
Other	12	13	12	14	15	16	16
Total	12	15	24	18	37	45	30

Source: Office for International Relations, University of Novi Sad

According to this source there was 181 incoming students for the observed period. The data from UNS Office for International Relations didn't cover students in CEEPUS network (around 50-80 incoming/outgoing students), although those are shorter visits that range from one to three months. Also, Office for International Relations doesn't have data for students from Bosnia and Herzegovina, Montenegro and Croatia as well as some other countries such as Libya. Data inconsistencies between different sources indicate that there are certain miscommunication between Student Services at faculties and UNS Office for International Relations. Also, there is no joint data base for projects at faculty and university level.

Results and discussion

Basic indicators of student structure are derived from research basis which is conducted on the principle of random sampling. Age of the respondents is typical for students and ranges from 19 to 26 years old, of which 48% are females and 53% are males. Analysis of country of origin classified them into four groups, and most respondents came from EU countries (42%), countries of former Yugoslavia (36%), Arabic countries (14%) and other countries (8%). Distribution of respondents at level of studies is following: undergraduate studies (62%), master studies (30%) and PhD studies (8%).

Analysis of students motives for studying at University of Novi Sad

When asked about their motives for studying at University of Novi Sad 30% of the respondents stated that they want to obtain a diploma, 25% wanted to learn Serbian language and local culture, 10% intended to work on their master or PhD degree. Another group of respondents (7%) wanted to travel and gain new experience, while 5% stated costs as decisive factor, same as those who wanted to experience studying at another university. When cross referencing these responses with country of origin, some conclusions emerged. Accordingly, students from countries of former Yugoslavia come to UNS to obtain a diploma, while students from EU countries were motivated to learn language and experience culture.

Respondents attitudes towards class organization, technical equipment and quality of teaching programs

Most of the respondents (94%) answered that they are satisfied with class organization, **technical equipment and professors attitude, while only 6% wasn't satisfied. Responses weren't so coherent when it comes to part of practical classes in program organization.** Although, 68% of the respondents were satisfied with the amount of practical classes, 32% stated their negative opinion regarding it, which indicates that some faculties should put more efforts in involving practical classes in their programs.

Table 6. Students' opinion regarding quality of program they attend

Program is of high quality	52%
Program is partly quality	35%
program is not of quality	2%
No opinion	11%

Source: Data from internal survey

Data in Table 6 indicates that most of the respondents are satisfied with the quality of program they are attending, which means that University of Novi Sad has a strong basis for development of educational tourism, especially in one of the most important determinants, that is quality of study programs.

Respondents attitudes regarding general attractiveness and cultural dynamism of destination of Novi Sad

When asked whether the faculty where they enrolled in an exchange program organized trips in and outside Novi Sad, 68% of the students responded negatively, as opposed to 32% **positive answers. This indicates that most faculties don't pay much attention to** extracurricular activities of incoming students, so they were left on their own when it comes to familiarizing with local culture. Related to that, respondents most often visited university campus (44%), while Petrovaradin fortress was second favorite place for visiting (28%).

Museums and galleries were most interesting places for 15% of respondents, and 10% of students responded that it was City centre (Table 7).

Table 7. Most visited places in Novi Sad by incoming exchange students

University campus	44%
Petrovaradin fortress	28%
Museums and galleries	15%
City centre	10%
Libraries	2%
Other	1%

Source: Data from internal survey

Incoming students most often spent their leisure time with friends and colleagues (39%) and on excursions and sightseeing (27%). Also, some of them (14%) visited cultural events, while 10% preferred sports and recreation. Conclusion derived from the responses indicate that University in Novi Sad possesses diversified attractive attributes and high cultural dynamism.

Analysis of students' positive and negative experiences during their stay at University of Novi Sad

From all the respondents 18% didn't answer the question about their positive and negative experiences during their stay in Novi Sad. Majority of 82% gave answers, and answer categories were derived from most frequent ones.

Table 8. Positive experiences of foreign exchange students during their stay at University of Novi Sad

positive attitude of colleagues and professors	33%
all experiences were positive	17%
hospitality and friendliness of local population	16%
atmosphere in university campus	12%
atmosfera u kampusu	12%
Other	10%

Source: Data from internal survey

Positive experiences (Table 8) were the following:

- positive attitude of colleagues and professors (33%)
- all experiences were positive (17%)
- hospitality and friendliness of local population (16%)
- lifestyle in Novi Sad (12%)
- atmosphere in university campus (12%)
- Other (10%)

Among answers categorized as “other” most often responses referred to contemporary study program, work in small groups, good balance between theory and practice, improved knowledge of Serbian language. Presented responses indicate that exchange students were surrounded with positive atmosphere during work at faculties and university campus, as well as appealing lifestyle and hospitality of local population.

On the other hand, answers regarding negative experiences were categorized as follows:

- no negative experience (31%)
- inadequate organization and administration in general, especially at arrival of students (19%)
- **nutrition in students’ restaurant**-no vegetarian menu (10%)
- lack of information for exchange students (10%)
- other (25%)

Category “other” included opinions such as unkind staff and crowds in public transport, bad solution for waste disposal, crowds in libraries for use of computers, no buddy program, **professors and local population generally doesn’t speak much English, program doesn’t correspond with one at home university, ruined facades.**

One third of the respondents didn’t have any negative experiences. At the same time, other third stated their dissatisfaction with slow and large administration, bad organization and lack of information. The same conclusion was derived from interviews with relevant bodies at UNS. Except nutrition in student restaurants, other individual remarks could be interpreted as **foreign students’ view of everyday life in Novi Sad.**

Conclusion

The presented hypothesis, that foreign exchange students at University of Novi Sad are significant market segment of educational tourism, proved to be correct. During the period between school years 2005/06 and 2010/11, there was a total of 219 incoming foreign students at exchange programs. Based on analyzed data and many interviews and correspondence with relevant bodies at University of Novi Sad, it can be concluded that number of incoming foreign students enrolling for exchange programs is increasing. Therefore, the population of these students represent important segment of educational tourism market. It is evident that faculties who incorporated international cooperation in their development strategy and organizational structure, have greater number of foreign students, as well as agreements with other faculties abroad. This entails better knowledge and information exchange as well. Based on the above, it can be concluded that Bologna process has positive effects in terms of increased number of foreign exchange students at University of Novi Sad.

Analysis conducted regarding foreign students’ opinion about competitiveness of certain attributes of University of Novi Sad, implemented through survey, indicates the following:

- University of Novi Sad has strong basis for development of educational tourism in its most important attribute-quality of study programs.
- University of Novi Sad has high attractiveness and cultural dynamism, which could be important attribute for attracting foreign exchange students

- Novi Sad is tolerant, educated and multicultural environment with distinctive hospitality of local population, which certainly is excellent addition to university attributes

It is evident that foreign students' attitudes of relevant aspects of studying at University of Novi Sad are generally positive. On the other hand, number of foreign exchange students at UNS is relatively small. It can be assumed that expressed attitudes are not sufficiently objective and more lenient. This implies that there are essential and formal issues that interfere with studying and living in Novi Sad.

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Session 2: Marketing

Innovation in Tourism: The Potential for Improving the Sustainability of Tourism Destination

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Abstract

There has been relatively little research done in the field of innovation in tourism despite of having great potential to improving not only tourism industry but rather contribute to sustainability of tourism destination. Tourism policies that are community-based involve local stakeholders and aim at improving economic and social regional status. A constant need for renewal of tourism products and services leads to necessity of interactions of different stakeholders. Destination marketing concerns with the **tourists' perception of overall quality**. When seeking community participation in planning tourism development and making marketing decisions, locals should not lack knowledge on tourism processes and its potential impacts. Increasingly pretentious, experienced and highly educated tourists demand innovative approach when creating the alternatives to traditional tourism products. Confrontation with changes in external environment forces contemporary tourism managers to offer new attractions and unique events. However, creating unique tourist products that have sustainable regional impact requires innovation approach. This paper considers some theoretical and conceptual insights regarding development of innovative approaches to planning tourism development and creating innovative tourism products that contribute to sustainability of tourism destination from the community-based perspective. The paper begins with a brief overview of the global trends in development of tourism destination in pursuance of enhancement of tourism destination sustainability that requires links between tourism and other developmental agendas of the region. It argues that the standard approach does not give the answer to improving the sustainability of tourism destination. The need for innovativeness in developing new tourism products is discussed and contrasted to traditional approaches and major contribution of appropriate knowledge management to process of innovation examined. Finally, some conclusions are drawn on the ways to creation of tourism products that have the potential for improving the sustainability of tourism destination.

Keywords: innovation, knowledge management, tourism destination sustainability.

Introduction

Despite of tourism's inherent complexity and external impacts of post-modernism there is a scarcity of knowledge management literature stressing integration of knowledge management into all areas of tourism. Some authors focus on co-operation but fail to

incorporate the need of knowledge transfer in fostering innovation process (Shaw and Williams, 2009, 332). Innovation in tourism is by definition any change based on knowledge that brings about sustainable value to the host society (Hjalager, 2002). Innovation brings added value and as such generates competitive advantage of tourism destination.

Because tourism is labour and capital intensive sector there is a need to build networks and partnerships that help establish pool of resources, acquire knowledge and minimise risk. Through collaboration new markets and new business options are developed (OECD, 2006). Knowledge intensive environments maximise knowledge and create new knowledge which is, in turn transformed into innovation. In tourism, innovations appear in a form of adaptable marketing solutions and unique tourism products (Tzortzaki and Mihiotis, 2012, 243).

The paper draws together the findings on the field of innovation in tourism and considers the importance of knowledge management in community-based innovation approach toward creating innovative products and processes. The paper presents and discusses the elements that have to be considered in maintaining sustainable competitiveness of tourism destination, based on innovation. The proposed conceptual framework gives the insights into the specific nature of tourism innovation in improving sustainability of tourism destination. The paper concludes with the reflections about the potentials of innovation approach in improving the sustainability of tourism destinations.

Global trends in development of tourism destination strategies

Mass tourism erodes natural and social environment of the region therefore destinations need tourists who do contribute to local economy however with less severe environmental footprint (Tzortzaki and Mihiotis, 2012, 253) therefore the development policies have to be focused towards finding sustainable solutions. When tourism development is directed towards satisfying sustainability demands, it automatically results in community benefits in terms of local economic vitality (Macbeth, et al., 2004, 520). Beside sustainability issues, mature tourist markets require major changes which can emerge through innovation (OECD, 2006). Destination tourism management needs to find the ways to create tourism products for highly sophisticated tourists in the form of unique experiences and new attractions.

Creativity enables tourist destination gaining competitive advantage by examining existing **products and there upon possible emergencies of new ways of meeting customers' needs, by** offering new products that are created through various strategies and by offering new and more flexible channels of communication and added uniqueness to tourism products and services (Richards and Wilson, 2006, 1215-1221). In post-modern society tourists seek experiences with emotional or educational values. Therefore trends in tourism call for innovations which reflect in finding new ways making small adjustments as well as radical changes towards offering variety of tourism products which can satisfy sophisticated modern tourists (Tzortzaki and Mihiotis, 2012, 249). A few examples of creation of unique tourism experiences, based on creative tourism, are presented in a table below. Tourists mainly look for rewarding experiences rather than traditional tourism products. Experience is something

memorable and can cover entertainment, aesthetic, and educational moments where acquisition of knowledge and personal enrichment are essential (OECD, 2006).

Table 1: Examples of unique tourism experiences

Name of the experience (location, country)	Description of the activities
Galimard perfumeries (Grasse, Provence, France)	Learn to make and create your own perfume, the recipe that will be kept for future orders (in the Grasse which is considered to be “the world’s capital of perfume”).
Creative Tourism New Zealand (Nelson, New Zealand)	Several different activities offered in the field of crafts, handicrafts, languages and gastronomy (bone carving, Maori language classes, weaving, New Zealand gastronomy, and woodwork).
Arts in the wild (Ontario, Canada)	Several creative activities like painting, drawing, carving, and photography take place in a form of the courses offered by a network of arts organisations, cultural sites and tourism suppliers who base their inspiration in nature.
Catalan gastronomy and cookery (Barcelona, Spain)	Taking part of gastronomy and cooking courses while learning about the variety and quality of Catalan food with practical work and finally guided visit of famous La Boqueria market is offered
Vallauris Ceramic Workshops (Limoges, France)	Porcelain painting experience in a workshop in Vallauris (a home of ceramics) with a free visit to National Porcelain Museum of France.

Source: *Taken from Richards and Wilson, 2006, 1219.*

Modern market theories according to Tzortzaki and Mihiotis (2012, 245) shift from materialistic goals to a need for personal development, environmental protection and quality of life and finds answers in shaping unique tourism products through satisfying the lifelong learning need, the need for self-development and experiencing memorisable events.

Creativity, innovativeness and the role of knowledge management

There is a link between creativity and innovations. Creativity is a prerequisite for innovation and a means to create new, useful products, processes and services whereas innovativeness is a process of implementation of ideas on individual, group and organisation level (Shalley in Gilson, 2004, 34). Innovativeness is further linked to knowledge because by dint of existent knowledge, new knowledge is created. However, knowledge is neither absolute nor constant (Gurteen, 1998, 6-9). To acknowledge the role of knowledge in the process of innovation one has to understand the functions of mind patterns. Deeply engraved convictions cause individuals to stick to convictions, generalisations and prejudices that help brief explanation **of the environment (Sokolič, 2003)**. Changing demands of contemporary work environment

call for more adaptable mind patterns that are developed through the process of learning where individuals gain new perspectives and insights about the possible links between different conceptions (Sokolič, 2003; Leal-Rodríguez, et al., 2013).

According to the conclusions of many authors knowledge management is a lever of innovativeness and creation of business value (Gurteen, 1998, 6). It is the process of transforming shared information into action that is conveyed through socialization within organisations or between organisations and external partners (Tzortzaki and Mihiotis, 2012, 244). When knowledge management actually has the fundamental impact on the way of doing business, it touches the process of radical change in knowledge utilisation and in order to achieve the level where knowledge is productive, it has to be directed towards creativity and innovation (Shalley in Gilson, 2004). Thereupon, sustainable competitiveness of tourism destination is based on dynamic competitive advantages that are built upon knowledge and innovation processes (Nieves and Haller, 2014, 229) that are reflected in tourism destination strategy.

In contemporary economy knowledge has become the key economic factor and the source of sustainable competitive advantages (Drucker, 1995; Tzortzaki and Mihiotis, 2012) and as such a strategic source (Nonaka in Toyama, 2003; Leal-Rodríguez, et al., 2013). The important source of innovations is the width and depth of knowledge base because innovations sprout while interconnecting specialized knowledge that conveys deep understanding of specific topics and the wide base of knowledge that enables individuals to come up with new ideas (Leal-Rodríguez, et al., 2013, 63-65). The required knowledge base of an individual is build through education and training. Education empowers individuals with experiences, different viewpoints and builds knowledge base that strengthens experiential skills and skills of divergent problem solving that enable cognitive development of individuals who much easier master multiple and divergent problems and face more complicated problem solving models. In the process of knowledge acquisition, training has also significant impact on innovativeness which, by the development of the diversity of skills, contributes to experiencing new things and gaining greater awareness regarding alternatives and options (Shalley in Gilson, 2004, 36). Individuals need various competences that are gained through the process of learning – competences that contribute to effective communication, successful interactions in heterogeneous teams and autonomy at work where critical thinking is essential. By reflection individual achieves, by applying meta-cognitive skills, creative skills and critical stance, distance from social pressure, ability to form unique and independent conclusions while taking responsibilities for ones actions (Crick, 2008).

Tourism destination partnerships smooth diversification of the regional tourism products by the strength of knowledge and skills mix of different parties (Florida, 2005). Through partnership required breath and deepness of knowledge is gained on the basis of which innovations sprout. Partnerships are successful when each and every person involved does **not focus on his/her self interest but rather try to uncover the tourists' needs and preferences** (Wang, et al., 2013, 286). Innovation process requires knowledge management which is a process through which expertises are applied and knowledge flows, creation, sharing and distribution are enabled and through which width and depth of knowledge base of specific

work environment is being maintained (Schianetz, et al., 2007, 1490). In diverse knowledge work environment knowledge sharing is a means to innovativeness (Zhou & Li, 2012, 1099). Those that create new tourism products should be allowed to think beyond usual task boundaries. Knowledge need to be shared to create new, innovative products where tourists are involved with their insights which are valued as the market capital and play an important role since tourists are mainly actively involved.

The need for collaboration for tourism innovation in destination management

Tourism destinations offer distinct products and services of different suppliers and the very **nature of high quality products is in vertical cooperation since cumulative tourists' perception** impacts final overall satisfaction. However, there is a need for common employment of creative capabilities while finding innovative ways to establish tourism destination program. **Destinations' competitiveness is linked to the ability to offer tourism products that satisfy the rapidly changing tourists' needs and expectations that has to be considered when creating destinations' strategies** (Dwyer, et al., 2012, 305).

It is the very nature of tourism destination to develop dynamically due to variety of stakeholders that span from modest self-employment to highly specialized entities, due to mostly seasonal nature of the industry, and scope of the destination. Even when tourism destination is rich with varied tourism attractiveness, accessibility and appropriate marketing it can be unsustainable when there is no collaboration between stakeholders therefore there is a necessity for all key tourism stakeholders to participate in shaping long-term sustainable destination management (Schianetz, et al., 2007, 1497-1498). To achieve fruitful collaboration among different stakeholders certain dimensions have to be considered. Creation of shared vision and common goals is essential to maintain collaborative spirit in a diverse stakeholders mix.

Common grounds have to be established regarding the way a tourism destination functions, on possible venues in marketing and on common measures to environmental, social and economical progress of the destination that are beneficial to individuals, organisations and community (Schianetz, et al., 2007, 1486-1489). In this respect collaboration and networking between different tourist, non-government and education institutions and reaching consensus anchored in strategic dialogue are essential. The networking at destination level generates strategic alliances that create synergy on knowledge diversity and innovative spirit to successfully cope with contemporary market demands (Otero and González, 2011). Robert Solow stressed that increasing investments do not always result in increase of the output but rather innovations, are the drivers of growth. Tourism destination innovations have add value that creates competitive advantage in pursuance of business improvement and enhancement of destination strategies (OECD, 2006).

Both, community and government have the duty to create sound tourism destination management (Macbeth, et al., 2004, 520). Governments, being responsible for public policies, should support generation of conditions for creation of new enterprises in contribution of successful groups of enterprises within the networks where views are exchanged among

private and public sphere. The effect of social capital generation reflects in improvement of links between business sector and other stakeholders that enable dissemination of best practices. It results in growth of opportunities and upgrading marketing strategies through **production of knowledge needed to address tourists' demand** (Ritche and Crouch, 2003; Dwyer, et al., 2012).

To grasp the characteristics of ever changing environment and its demands, continuous learning has to be the obligation of all stakeholders within the framework of continuously adapted educational programs to the ever changing tourism demand offered by universities, tourism organisations and other nongovernmental organisations (Schianetz, et al., 2007, 1491). Through cooperation stakeholders such as tourism organisations, local and national governments, educators and scientists should have recognized interdependencies and potential synergic effects to maintain sustainable relationships of collaboration. Without collaboration of all tourism stakeholders and their engagement in collective learning as the critical factors of sustainability, only little effect is reached. Through collaborative learning creative power of tourism stakeholders manifests (Shaw and William, 2009).

To gain long-term competitive edge, researchers (Tzortzaki and Mihiotis, 2012, 246-249) advice a holistic multidimensional approach that encompasses many suppliers with varied of sets of tourism products in mass personalized manner that are created through effective collaboration with knowledge management approach. However many tourism destination managers do create partnerships in finding best solutions however, stakeholders usually focus on marketing development and solving sustainability issues while they neglect product development and innovation like Dwyer, et al. (2012, 315) report about Slovenia. Therefore still many tourism destinations underperform since innovation approach is lacking.

Conceptual framework of tourism destination innovation

Effective destination management requires a holistic approach in the process of innovation. However, there are differences in managing the emerging or mature tourist destination where emerging destination requires construction of appropriate infrastructure and establishment of efficient marketing strategy while the latter requires innovative stance in maintaining of existent strategies and exploring new, innovative ways to sustainability (OECD, 2006). The framework focuses on the latter.

Innovation generates improvements in the tourists' experience with its intangible features and spans from great innovations to minor changes of current tourism products but nevertheless those are not least important. Major breakthroughs are rare however countless small steps are necessary (OECD, 2006, 12). Innovation shares three dimensions, namely creativity, the approach to solve problems and the new way of thinking. Innovation classification in tourism is a bit different from those in other sectors and according to Xaver Decelle (OECD, 2006) innovations in tourism are either technological or non-technological, product or process related, organisation or market related, and finally radical (that has significant impact on quality enhancement), incremental (that brings benefits in term of productivity gain) or architectural (that is reflected in differentiation).

Many authors like Shaw and Williams (2009, 332) stress the importance of knowledge transfer in innovation diffusion.



Figure 1: The conceptual framework

Tourism destination management is rather complex in nature therefore adaptive management is needed in the process of planning and implementing destination policies. Adaptive management incorporates continuous and collective learning through which long-term sustainability and fruitful collaboration is enabled (Schianetz, et al., 2007, 1485).

Conclusion

The paper identifies the need to integrate the research on innovativeness within tourism destination into a framework where the important correlations between knowledge management and collaboration among all key stakeholders in innovation processes are captured. In this context the framework highlights the need to increase overall value where strong collaboration between business sector, local and national state, educational, research institutions and civil society generates synergy of joint endeavour and complementing valuable knowledge spill off from different stakeholders in generating innovative tourism products and processes. Tourism destination innovation is developed in collaborating environment and impacted by appropriate knowledge management as a process through which expertise are applied and knowledge flows, creation, sharing and distribution are enabled. The paths of knowledge management and collaboration in innovation are essential due to the complexity of tourism destination.

Effective destination management delivers high quality of tourists' experiences, contributes to long-term development of local community and improve destinations' economic position. Long term synergetic effects are maximised through collaboration of all key stakeholders

namely national and local government, economic development agencies, local tourism organisations, hotels, guesthouses, tourism agencies, leisure operators, attractions, events and cultural organisers as well as other, with tourism linked organisations. A destination is successful when management captures the talents of both sectors.

Because tourism destinations mainly define great complexity, the stakeholders have to reach agreement about shared vision and common goals. The ultimate results can be achieved when taking into account sustainability principles and coordinate collaboration among stakeholders where stimulation through the lens of knowledge sharing, frequent and strong communication process and innovation serve as prime drivers of success. Cooperation and working within networks are the most significant for gaining tangible results while sharing physical and human resources and creating common marketing strategies.

However, still more detailed specification of the framework in tourism is needed to get the insights about added value of all key stakeholders which results in common marketing and **business strategies that answer the contemporary tourists' needs.**

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Destination Management: Marketing Approach to Sustainable Tourism

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Abstract

There is a growing demand for development of quality tourism products that are susceptible to the physical and cultural environment demands of the destination. However the goal of contemporary marketing approach to offering sustainable destination tourism products is to design the products that satisfy constantly increasing demands of sophisticated tourists. Natural environment is the main resource for many destinations, therefore destination management along with corresponding marketing adjustments are becoming extremely important. Categorization of the tourist types facilitate analysis of the demand for particular destinations and provides objectives for decision making regarding particular attributes that **need to be developed. The diversity of tourists' special needs brought about the use of** market segmentation as the means for applying developmental strategies of a tourism destination. Selective targeting in tourism is one of the most important approaches to sustainable destination management and there is an increased pressure for applying ecologically sustainable practices. There is growing sensibility on sustainability issues therefore the segmentation approach should involve an attempt to manage sustainability of tourism destination. The present study explores different interpretation that literature offers on the concept of sustainable tourism and presents the review of the determinants that intervenes the formulation of sustainable tourism marketing strategies using selective targeting. The results call for the action plan that meets the goals for sustainable tourism with the adoption of tourism destination management policies that go further than promotion alone but rather gives **answers to tourism destination development on the basis of tourist'** personal preferences. There is a need to maximize economic gain along with retaining a healthy and attractive environment in order to maintain the long-term profitable sustainability. The final conclusion is about the need for monitoring of tourism performance in terms of the impact on economic benefits as well as examining other indicators that allow additional impacts of tourism in terms of negative externalities.

Keywords: sustainable tourism, market segmentation, destination management.

Introduction

Sustainability in tourism deals with sustaining the acceptable or desirable changes that tourism brings along (Van der Borg, et al., 1996, 320). Sustainable tourism involves management of resources that refers to cultural and ecological issues in a way that social, economic and aesthetic needs are met (Blancas, et al., 2010, 484). Many researchers like

Kilipiris and Zardava (2012, 45) emphasize the need for applying more sensitive tourism strategies aiming at minimization of environmental costs and maximization of various benefits. Due to slightly different approach, numerous diverse terms of sustainable tourism emerged that emphasise positive approach towards tourism development, namely alternative tourism, green tourism, responsible tourism (Kilipiris and Zardava, 2012, 46), **ecotourism (Dolničar and Leisch, 2008, 673), and others.** The application of the concept of sustainable tourism has been initially limited to rural areas however in contemporary post-modern society the concept also addresses urban areas while the main emphasis is on harmless environmental and social footprints (Van der Borg et al., 1996, 308). Sound tourism management regardless of being rural or urban can create benefits to overall society (Pisonero, 2011, 27). By maintenance of all dimensions of sustainability, namely environmental, economic, social and cultural added value on a long-run truly comprises a basis of prosperity (Ritchie and Crouch, 2003, 49). However, World trade organization conceptualize sustainable tourism development in terms of concentrating on optimal use of environmental resources, providing socio-economic gains while respecting socio-cultural authenticity that is feasible on the basis of participation of different stakeholders (Imran et al., 2014). Contemporary research in customer behaviour has proved the shift of customer value proposition from traditional model to modern approach model that is based on post-materialism which demands satisfaction of immaterial needs for personal development, living naturally and enjoying universalism with increased search for authenticity (Tzortzakai and Mihiotis, 2012, 245-246). Beside the shift of focus on non-material needs satisfaction, Kilipiris and Zardava (2012, 49) define contemporary tourist as one who seeks alternative forms of tourism products that provide opportunities for sustainable development.

To achieve effectiveness in tourism marketing, many researchers propose market segmentation as a valuable tool to identify the characteristics of certain market segment groups of tourists with similar characteristics as the means to create competitive advantages. A set of travel motives and typical vacation behaviours represent market segmentation base for effective promotion (Dolnicar, 2013, 290). There is a large body of literature on market segmentation because of its rather important management objectives (Pesonen, 2013, 16). This paper focuses on tourist destination development and presents the elements that have to be considered in maintaining sustainable competitiveness of tourism destination, based on market segmentation. However, market segmentation serves as a tool to determine the way visitors consume specific products and suggests the means to meet **visitors' needs and** therefore it is a starting point when developing tourism strategic plan (Oh et al., 1995, 124).

After the brief insight of the issue in the introduction chapter, the second section of the paper deals with achieving sustainable tourism marketing through market segmentation approach while the third presents methodological market segmentation approaches. The next section emphasises the active partnership necessity in tourism destination management. The following chapter on the basis of on literature retrieval, identifies the most important dimensions of market segmentation and proposes a sustainable tourism destination management framework. The paper concludes with the reflections about the potentials of market segmentation in tourism and reveals the key findings on prosperous methodological approaches to market segmentation for achieving sustainable goals of tourism destination.

Sustainable tourism market strategies applying market segmentation

The goal of marketing strategies of any organisation is to achieve customers' loyalty that is linked to motivation or general attachment to offered products and services (Casaló, et al., 2010, 900). Destination's competitiveness is related to the ability to perform better than others in satisfying the tourists' needs (Dwyer, et al., 2012, 306). Further, Mulec (2010) defines competition in tourism as being a battle over tourists' perceptions of products and thus the goal of tourism marketing is the promotion of the destination in a way that features uniqueness and valuable dimensions in visitor's mind.

To gain consumers' attention, market segmentation is being proposed by many authors (Dolnicar, 2008; Pesonen, 2013 and others). Market segmentation is a process of dissecting market into smaller subgroups with common characteristics and as such is a powerful managerial instrument since the homogenous segments describe the structure of a market and discover new tendencies that belong to each market segment (Mallou, et al., 2004). In pursuit of sustainability criteria, there is a need to pay attention to characteristics of tourists that are not only economically attractive, but also susceptible to sustainable behaviour. When groups of visitors with common characteristics are identified in the range of market segments, the targeting follows to ascertain which market segments are most suitable in contributing to the objectives of the destination (Mulec, 2010, 17).

However, market segmentation is a starting point of establishing marketing strategy in presenting the destination to the right market segment of potential customers while maximizing the effectiveness of the activity (Park and Yoon, 2009; Mulec, 2010). Identifying the needs and demands of visitors is an effective approach for shaping strategies that reap the opportunities (Beh and Bruyere, 2007, 1464). The destinations' management obligation is to determine the needs and interests of visitors and to deliver required service in a way that preserves or even enhances visitors' and the society's well being (Kotler, 1994).

Although some researchers argue that sustainability is just a popular term and only minority of tourists understand the concept (Batra, 2006, 60), market share of sustainable tourism is expected to grow (Kilipiris and Zardava, 2012, 50). Natural resources are of the great importance for achieving competitive advantage in tourism (Ritchie and Crouch, 2003, 22) therefore there are many examples of authentic, highly preserved resorts with untouched natural environment being a core element of tourism destination product (Ritchie and Crouch, 2003, 44). From this point of view, Sedmak and Mihalič (2008, 1020) report that natural environment is the most significant attribute when considering the importance of diverse authentic attractions. Dolničar and Leisch (2008) emphasise the need to integrate environmental responsibility in tourism planning and applying strategies to attract tourists who are environmentally friendly. Sustainable marketing approach values continuity over profit, encouraging tourists to adopt sustainable behaviour. A vivid example is so-called "Cyprus strategy" that focuses on certain sub-group of visitors to avoid mass tourism and to adopt the vision that primarily cares for protection of natural resources and strives to mitigate the disturbance of the population (Batra 2006, 61). Another interesting example is market segmentation in New Zealand, characterized by its regulations about the energy usage by

tourism industry, with its guidelines fits within national efficiency energy plan (Becken et al, 2003).

Methodological approaches to market segmentation

Market segmentation allows destination managers to gain understanding of the tourist population and further define target segments that serve as the basis for marketing strategy that promotes certain features of tourism products that chosen market segments call for (Sarigöllü and Huang, 2005, 288). By the process of market segmentation, different groups of individuals who share certain characteristics are identified (Mulec, 2010, 16) and accordingly appropriate strategies applied. In this respect researchers conducted numerous analyses to identify certain tourism market segments as shown in table below.

Table 1: Identified tourism market segments proposed by different authors

Author(s)	Sample size / Country	Variables	Tourism market segments	Analysis
Becken et al. (2003)	453 tourists (domestic and international tourists) New Zealand.	Demographics, trip related variables and energy statistics (total energy use and energy use per day).	Coach tourist, soft comfort traveller, auto tourist, camper, backpacker, hiker, visit friends/family.	Factor-cluster analysis.
Frochot (2005)	734 tourists, Scotland.	Demographics, behavioural, socio-economic characteristics.	Active, gazer, relaxer, rural.	Factor-cluster analysis.
Horneman et al. (2002)	724 tourists (aged 60 or more) Australia.	Demographic, psychographic characteristics, motivations, travel behaviour.	A big spender, indulger, enthusiast, conservative, pioneer, Aussies (most fell into last 3 segments).	Chi-square analysis, Spearman rank correlation.
Kim et al. (2003)	200 tourists (aged 50 and over) Australia.	Demographics, motivations and concerns.	An active learner, relaxed family body, careful participant, elementary vacationer.	Kohonen's self-organising maps.
Li et al. (2013)	1.600 tourists, China	Socio-demographics, travel preferences, motivators.	Entertainment/adventure seeker, life-seeing experience/culture explorers, relaxation/knowledge seeker.	Canonical correlation analysis.
Mallou et al. (2004)	883 tourists (aged over 25 years) Spain.	Socio-demographic and behavioural characteristics.	A night-lifer, city-, culture-, sun-, non-urban beach-, mountain-, non-green beach seeker and countryside lover.	Conjoint analysis and cluster analysis.
Onofri and Nunes (2013)	124 tourists, selected countries and regions.	Demographics, total expenditure, motivations.	Beach lovers, greens enjoying natural landscape and culture.	Structural equation modelling, SLS analysis.
Park and Yoon (2009)	252 tourists, Korea.	Socio-demographic, motivations.	Passive tourist family togetherness-, want-it-all-, learning and excitement-seeker.	Factor-cluster analysis.
Pesonen et al.	195 tourists, Finland.	Demographic, socio-	Outdoor type, nature	Cluster analysis.

(2011)		economic, benefit	enthusiast, sightseer,	
Sarigöllü and Huang (2005)	265 tourists, Latin America.	Demographic, behavioural characteristics, infrastructure, service and cost, personality and interests.	Traditional, experiential, novelty seeker, sophisticated.	Factor-cluster analysis, ANOVA, discriminant analysis, chi-square.
Sirakaya et al. (2003)	313 tourists, Turkey.	Demographic, travel experiences, motivations.	Love of nature, enhancement of kinship, experiencing culture, living the resort lifestyle, escape, education, living the extravagant lifestyle, travel bragging.	Factor-cluster analysis, discriminant analysis, chi-square.

To gain deeper understanding, researchers use different variables to segment the market including behavioural characteristics (Frochot, 2005; Horneman et al., 2002; Mallou et al., 2004; Sarigöllü and Huang, 2005), gained benefits (Frochot, 2005), motivation (Horneman et al., 2002; Kim et al., 2003; Onofri and Nunes, 2013; Park and Yoon, 2009; Sirakaya et al., 2003), socio-demographic characteristics (Li et al., 2013; Mallou et al., 2004). There are several other approaches to market segmentation and researchers use most frequently combination of two or more variables is applied.

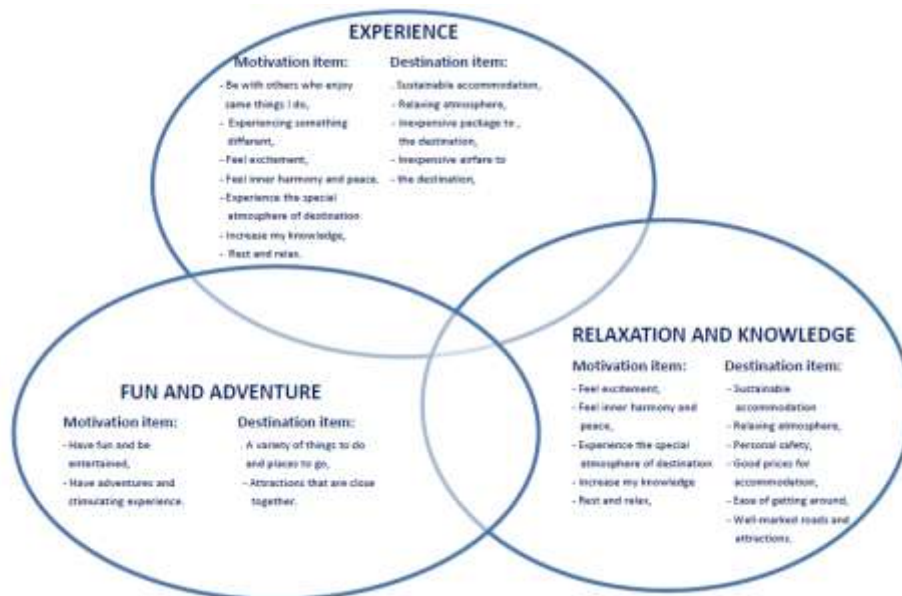


Figure 1: An example of overlapped market segmentation approach of matching motivators with destination product attributes
Source: Li et al., 2013, 790

When market segments are identified, researchers go on and propose focusing on differences in motivation to develop specific and differentiated marketing strategies fitting specific market segments in accordance to the specific nature of tourism destination product (Mulec, 2010, 17). However, when targeting emerging markets, destination managers have to consider the emergence of the non-exclusive market segments and therefore apply overlapping market segmentation approach. Overlapping market segmentation creates

much more meaningful information of the market and gives the long-term stable solution offering complementary tourism products (Li et al, 2013, 792).

The researchers propose the overlapped market segmentation as the most effective when targeting the emerging tourism marketing since in the market one can easily identify several examples that confirm the assumptions (Li et al., 2013, 792).

The importance of partnerships in implementing effective marketing strategy

Contemporary approach in tourism planning is focused on quality, diversity and sustainability that can improve competitiveness of a destination (Blancas, et al., 2010, 484). While establishing tourism policy, different stakeholders strive to provide guidelines for tourism development of specific region and create stimulating environment within which tourism destination can prosper. Mutually beneficial partnership of different stakeholders needs to be established since group of stakeholders can strongly influence tourism development and have significant impact on success in realizing it (Waligo, et al., 2013, 344). Imran, et al. (2014) concentrate on four stakeholder groups, namely local communities, tourism enterprises, protected area authorities and tourists (Kruja and Hasaj, 2010) while Waligo, et al. (2013) add national and local government, board of directors, employees and education institutions.

Shared vision and common goals among all stakeholders are essential for successful implementation of appropriate marketing strategies (Ritchie and Crouch, 2003, 23). Through collaborative efforts of developing specific marketing programs for the attracting of the destination market segment of tourists can match tourism destination specific offer (Wang, et al., 2013, 294-295).

Destination management follows policy implementation guidelines and seeks ways to improve competitiveness and sustainability, aiming to strengthen quality of destination products (Ritchie and Crouch, 2003, 73-75). In this regard it is essential that policy makers and other stakeholders develop and implement an explicit tourism management policy that goes much further than promotion alone and establish comprehensive action plan which is needed to implement sustainable tourism goals (Van der Borg, et al., 1996, 316-319). Participation and support of the community are vital for sustainable tourism development therefore when considering tourism development local community should be the focal actor (Dyer, et al., 2007; Lee, 2013).

However, systematic consideration of destination's opportunities and alternatives is needed to maximize community support (Ritchie and Crouch, 2003, 30). Sustainable tourism by definition has to meet the needs of the locals in terms of improved quality of life with **simultaneous care for preserving the environment while satisfying the tourists' demands** (Ritchie and Crouch, 2003, 34). Imran, et al. (2014) emphasise the importance of environmental attitudes of all stakeholder groups that influences their intentions in environmentally responsible behaviour. Perceptions of sustainable tourism principles differ between different stakeholder groups and developing sustainable tourism policies means to

cope with multiple issues. Stakeholder management can provide a fundamental framework for sustainable tourism development being reflective on community opinions and interests (Kruja and Hasaj, 2010).

To achieve effective destination management active partnership of different stakeholders is absolutely necessary to reach sustainability goals (Ritchie and Crouch, 2003; Lee, 2013; Waligo, et al., 2013). Without active involvement of different stakeholders in decision making, destination management cannot be effective in achieving sustainability goals.

Appropriate tourism destination market segmentation can only be established effectively when certain presumptions are met according to Dolnicar (2008, 131), namely (1) motives and behaviour of certain market segment have to be similar and distinct from other market segments, (2) needs and demands of certain market segment has to correspond to destination products attributes, (3) market segments have to be identifiable, (4) market segments need to be reachable, and (5) market segments need to be large enough.

Figure 2: A sustainable tourism destination management framework

With the purpose of achieving competitive advantage, tourism stakeholders have to indentify and deal with changes (Dwyer, et al., 2009). Market segmentation contribute to competitive advantages of tourism destination only when current market trends, needs and demands of tourists are regularly re-examined (Dolnicar, 2008, 147) and all the measures adapted accordingly.

Conclusion

Sustainable marketing value continuity over profit and is focused on long-run benefits that can be achieved only by consideration of sustainable issues. Tourism can enhance income of the region and serve as employment generator. However, to market a destination effectively, it is necessary to understand different characteristics of individuals and tourism motivational factors which correspond to particular market segment. It is beneficial to establish tourism destination strategy according to the needs of different tourism market segments for maximization of the results. To establish effective marketing strategy of tourism destination it is necessary to understand what destination attributes are important for an individual. According to identified needs and demands, specific products are offered to each market segment. Therefore market segmentation is considered a strategic weapon in an increasingly competitive environment. Because of its powerful potential, market segmentation has received wide approval by academics and practitioners alike.

However, when focusing on market segmentation several dimensions have to be considered. In this regard a sustainable tourism destination management framework has been proposed that presents the integrated framework of the most important insights of different researchers examining the determinants of effective destination management. The final propositions call for the need of active partnership that in first phase focus on market segmentation where adequate methodological approach to segmentation has to be considered and on the basis of which strategic tourism destination plan prepared. It concludes with the final warning about the importance of the consistent re-examination of current market trends and regular adaptation of different measures accordingly focusing on sustainability of tourism destination.

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What can **be Serbia's Brand Identity as a Tourist Destination for Young People?**

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Abstract

National branding is used as a way for one country to differentiate itself from others and to persuade potential tourists to go beyond existing negative stereotypes. This is a great challenge for any country with a damaged reputation. The secondary data research was carried out to create a theoretical framework which consists of books and articles within the fields of nation branding, brand identity and brand images of Eastern Europe, Yugoslavia and Serbia. The findings in this paper are based on comparisons between exploratory secondary data research and collected primary data. Primary data were collected through questionnaire based survey with potential international tourists who are 20-35 years of age. The online survey was conducted from the 5th of January until the 15th of January 2012. This study reports the perception of young international students from different continents and 30 different countries about Serbia as a tourist destination. Based on the results it also gives suggestions for appropriate marketing management tools. The purpose is to analyze possible strategic marketing management tools with emphasis on slogan and logo, in creation of appealing brand image of Serbia as a destination for young people.

Keywords: National branding, youth tourism, marketing management tools, Serbia.

Introduction

When you hear the name 'Serbia', what first comes to your mind? The majority would say 'war' or 'Yugoslavia', however some young people connect Serbia with words such as 'party' or 'fun'. Serbia is still an unexplored tourism destination. As such, it is hard to find any travel guide about Serbia in English or watch a promotional video on any travel channel. Therefore, Serbia should work on establishing its brand identity as a tourist destination.

The question I will try to answer by reviewing past literature and analyzing the collected primary data is: ***What can be Serbia's brand identity as a tourist destination for young people?***

To answer this question, some basic theoretical concepts about national branding will be examined; but the main focus is going to be on branding Serbia as a tourist destination through history. The purpose of this paper is to summarize and explore how Serbia can be branded as a tourist destination for young people.

Methodology

The findings in this paper are based on comparisons between exploratory secondary data research and collected primary data. The secondary data research was carried out to create a theoretical framework. The secondary data consists of books and articles within the fields of nation branding, brand identity and brand images of Eastern Europe, Yugoslavia and Serbia.

Questionnaire-based survey

The main quantitative method in tourism research is the questionnaire-based surveys method (Veal, 2011). The survey is designed so it can be used for all international students and young people who have a good command of the English language. The questionnaire only had 13 questions in total because it was hard to find respondents who are willing to fill in longer surveys. In the beginning it was highlighted that all questions should be answered even if the respondent has never been to Serbia. The questions were about their ideas of Serbia up to this point, what famous people and products they associate with Serbia and their opinions about Serbia as a tourist destination. At the end only two demographic questions were asked and these were age and home country. Two most important questions for this paper were: the question about the current logo that presents Serbia and the question where respondents were asked to write down what is the best thing about Serbia. In the question about the logo young people were asked whether or not they think the logo is appropriate to represent Serbia. For some other questions, SPSS (Statistical Package for the Social Sciences) was used to compare answers (cross tabulation) to give meaningful results.

The questionnaire was made using a free online survey service called Kwik Surveys. The social network site Facebook was used as a good way to collect as many respondents as possible. For the purpose of this paper a certain number of the young people age between 20 and 35 was needed.

The online survey was conducted from the 5th of January until the 15th of January. A total of 82 responses were gathered during this time, though only 74 of them were used in the analysis because some of the respondents were above 35.

Limitations

Questionnaire-based surveys are often based on samples and self-reported data, which are the limitations of this method (Veal, 2011). The method of online survey was used due to limited time for this paper, although it is hard to control the sample size and response rate. Though the sample size might suggest that findings are not representative, the results were compared with the secondary sources.

National branding

Between everyday life and crowded markets, most people only use a few simple stereotypes and clichés to form their opinion about other countries and places in the world. For example, popular stereotypes are that Paris is about style, Japan about technology and most African countries about poverty (Anholt, 2007). Stereotypes can be explained as extreme

simplifications of the reality that are not necessarily accurate (Kotler, Gertner, 2002). It is very hard for governments, companies, non-governmental organizations (NGOs) and other stakeholders to persuade people to go beyond these stereotypes, whether they are positive or negative, true or untrue (Anholt, 2007). National branding is used as a way for one country to differentiate itself from others, attract foreign direct investments, and develop tourism and exports (Mihailovich, 2006). Anholt (2007) prefers the term **'competitive identity'** over **'national branding'** because most people connect the word branding with selling and they assume that it is just a way to promote and 'sell' the country. He further states that tourism, export brands, policy decisions of the country's government, investments, culture and people of the country are six natural channels that are used to create the national reputation of a country. **The management of a country's branding is especially important in the 21st century** because, thanks to the Internet and its ability to connect with people from all over the world, **a country's image can shift overnight** (Future Brand, 2011). Furthermore, tourism has a very important role in national branding which is why creating a country's identity as a tourist destination is important.

For the purpose of this paper it is important to define the terms branding and brand, as well as different aspects of the brand itself. Anholt (2007) defines brand as "a product, a service or organization, considered in combination with its name, identity and reputation" and branding as "the process of designing, planning and communicating the name and identity, in order to build or manage the reputation" (Anholt, 2007, p. 4). According to the same author there are four different aspects of the brand itself: brand identity, brand image, brand purpose and brand equity. Brand identity and brand image are going to be discussed in order to answer the research question.

Brand identity

Brand identity is a core meaning of the product, service or organization. It is what consumers can see in front of them: a logo, a slogan, packaging and the design of the product itself and regarding countries this can be seen as national identity (Anholt, 2007, p. 5). Each country has **its own national symbols (flag, national anthem and coat of arms) and a country's image** results from its geography, history, art and music, famous citizens etc. (Kotler, Gertner, 2002).

Brand image

The brand image is the perception of the brand in the mind of the consumer, in other words it is the context in which messages are received and not the message itself (Anholt, 2007, p. 5). **A country's brand image is comprised of its reputation, which includes associations, memories, expectations and other feelings that are connected with the country** (Anholt, 2007). The important aspect here is that different persons and groups have different stereotypes of nation since **people's perceptions of places are subjective** (Kotler, Gertner, 2002). This is one of the reasons why the focus of this paper is narrowed down to young people between 20 and 35 years old as a target group. The second reason for choosing this target group is the availability to reach them for the primary research.

Analysis

In this part of the paper Serbia's brand identity will be analyzed from secondary and primary resources. First, findings from secondary resources about branding Serbia as a tourist destination through history and today are going to be presented and then questions from the survey will then be analyzed.

Branding serbia

Serbia was part of former Yugoslavia with communist government like other Central and Eastern Europe countries in the 1960s. Yugoslavia was opened for the Western tourists from the early 1960s and by the late 1980s the country had more income from mass tourism than the rest of communist Eastern Europe combined (Hall, 2002). The focus for tourism development in former Yugoslavia was on the Adriatic coast; however tourism in Yugoslavia was associated **"with an image of relatively low quality and limited product range"** (Hall, 2002, p. 328). After the war many people associated only negative images of tension and conflict with the name Yugoslavia (Hughes, Allen, 2008). The Balkans had also negative terms in the West and it had negative role for branding destinations. Therefore it was not good idea for country to promote itself as a part of the Balkan (Hall, 2002). During the 1990s Serbia was still part of Yugoslavia and the three most important markets for tourism were Bulgaria, Greece and Russia. **At that time Serbia promoted the Orthodox cultural 'brand' and the advertising slogan was 'Serbia: Landscape painted from the heart' (Hall, 2002).**

After 2000, with political and economic stabilization, Serbia had a chance to attract tourists from the European tourism market (Armenski, et al., 2009). This was (and still is) a great challenge for any country with a damaged reputation. Howard & Allen (2008) did the research on visitors and non-visitors images of Central and Eastern Europe (CEE) in 2004. Serbia was included among 15 countries in this research. They carried out interviews with the United Kingdom residents who had not been to any CEE country and with those who had. According to the authors non-visitors were usually the ones with the negative images of conflict, while visitors associated culture and cheapness with these countries. Both visitors and non-visitors agree that these destinations would attract mostly young people for cultural-based tourism, city breaks, sightseeing, party and adventurous holidays. Furthermore, three years later (2007), research study was undertaken in Serbia among foreign visitors about their image of Serbia. The survey was conducted and the majority of respondents had negative associations related to Serbia before visiting (Armenski, et al., 2009). However, the greatest percentage of respondents stated that their experience in Serbia was positive and more than half expressed desire to come back. They gained information about Serbia before arriving mostly from friends who had already visited Serbia (word-of-mouth), via the Internet and local travel agencies (Armenski, et al., 2009).

The Future Brand Company does the most authoritative global study on country brand strength in the world using research data from different resources. The counties are ranked using five key dimensions: value system, quality of life, good for business, heritage and culture and tourism. They also measure awareness, familiarity, preference, consideration, advocacy and active decisions to visit or interact with a place (www.futurebrand.com, 6-1-

2012). First time when Serbia was included in this research was in 2010 and it was ranked eighty-fourth of 110 country brands that were listed. In the next research (2011) Serbia had a fall of thirteen places to ninety-seventh position of 113 (Future Brand, 2011). This means that Serbia still has a negative country image and it needs to improve on the existing brand identity or create new positive associations.

Today's logo for Serbia does not provide any information about the country that presents. The only thing that you can associate with the country is the name which is written in Serbian (figure 1), although English version of the logo is also available.

Figure 1. Serbian logo



Adapted from www.serbia.travel (5-1-2012)

Survey analysis

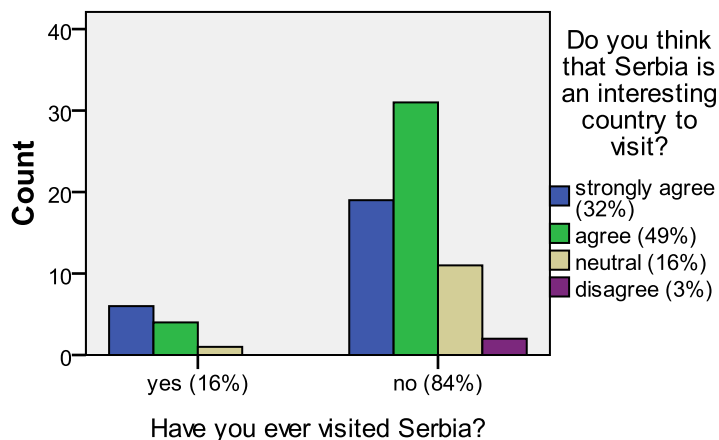
From the 82 respondents that filled out the survey 74 were under 35 years old. As the focus of this paper is on young people only respondents who are 20-35 years of age were taken into account. Most of the respondents (54%) were 21-25 years of age, followed by those who are 26-30 years of age (30%) and only 16% of people who are 31-35 years old. The sample profile is relevant for this paper because all respondents are potential visitors to Serbia from different countries all over the world. Most of the respondents were from Europe (63%): Germany, Denmark, Greece, Bulgaria, Romania, Poland, Italy, Austria, Netherlands, Croatia, Slovenia, Slovakia, Spain, Russia, Latvia, Norway and the Republic of Macedonia. Others were from the American continent 24% (the USA, Canada, Brazil and Venezuela), the Asian continent 12% (the Philippines, Thailand, Bangladesh, Georgia, the Republic of China, India, Indonesia and Vietnam) and Ethiopia from African continent (1%). **The diversity of respondents' home countries can help to see how Serbia is seen in the eyes of young people from all over the world.** On the other hand, it can be considered as a limitation of this research because countries should focus on their target markets. However, the purpose of this paper is to find out different points of view for branding Serbia from the young people perspective regardless their home country.

The participants were asked to write the first thing that comes to their mind when they hear word 'Serbia'. **Associations were different but they also had some similarities, therefore respondents can be grouped in four groups.** The first group of respondents (38%) is all about negative associations as they wrote words such as 'war', 'political struggles', 'poverty', 'revolts and communism' etc. The second group (28%) connected Serbia with different geographical places such as 'Eastern Europe', 'Belgrade', 'Yugoslavia', 'Balkans', 'Kosovo' even 'Montenegro' and 'Russia'. The third group of respondents (23%) mentioned some positive things that comes to their mind when they hear word Serbia, such as 'beautiful landscape', 'food and music', 'fun and party', 'nature', 'pretty towns', 'sports' and some of them even named some popular sports players 'Novak Djokovic' and 'Predrag Mijatovic'. The last group (11%) was

confused and they did not know anything about Serbia, so they wrote 'don't know' or 'sand and warm weather' and 'tigers', which are not possible to connect with Serbia.

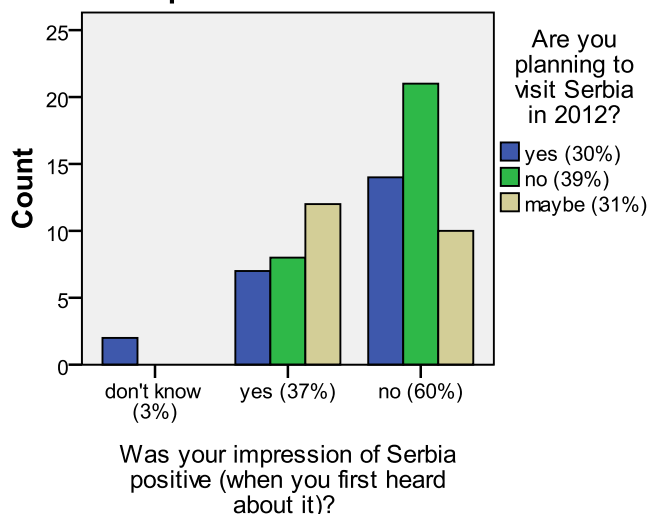
The cross tabulation analysis was done in SPSS for some questions from the survey about their visits and impressions of Serbia (see figure 2 and figure 3). The figures are presented in this part of the paper, although the findings will be later discussed.

Figure 2: Visitors and non-visitors and do they think that Serbia is interesting country to visit



Respondents heard about Serbia for the first time mostly from their friends and family, newspapers, school books or from TV news and Internet. Some of them also mentioned music and the Eurovision song contest as a source of information about Serbia. Among all of them, word of mouth is the most common source of information.

Figure 3: First impression about Serbia and plans for visit in 2012



It was interesting to find out what young people think Serbia has to offer to a tourist, and what they think is the best thing about Serbia in their opinion. This can help in creating a brand identity that is already in the mind of young people. When they were asked to choose what Serbia has to offer to a tourist, most of them chose natural sites, cultural sites and interesting history. Some respondents also think that rural places, tasty food, hospitable people, dark tourism sites and events and festivals could be found in Serbia. Minority chose active holidays, good nightlife, unique cities and cruise opportunities. When they needed to write what is the best thing about Serbia they mostly wrote 'people', 'nature', 'history', 'culture', 'new/undiscovered by the masses' and 'food'. Only a few respondents wrote 'Serbian language', 'football', 'music' and 'nightlife'.

Most of the respondents (80%) do not know any Serbian product or any famous person from Serbia. Others (20%) mentioned traditional 'rakija' (brandy) from Serbia or different types of traditional food. Regarding famous people from Serbia, 20% of them mentioned sports players (Novak Djokovic, Ana Ivanovic, Dejan Stankovic), politicians (Slobodan Milosevic), musicians (Marija Serifovic, Goran Bregovic), scientist (Nikola Tesla) etc. It is good for Serbia to be recognized by products and people that can improve its brand image. However, politicians might not influence on the creation of the image in a good way.

In the survey, respondents were asked if they think the logo (in Serbian) was appropriate for representing Serbia. The Serbian logo was used because it was assumed that the respondents will be concentrated more on the design and image of the logo. The respondents were asked to answer the question on a Likert-scale from 1 to 5 where 1 was very appropriate and 5 very inappropriate. They could also leave a comment and there were 37 comments in total when analyzing results. Most of the respondents were neutral (40%) regarding this logo. More respondents think that it is inappropriate (37%) then they think it is appropriate (21%) logo to present Serbia. They have seen logo as 'too childish', 'kind of copy-cat from 'I love NY' not very personal' and 'silly'. They did not like the colors, the font and Serbian version was hard for them to read. On the other hand, some respondents described it as 'modern and fresh' and that it presents friendly and fun-loving country.

Discussion

As it can be seen from the analysis there are still some stereotypes about Serbia that are connected with the history of the country. Serbia was associated with negative images of conflict from the period of former Yugoslavia. Young people that participated in a survey (38%) still have negative associations, although the country tried to promote the Orthodox cultural 'brand' during the 1990s. Geographical terms are also something that respondents (28%) connected with Serbia. However, some of the associations are maybe in negative context but still it does not mean that they for sure evoke the word 'war'. Of course, the best are the positive associations of third group of respondents (23%) and interesting thing here is that it is not only visitors who have these positive images.

Figure 2 shows that despite having only 16% of respondents who have visited Serbia in the past, 81% of them think it is interesting country to visit. This means that word of mouth, Internet and new knowledge about Serbia has a positive effect on county's brand image.

Furthermore, figure 3 (see page 8) shows that although 60% of young people did not have good impression about Serbia when they heard about it for the first time, 61% of them might or plan to visit Serbia this year (2012). This is a proof that the image of Serbia will change not because of the advertisement, but because of the new knowledge about what is there to experience. Things that respondents listed as the best in Serbia were its people, nature, culture, history and food.

Serbia is among destinations that are likely to be popular with young tourists (Hughes, Allen, 2008), (Armenski, et al., 2009). The National Tourism Organization of Serbia published a brochure **"Serbia for the young and curious"** that is available on their web-site ([http://www.serbia.travel/download/brosure/Serbia for the young.pdf](http://www.serbia.travel/download/brosure/Serbia%20for%20the%20young.pdf)). In this brochure they are promoting and presenting cities, events, cultural and natural sites to young people. The name of the brochure presents kind of a slogan that should attract young people because **Serbia is still 'new/undiscovered by the masses' as few participants in the survey said. On the other hand, the logo that currently represents Serbia might not be the best solution as it does not providing any information about the country. More participants in the survey described this logo as inappropriate and 'childish', than appropriate for Serbia. As one participant stated "I think Serbia is a beautiful country, but I wouldn't really associate it with colorful things. I think it is a country with a very strong, serious and historical character, this logo above would be more appropriate for a destination that only has massive tourism to offer"**.

There are many examples from neighbor counties about re-branding and re-imagining, and one the most used concepts is cluster building (Mihailovich, 2006). The Organization for Economic Co-operation and Development (OECD) defines cluster as linked **"firms and other knowledge-producing agents in a geographically concentrated area with inter-linkages among them"** (OECD, 2007, p. 2). Mihailovich (2006) states that there should be one mega-brand per cluster, but countries also should go beyond the national borders. He further explains that there should be as many alliances as possible from all talented individuals and people from all different fields worldwide. Some respondents in the survey (20%) connected Serbia with some products or famous people and they do have a positive image about the country. However, it is very challenging to create positive image for Serbia after all the **negative media promotion that had a particularly important role in shaping people's perceptions of the country** (Kotler, Gertner, 2002).

Conclusion

From the analysis and discussion in this paper it can be concluded that Serbia as a tourist destination could benefit from the young people in improving its brand identity. However, the Internet and increase of international travel together with word of mouth are already changing the negative image that Serbia had because of the former warfare situation. **The fact is that many counties had a warfare situation in their past and that today's image of Serbia is what counts.** Moreover, memories that young people who visited Serbia have from their experiences are mostly positive. Before they visited Serbia they did not have any expectations, therefore they are promoting the country as something new and good to explore. On the other hand is it enough to promote Serbia only as something new and good

to explore? It can attract curious young people, but that does not mean they are going to visit Serbia only because of the curiosity. They do not really know what to expect when they get there and usually the only thing that they know about Serbia is about political situation and not about sights to see and things to do.

This is why Serbia should adopt strategic marketing management tools for the different target groups. Kotler & Gertner (2008) emphasize that the created brand image of the country must be close to reality, believable, simple, appealing and distinctive. They further explain **that tools to promote the county's image are a catchy slogan, visual images or symbols, events and deeds.** Curiosity is in the nature of young people but there should be something visual that they could actually connect with Serbia. This is why I think that a logo for Serbia should be changed and that each letter in name Serbia should represent specific thing or place from this country. The idea is that letter S could present the Uvac canyon with curving meanders as a must see natural site. The letter E could represent the hospitality of Serbian people. The letter R could show Serbia on a map of Europe, because many young people still do not now to allocate it on the map. The letter B could present one of the monasteries in Serbia as a cultural site. The letter I could represent the traditional national brandy called 'rakija' and the letter A could represent the traditional Serbian food. **This is mostly what respondents from the survey mentioned as the best things about Serbia.** This is how different clusters and the variety of sights and experiences could be presented to young people, so they at least can have some idea about Serbia before visiting. All of that can be presented in a simple way through **the logo of the country and with the slogan "Serbia for young and curious".**

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The Effect of Affective Evaluation on Forming of Destination Image

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Abstract

Due to increasing tourism expenses year by year the main purpose of researches in destination marketing is gain more revenue from world tourism market. Therefore the question of why people travel and what drives people to travel is concerned by tourism destination marketers and **a lot of research is done to find these questions' answers.** Plenty of research in destination marketing demonstrated that how important destination image on travel decision making process. Destination image is described as impressions or perceptions about a destination. It is generally agreed that destination image is formed by perceptual/cognitive and affective evaluations. The effect of affective evaluation on destination image is purely investigated and it is aimed to see the effect of affective evaluation on destination image in this research. The result of this investigation is affective evaluation effects on destination image. Hence destination marketers should consider affective image together with its forming reasons on destination marketing activities. Destinations will be able to achieve their goals easier by means of tourism policies which are generated by destination image.

Key Words: Destination Image, Affective Evaluation, Cognitive Evaluation.

Introduction

The question of "why do people travel?" has been occupied the minds of tourism researchers (Dunne 2009). Many of research in tourism marketing indicated that importance of destination image on destination choice process of tourists (Hunt 1975; Baloglu and McCleary 1999; Beerli and Martin 2004). Tourism really has an important place in the economies of developing countries which have tourist attractions. Tourism is one of driving forces for regional and national development. When destination attracts more **tourists, destinations'** tourism receipts, income, employment and government revenue will be increased (Chen and Tsai, 2007). That is why destinations have to develop an effective marketing plan and strategy. The ever-increasing nature of tourism industry also is a compelling factor generating an effective marketing plan and strategy (Baloglu and Mangaloglu, 2001). Every factor which **affects tourists' purchase decision should be used effectively in order to attract more tourists.** The effect of destination image on consumer decision (Hunt, 1975) exposes the importance of

what effect forming of destination image and its components. That is why “before image can be used to influence behavior, it is important to understand what influences image” (Brokaw, 1990:32). Affective evaluation is one of constituent factor of destination image.

Literature Review

Destination image is described frequently and simply impressions or perceptions about a place or an area (Echtner and Ritchie, 2003). Destination image is investigated with cognitive and affective evaluation or image that its components in various studies (Baloglu and McCleary, 1999; Beerli and Martin, 2004; Martin and Bosque, 2008). Conative image is also investigated in some studies as a component of destination image (Pike and Ryan, 2004; Tasci et al., 2007; Agapito et al., 2013). The cognitive evaluation or image is described as beliefs or knowledge about a destination whereas affective evaluation or image is feelings or emotional bond with a destination (Baloglu and McCleary, 1999). It is agreed that affective evaluation depends on cognitive evaluation of objects, and the affective responses are formed as function of cognitive responses (Baloglu and Brinberg, 1997). Conative image is described as **people’s act** toward a destination (Tasci et al., 2007; Agapito et al., 2013).

Affect is described as individual’s feelings toward an object that can be favorable, unfavorable or neutral (Pike and Ryan, 2004). Russell and Pratt (1980) used eight adjective to describe affect toward a place.

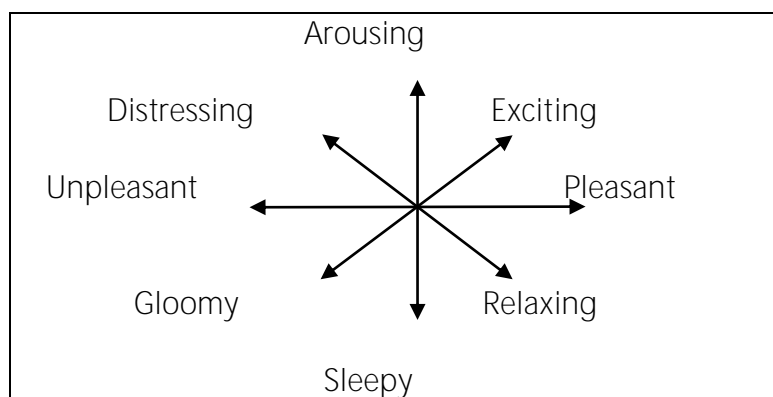


Figure 1: Eight Affective Descriptors; Source: Russell and Pratt, 1980.

The affective image is formed according to people who seek benefits (motives) on a travel. People with different motives may feel about a destination similarly if they perceive that the destination provides the benefits they seek. For example, if individuals perceive that the benefits they seek (knowledge, adventure, prestige, etc.) in a destination they may feel excited about a destination and may evaluate it as an exciting place. Affective image has also a significant role in person-environment interactions and spatial behavior (Baloglu and Brinberg, 1997:12).

The Aim of the Research

The main goal of this research is find out the effect of affective evaluation on destination image by foreigner visitors in Cappadocia, Turkey. Cappadocia is one of the most popular tourist destinations and famous for its unique landscape, fairy chimneys, underground cities, cave monasteries and churches, natural rock formations and historical heritage in Turkey. **Destination image is one of the most important factors in terms of tourists' decision on holiday purchasing.** Therefore, find out what effects forming of destination image will help destinations compete stronger. Thus destinations will be able to achieve their goals easier by tourism policies which are generated with destination image.

Limitation and Constraint of the Research

The survey is used in the research prepared just in English. Because of some tourists who can **not understand English so well and couldn't understand questions very good got helped** guides who speak native language of tourists. In case of they hesitate to ask guides don't understand questions good no matter even got helped guides. Due to limited time and budget convenience sampling is used in the research.

Methods and Data

According to Nevsehir Governor's Office, 2.572.816 international and domestic tourists visited to Cappadocia region in 2012 (www.hurriyetdailynews.com). Convenience sampling is used and 407 surveys are conducted in this study just with foreign tourists. The questionnaire was prepared in English and in order to understanding of questionnaire **by tourists who don't know English so good, got helped by tourist guides who speak tourists' native language.** Surveys are conducted in Belisirma village where is in the Ihlara Valley, Aksaray province, Cappadocia, Turkey in the spring of 2012. All tourists who took part in the survey have been other (not all) different places in Cappadocia.

In order to measure the affective evaluation, a 5 point semantic differential scale was used (pleasant-unpleasant, arousing-sleepy, relaxing-distressing, exciting-gloomy). In order to **measure the Cappadocia's image as a vacation destination, a 7 point likert-type scale response anchor is used ranging from "very positive" to "very negative".**

Baloglu and McCleary (1999) pointed out effect of affective evaluation on forming of destination image. The research model is built up as given in the figure 2.

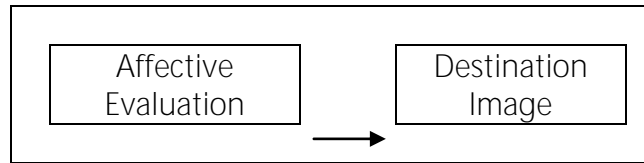


Figure 2. Research Model and Hypothesis

H₁: Affective Evaluation effects forming of destination image.

Normality test, factor analysis, regression analysis and correlation analysis are used in this research. The normality test results are given in the table 1 and table 2.

Table 1. Test of Normality of Affective Evaluation

	Kolm.-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Very unpleasant-Very pleasant	,345	407	,000	,634	407	,000
Very sleepy- Very arousing	,223	407	,000	,876	407	,000
Very distressing- Very relaxing	,312	407	,000	,748	407	,000
Very gloomy- Very exciting	,272	407	,000	,814	407	,000

Table 2. Test of Normality of Cappadocia's Image

	Kolm.-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Very negative- Very positive	,260	407	,000	,757	407	,000

Kolmogorov-Smirnov and Shapiro-Wilk tests values show all variables which used in the research are normally distributed.

Affective evaluation has four variables. Factor analysis is used for affective evaluations' variables and these variables gathered under one factor. Factor loadings, means, standard divisions and cronbach's alpha values of affective evaluation are given in the table 3.

Table 3. Factor Loadings of Affective Evaluation's Items

		1	Mean	S. Division
Very gloomy - Very exciting		,766	3,9255	,67837
Very distressing - Very relaxing		,623	4,1591	,61783
Very unpleasant -Very pleasant		,604	4,5529	,63145
Very sleepy - Very arousing		,595	3,6120	,79404
Initial Eigenvalues		1,694		
% of Variance		42,343		
Cumulative %		42,343		
KMO		,592		
BARLETT	A. Chi-Square	140,489		
	df	6		

	Sig.	,000	
Cronbach's Alpha		,534	

Even though 407 foreign tourist joined to research KMO value is not high but over the minimum level of ,50. Cronbach's alpha level is also acceptable. Demographics of sample are given in the table 4.

Table 4. Demographics of Sample

NATIONALITY	n	%	GENDER	n	%
American	54	13,3	Male	192	47,8
French	49	12,0	Female	215	52,8
Australian	31	7,6	Total	407	100
English	28	6,9	AGE	n	%
Canadian	27	6,6	18-34	184	45,2
German	24	5,9	35-49	101	24,8
Brazilian	21	5,2	50-64	94	23,1
Spanish	20	4,9	65 years and older	28	6,9
Korean	20	4,9	Total	407	100
Indian	15	3,7	MARITAL STATUS	n	%
Austrian	12	2,9	Married	195	47,9
Belgian	11	2,7	Single	174	42,8
Swiss	11	2,7	Divorced/Widowed	38	9,3
Italian	11	2,7	Total	407	100
Thai	9	2,2	GRADUATION	n	%
Dutch	7	1,7	Grade School	6	1,5
Japanese	7	1,7	High School	48	11,8
Russian	6	1,5	University	196	48,2
Ukrainian	5	1,2	Masters/PhD.	157	38,6
Chilean	4	1,0	Total	407	100
*Others	35	8,6	YEARLY INCOME \$	n	%
Total	407	100	Less then 25.000	93	22,9
*Mexican, Portuguese, New Zealander, Argentine, Indonesian, South African, Irish, Polish, Lithuanian, Basque, Bulgarian, Romanian, Extremaduran, Filipino, Guatemalan, Israeli, Swedish, Taiwanese, Colombbian, Norwegian, Pakistani, Puerto Rican, Venezuelan.			25.000-34.999	58	14,3
			35.000-49.999	57	14,0
			Over 50.000	131	32,2
			*Unknown	68	16,7
			Total	407	100
			* Not given information about income.		

407 respondents took part in this research during the spring of 2012. People who joined the survey are from 43 different nations. The respondents' gender are 52,8 % female, 47,3 male and %16,7 of survey participants did not give information about their income. The big part of the participants are highly educated (86,8 %).

In order to determine the direction and strength of a relationship between destination image and affective evaluation correlation analysis is used. Related result is given in the table 5.

Table 5. Correlations Between Affective Evaluation and Destination Image

	Affective Evaluation	Destination Image
Affective Evaluation	1	,492**
Destination Image	,492**	1

** Significant at $p = 0,001$

The correlation analysis result demonstrated that there is positive correlation between variables. The regression analysis is used in order to test research hypothesis. The regression analysis result is in the table 6.

Table 6. Relationship Between Affective Evaluation and Destination Image

Model Summary							
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson	
1		,492 ^a	,242	,240	,62847	1,903	
ANOVA							
Model		Sum of Squares		df	Mean Square	F	p
1	Regression	51,118		1	51,118	129,420	,000
Coefficients							
Model		Unstandardized Coefficients		Standardized Coefficients	t	p	
		B	Std. Error	Beta			
1	(Constant)	3,062	,289		10,613	,000	
	Affective	,803	,071	,492	11,376	,000	

Significant at $p < 0,01$

The Durbin Watson test result with 1,903 demonstrated that there is no autocorrelation between variables. The result of regression analysis demonstrated that there is significant relationship between affective evaluation and destination. The affective evaluation effects destination image. The research hypothesis that created as H_1 : Affective Evaluation effects forming of destination image is accepted.

Conclusion

This research clearly demonstrated that the effect of affective evaluation on forming of destination image. Destination image is accepted as one of most important factors on **tourists' travel choice**. The importance of destination image and factors which forming it makes this topic so popular among tourism marketers, researchers and participants. Being aware of what effects forming of destination image, will help destination marketers about which topics should be focused on while creating destination marketing strategies.

Cappadocia is one of most important tourist destination in Turkey and it takes interest in domestic and international tourists. The affective evaluation (image) is formed depend on **tourist' expectation. As Baloglu and Brinber's (1997) indicated destinations will be perceived** affectively according to personal expectation. People who seek an unique nature where surrounded with fairy chimneys, underground cities, cave monasteries and churches, natural rock formations will find all in Cappadocia and they will feel good or bad in that place according to their expectation. However it is possible that at the same day they can feel excited and sleepy. They can feel excited because of finding some attributes they seek but also they can feel sleepy due to inadequate nightlife opportunities. That is why destination marketers should focus on how tourists feel themselves in a place and what makes them revisit or recommend to a particular destination.

The natural attractions of destinations will be more attractive with quality of infrastructure, accommodation, nightlife and etc. which cause favorable affective evaluation. In this sense private and public sectors in a destination should focus on factors which will increase quality of experience. Thus, demand will be increased toward destination.

When people know what influence on affective evaluation (image), tourism policies and strategies will be able to created more effectively. Destinations which have tourism potential can create more favorable different tourism segments by means of determine which destination is more suitable for particular market segment.

Destination marketers must focus on forming of destination image process and what **influence to this process. In this sense this study demonstrated affective evaluations' effect** on forming of destination image as an important factor this needs to be considered by destination marketers.

Destination marketers consider both the effect of affective evaluation on destination image and what effect forming of affective evaluation (image) while they creating destination marketing strategies.

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The Attitude of Local Residents in the Marketing Plan for Sustainable Tourism National Park „Skadar Lake“ (Montenegro)

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Abstract

The attitude of the population towards tourism is an important issue in the marketing management of tourist destinations in theoretical and practical terms.

It is especially important to consider specific issues relating to sustainable tourism marketing process and the participation of local people in the process. The subject of this work is to determine the existence of significant differences in the attitudes of some population groups within the community that may affect the marketing plan in offering different types of sustainable tourism in the National Park "Skadar Lake".

Examined: the perceived importance of the supply of sustainable forms of tourism; attitude towards tourists / visitors and the level of advertising awareness.

Marketing planning the sustainable tourism have to be based on the desired relation to meeting the needs of tourism consumers and meeting the basic interests of the local population in protected areas.

The key issue is to find an institutional approach in the community that ensures more comprehensive marketing plan.

Keywords: destination marketing management, sustainable tourism, marketing planning.

Introduction

The attitude of the local population towards tourism is an important issue in the marketing management of tourist destinations both in theoretical and practical terms. Numerous studies have been focused on the examination of the attitudes of the local population in relation to different aspects of the development and marketing of a tourist destination (Urieli, Israeli and Reichel, 2003; Inbakaran, Jackson, 2005; Woosnam, Norman, 2010; Nunkoo, Gursoy, 2012; Lee, 2013; Job, Paesler, 2013).

It is especially important to consider specific issues relating to the marketing of sustainable tourism and the participation of local people in the process.

The subject of this work is to determine the existence of significant differences in the attitudes of specific population groups within the local community that may affect the marketing plan in offering different types of sustainable tourism in the National Park "Skadar Lake".

The investigation was conducted using a survey on a sample of 51 households in the stated area, using the system of closed questions, mostly with Likert scale.

Examined: the perceived importance of the supply of sustainable forms of tourism; attitude towards tourists / visitors and the level of advertising awareness.

Discussing the results of the research, several observation of importance to marketing planning of the offers of sustainable tourism in areas such as the National Park "Skadar Lake", especially in terms of situation analysis, marketing strategies, marketing mix activities and the control of marketing plan.

Literature review

Early observations on the relationship of the local population and the effects of tourism development are discussed as a theoretical template in the following studies and point out the negative impact of tourism development through tourism capacity overload due to the large number of tourists (Doxy, 1975; Buttler, 1980, in: Uriely, Israeli and Reichel, 2003;).

Key settings were developed through the Social Exchange Theory (SET) which indicates the attitude of the local population in relation to the object of tourism development in terms of positive and negative effects, which means that the choice of an individual is based on his estimate of the expected costs and benefits of a given process (Blay 1964; Homans, 1967; in: Uriely, Israeli and Reichel, 2003; Harrill 2004; in: Woosnam, Norman, 2010; Skidmore 1975, in: Nunkoo, Gursoy, 2012).

Applying Durkheim's theory in the context of tourism, further elaborates the view that if local residents and tourists share the beliefs and behaviors and have mutual interactions will then appear that there is an emotional solidarity between these two different social groups (Durkheim ([1915] 1995; in: Woosnam, Norman, 2010).

Identity theory provides an important link between the individual and the larger social structures as a concept that is missing in the theory of attitudes (SET) (Stets, Biga, 2003 in: Nunkoo, Gursoy, 2012). Studies indicate that although the identity of an individual affects his behavior, such effects are independent of the influence of attitudes on behavior (Biddle et al, 1987; Hagger et al., 2007; in: Nunkoo, Gursoy, 2012).

Further development of the research indicates that there is no universal position on the impact of tourism on the local population, but it is in direct dependence on a number of factors, such as the nature of tourist activities, type of the local community and the level of

difference between the various population groups within the local community (Haralambopoulos and Pizam, 1996; in: Uriely, Israeli and Reichel 2003;).

With the advent of the paradigm of sustainable development possibilities of coexistence of tourism development and the quality of the environment are noticed more strongly, particularly through the concept of community-based tourism development that aims to generate income and minimize poverty through the involvement of local population using indigenous resources (Self, 2010; Taylor, 1995; in: Lee, 2013; Palm, Pye, 2001; in: Job, Paesler, 2013).

Religious identity and the attitude of local communities towards cultural heritage tourism on the case of Nazareth have been studied by Uriely, N., Israeli, A. and Reichel, A. who came to the conclusion that a group of people of a particular religious background provides little support for religious events of other religious backgrounds despite the expected economic benefits; that residents of a heritage tourism destination whose cultural or religious heritage is positively presented and promoted are more likely to support tourism development compared to those residents whose cultural heritage is ignored; and that the attitudes of local residents towards tourism development may be formed on the basis of non-economic losses, such as proximity to heritage (Uriely, Israeli and Reichel, 2003).

R.Inbakaran and R.Jackson formed several clusters of local residents using several profile characteristics such as demographic, location, economic, and found the following (Inbakaran, Jackson, 2005):

- There is a significant negative correlation between positive attitudes and residence: residents who live away from the main tourist attractions have a more positive attitude regarding tourism.
- Residents who are more involved in tourism activity perceive advantages and disadvantages of tourism more clearly
- There is a significant correlation between negative attitudes and: level of education, length of stay and employment in tourism (the higher the education level, the position is less negative; the longer the stay, the less negative attitudes about tourism development).

Using a specific local community on the island of Mauritius, R.Nunkoo and D.Gursoy, tested the theory of identity and came to several conclusions (Nunkoo, Gursoy, 2012):

- a) Residents with a high level of identity in employment see tourism impact as negative and provide less support for tourism, which suggests that local planners should develop tourism in a way that does not disturb the island's identity in employment
- b) Residents with higher environmental identity (ecocentric attitudes) are likely to be less supportive of tourism development, which suggests that local planners must be very sensitive about environmental influences on development.
- c) Residents who express feminine characteristics are much more likely to see the negative impact of tourism and be less supportive of tourism activity, which suggests that planners should understand that gender is a complex variable and an understanding of how male and female residents react to tourism development can provide limited information for planning.

The above conclusions apply to small communities in the lower level of economic development and the specific conditions of relative isolation.

Examining the significance model of the impact of community attachment and community involvement of local residents on the perception of costs and benefits of sustainable tourism development, T.H.Lee, formulates several important conclusions and suggestions. Perceived benefits and costs affect the support for the sustainable development of tourism, and the behavior model of local residents reflects the international and multicultural perspective of community-based sustainable tourism development. Support for sustainable tourism is based more on the perceived benefits than perceived costs. Community attachment and community involvement significantly - positively and directly - correlated with the expected benefits and indirectly and positively correlated with the support for the sustainable development of tourism, which is why these variables can be effectively used to estimate the above support.

No significant links of community attachment and community involvement in relation to the perceived costs have been found, which means that those variables are not efficient predictors of the perceived costs of sustainable tourism (Lee, 2013).

Hypotheses

In accordance with literature review and aims of this work, the following hypotheses are suggested:

Hypothesis 1: Women have a more positive attitude towards tourism development than men have.

Hypothesis 2: The middle-aged residents have a more positive attitude towards the development of tourism than youth and seniors.

Hypothesis 3: The residents employed in the tourism sector have a less negative attitude towards tourists / visitors.

Hypothesis 4: Highly educated residents are more involved in tourism development and better informed about tourist trends, as well as residents employed in the tourism sector, public services, culture and education.

Hypothesis 5: Residents who live away from the main tourist sites have more positive attitude towards tourism.

Methods and data

Methods

For the purpose of this paper, several scientific methods were used. The Poll was used for collecting data and statistical method was used for processing data.

Sample

Special, closed questionnaire was designed. The questionnaire included 18 questions and 51 people answered it, which is considered as a valid sample. According to the census of Montenegro from the 2011th, in the area of Skadar Lake (The municipalities of Podgorica, Bar and Cetinje) live 244 642 inhabitants or 39.46% of the total population of Montenegro. A statistically representative sample of the total population of Montenegro is 100 participants, so the adequate sample for this survey is 39 residents. Examined sites were Bar, Dodoši, Godinje, Karuč, Murići, Ostros, Podgorica, Plavnica, Crnojevića River, Sutomore, Virpazar, Vranjina. The following table presents more details about the sample.

Table 1. Respondents' profile

Sex (frequency)	male	31	Age (%)	18-35: 42	
	female	20		36-55: 34	
	Total	51		56- : 24	
Education (%)	Secondary school	35.3	Status (%)	employed	66.7
	College	9.8		unemployed	19.6
	Faculty/Academy	45.1		Retiree	9.8
	Others	9.8		Others	3.9
Employment sector (%)	Tourism and hospitality	31.4	Industry	3.9	
	Agriculture	9.8	Education/healthcare	11.8	
	Commerce	3.9	Culture	2	
	Public services	9.8	Science	2	

Research results

One of the survey's questions was "evaluate satisfaction with the development of some types of tourism in the Skadar Lake Zone using a scale from 1 (dissatisfied) to 10 (very much satisfied)."

The T-test for independent samples is used to determine whether there is a statistically significant difference between the attitudes of female respondents and male respondents.

Table 2. Test of Hypothesis 1

Dependent variables	T-test for Equality of Means			Eta square
	t	N1+N2-2	Sig. (2-tailed)	
Excursions	-2.092	48	0.042	0.083558
Events	0.035	49	0.972	2.5E-05
Sports fishing	-0.148	49	0.883	0.000447
Wine tours	0.43	48	0.669	0.003837
Hike & Bike	-0.638	48	0.526	0.008409
Lake Cruise	-0.792	49	0.432	0.01264
Cultural sightseeing	-0.719	49	0.476	0.01044
Ecotourism	-0.643	48	0.523	0.00854
Agro tourism	0.287	49	0.776	0.001678
Bird watching	-1.077	49	0.287	0.023125

Look at column Sig. When the number in the column Sig. (2-tailed) is equal to 0.05 or less than 0.05 there is a significant difference between the mean values of the dependent variables in each group. Otherwise, when the Sig (2-tailed) is greater than 0.05, the difference between the two groups is not significant, but coincidental.

In our case, a significant difference between the average grades of (dis)satisfaction with the development of certain forms of tourism in the area of Skadar Lake is only noticeable in case of excursions (0042). It means women (mean: 5.9) have significantly more positive attitude towards to the development of this type of tourism than a men have (mean: 4.7).

Analyzing all other dependent variables concerning the respondents' gender, we can conclude there are significant differences between attitudes towards tourism development. However, these findings are not sufficient to reject the Hypotheses 1 i.e. it is necessary to measure the impact of gender differences. It means to determine gap between two groups in order to find out if differences are coincidental or not.

For measuring differences between attitudes, authors have used Eta square. Using formula: $t^2 / t^2 + (N1+N2-2)$ we will get the value of eta square. (t – result of T-test, N1-number of male respondents, N2 – number of female respondents. Eta square value is given in the last column. (the value of eta square: 0.01 - small effect; 0.06 - medium effect; 0.14 - large effect). According to these parameters, we can conclude there are not major differences between male and female attitudes toward tourism development.

Despite the fact that women rated their satisfaction more positive than men, the previous analysis shows that the differences were insignificant, and therefore Hypothesis 1 cannot be verified.

Hypothesis 1: Women have a more positive attitude towards tourism development than men have. FALSE. There is not significant deference between male and female attitudes towards tourism development.

Calculating the mean values of opinion ratings between 3 different age groups of the population of different ages (1 – young residents from 18 to 35 years, 2 - middle aged residents from 36 to 55 years and 3 - Senior citizens, over 55) we conclude that middle-aged residents have a more positive attitude towards tourism development in destination compared to the other two age groups (Table 4.)

Table 3. Test of Hypothesis 2

Dependent variables		Excursions	Events	Sports fishing	Wine tours	Hike & Bike
1.00	Mean	5.1500	3.9500	4.2500	3.4000	3.4500
	Std. Deviation	1.66307	2.54383	2.61323	2.37088	2.54383
2.00	Mean	5.4706	5.0000	5.2353	4.4375	4.7500
	Std. Deviation	2.69531	2.87228	2.92680	2.44864	2.79285
3.00	Mean	5.4545	4.0000	4.9167	4.0000	3.3333
	Std. Deviation	1.63485	2.00000	2.87492	1.85864	1.37069
Total	Mean	5.3333	4.3265	4.7551	3.8958	3.8542
	Std. Deviation	2.04558	2.54450	2.76534	2.28072	2.44070
Dependent variables		Lake cruise	Cultural sightseeing	Ecotourism	Agro tourism	Bird watching
1.00	Mean	5.5500	4.1500	2.7895	2.5500	5.0000
	Std. Deviation	1.93241	2.13431	1.75052	1.87715	2.53398
2.00	Mean	7.1176	5.8824	3.8824	3.8235	5.7647
	Std. Deviation	2.26060	2.86972	2.82583	2.37790	2.77330
3.00	Mean	5.5833	3.5833	2.5000	2.1667	4.0833
	Std. Deviation	1.83196	1.78164	1.24316	1.19342	1.83196
Total	Mean	6.1020	4.6122	3.1042	2.8980	5.0408
	Std. Deviation	2.12372	2.49012	2.14615	2.02325	2.50798

The next question is “Is observed difference statistically significant?” ANOVA is used as a method for determining exactly what kind of differences is present. Look at the next table. The most important column is Sig. The difference between the average values of the dependent variable is statistically significant in cases where the sig. equal to 0,05 or less than 0.05. The difference between attitudes towards tourism development of three age groups is evident i.e. Lake cruise (sig.0, 048), cultural tourism (sig.0, 021) and rural tourism (sig.0.054). In these cases, middle – aged population of National Park Skadar Lake has more positive

attitude towards tourism development. In other cases, there is no statistically significant difference between their attitudes.

Table 4. Test of Hypothesis 2, ANOVA and Eta Square

ANOVA				
Dependent variables		Sum of Squares	Sig.	Eta Square
Excursions	Between Groups	1.154	.876	0.005868
	Total	196.667		
Events	Between Groups	11.826	.410	0.038052
	Total	310.776		
Sports fishing	Between Groups	9.336	.553	0.025434
	Total	367.061		
Wine tours	Between Groups	9.742	.401	0.039847
	Total	244.479		
Hike & Bike	Between Groups	19.363	.199	0.069157
	Total	279.979		
Lake cruise	Between Groups	26.858	.048	0.124063
	Total	216.490		
Cultural sightseeing	Between Groups	44.401	.024	0.149181
	Total	297.633		
Ecotourism	Between Groups	16.557	.167	0.076481
	Total	216.479		
Rural tourism	Between Groups	23.403	.054	0.119103
	Total	196.490		
Bird watching	Between Groups	19.943	.208	0.066054
	Total	301.918		

For measuring differences between attitudes, authors have used Eta square. Using formula: sum squares/total we will get the value of eta square (interpretation of eta square: 0.01 - small effect; 0.06 - medium effect; 0.14 - major effect). It is obviously that effect size depends on variables. Only in case of excursions, there is not significant effect size. It means there is no difference between age groups' attitudes towards tourism development.

Although ANOVA doesn't show statistical significant difference between young, middle aged people and seniors, means and eta squares are disabling rejections of Hypothesis 2 at all. Actually, differences of opinions exist and middle-aged respondents have more positive attitude towards tourism development. It is enough for accepting Hypothesis 2.

Hypothesis 2: The middle-aged residents have a more positive attitude towards the development of tourism than youth and seniors. TRUE

On the other hand, we asked respondents to rate the level of agreement with the premises presented in the table below (1 - disagree, 2- slightly agree, 3 moderately agree, 4-agree a lot, 5-absolutely agree). Mean values are presented, too.

Table 5. Test of Hypothesis 3

Means			
Sector (independent variable)		Premise: I am happy when tourists arrive because I meet new manners and cultures (dependent variable)	Premise: I am not happy when tourists arrive, but I understand benefits of their visits and stays for the economy of the Skadar Lake Zone. (dependent variable)
Tourism, hospitality and public services	Mean	4.6667	1.7143
	Std. Deviation	0.48305	1.10195
Agriculture	Mean	3.4	3.4
	Std. Deviation	1.51658	1.81659
Industry	Mean	4	3
	Std. Deviation	1.41421	2.82843
Education, culture	Mean	3.9	2.5
	Std. Deviation	0.99443	1.43372
Total	Mean	4.2632	2.2105
	Std. Deviation	0.94966	1.45487

We can conclude that citizens of National Park Skadar Lake who work in tourism and hospitality sector have more positive attitude towards tourists and their visits than others who work in sector of industry, education, agriculture. ANOVA shows that significant difference between means of dependent variables exist within these four examined groups. (Sig.< 0,05; Sig=0,05).

Table 6. Test of Hypothesis 3 ANOVA and Eta Square

ANOVA				Eta square
Dependent variable		Sum of Squares	Sig.	
Premise: I am happy when tourists arrive because I meet new manners and cultures	Between Groups	8.602	0.016	0.257781
	Total	33.368		
Premise: I am not happy when tourists arrive, but I understand benefits of their visits and stays for the economy of the Skadar Lake Zone.	Between Groups	14.33	0.053	0.182978
	Total	78.316		

Eta square shows that the major effect size is present. It shows independent variable's impact on dependent variable. These results are enough for accepting hypothesis 3.

Hypothesis 3: The residents employed in the tourism sector have a less negative attitude towards tourists / visitors. TRUE.

Respondents also have task to evaluate the degree of their agreement with the premise: I follow developments on the tourist market; I know what is modern and what tourists look for. It is used the same evaluation scale as in previous case. Their responses were different depending on the level of education and activity sector. Calculating the mean, ANOVA and Eta square we can conclude that Hypothesis 4 is partly true. Actually, highly educated residents have expressed higher level of agreement with the set premise (mean: 4,04, Sig.0,017, eta square: 0,1724), which means that they are more involved in tourism development and they are up to date with the latest tourist trends.

Table 7. Test of Hypothesis 4

Premise: I follow developments on the tourist market, I know what is modern and what tourists look for				
Education (independent variable)	Mean	Std. Deviation	ANOVA Sig.	Eta square
Secondary school	2.8889	1.52966	.017	0.172488
College	3.0000	1.22474		
Faculty/Academy	4.0435	1.06508		
Total	3.4783	1.37823		

On the other hand, the next table confirms hypothesis that people who work in tourism and hospitality sector and public services sector are more involved in tourism industry and they are more up to date with the latest tourists' trends than others are. (mean: 4,04, sig.0,54, eta square:0,19)

Table 8. Test of Hypothesis 4

Premise: I follow developments on the tourist market; I know what is modern and what tourists look for				
Activity sector (independent variable)	Mean	Std. Deviation	ANOVA Sig.	Eta square
Tourism, hospitality and public services	4.0476	1.20317	.054	0.194762
Agriculture	3.0000	1.41421		
Industry	2.0000	1.41421		
Education and culture	3.2000	1.22927		
Total	3.5789	1.32811		

This is enough for acceptance of Hypothesis 4.

Hypothesis 4: Highly educated residents are more involved in tourism development and better informed about tourist trends, as well as residents employed in the tourism sector, public services, culture and education. TRUE.

Attitudes of two groups have been examined in order to prove Hypothesis 5. The first group includes people who live in tourist place on the area of Skadar Lake (Vranjina, Virpazar, Murići, Rijeka Crnojevića, Bar, Sutomore, Podgorica, Plavnica), while the second group includes people who don't live in tourist place. In this case, we have two independent groups and we have used T-test for determination of statistical significance. Dependent variables, results of T-test and eta square are presented in the next table.

Table 9. Test of Hypothesis 5

Independent Samples Test				
	t-test for Equality of Means			Eta Square
	t	df	Sig. (2-tailed)	
Premise: I am happy when tourists arrive because I meet new manners and cultures	-.563	49	.576	0.00643
Premise: I am not happy when tourists arrive, but I understand benefits of their visits and stays for the economy of the Skadar Lake Zone.	-.325	49	.746	0.00215

There is no significant statistical difference between examined groups and there is no significant effect size (Look at Sig and Eta square). These test's results are enough for rejecting Hypothesis 5. It means there is not significant relation between residents' attitudes and their place of living.

Hypothesis 5: Residents who live away from the main tourist sites have more positive attitude towards tourism. FALSE.

DISCUSSION AND CONCLUSION

Marketing planning of forms of sustainable tourism of the NP "Skadar Lake" area can be reliably made only based on a balanced approach between the stated attitudes of selected groups of the local population and the requirements of particular market segments. The existence of possibly significant differences in the attitudes of certain groups of local residents about the impact and development of sustainable tourism offers is assumed by the relevant hypotheses.

Testing the validity of the hypotheses noted the following.

Rejection of Hypothesis 1 clearly states that men and women do not have clear differences of opinions regarding the development of sustainable tourism offers which is not in line with the findings of a survey which identified a more pronounced negative attitude towards the impact of tourism by female residents (Nunkoo, Gursoy, 2012) but in terms of the specific

behavior of the inhabitants of the local island communities and lower levels of economic development. A similar attitude of men and women concerning the development of sustainable tourism offers can be an advantage and boost gender-sensitive policy of entrepreneurship and employment in the tourism sector.

Partially confirmed Hypothesis 2 showed a more significant difference in the positive attitudes of the middle-aged group, which indicates the need for careful marketing communication in relation to other age groups, especially concerning certain aspects of sustainable tourism (cruising, cultural tourism, rural tourism). It is possible that the benefits of developing sustainable tourism are not visible to the younger and older population. Confirming the Hypothesis 3 has highlighted the clearer perception of local residents who are employed in the tourism sector about the advantages and disadvantages of tourism development, which is consistent with the results of other studies (Inbakaran, Jackson, 2005) and indicates the need for greater sensitivity tourism policy holder in relation to groups of residents working in other sectors. Residents employed in other sectors can have a negative attitude towards the development of tourism offers if they see them as a threat to their own business or their employment identity (Nunkoo, Gursoy, 2012), which should be taken into account in the process of marketing planning.

The Hypothesis 4 regarding significant monitoring of the developments in the tourism market of highly educated residents and resident-employees in the tourism sector, public services, culture and education in relation to other comparable groups has been confirmed which is similar to the results of other studies (Inbakaran, Jackson, 2005) and indicates significantly higher degree of marketing awareness. Other groups of local people possibly need sales and marketing training.

The rejection of the Hypothesis 5 shows that the place of residence does not significantly affect the views of local residents about the development of sustainable tourism offers which is a different result compared to the aforementioned study (Inbakaran, Jackson, 2005) which has observed that the inhabitants of distant places of tourist attractions have a more positive attitude related to tourism. It is an interesting result because it is an area of clear multiculturalism in terms of the different ethnic and religious composition of the local population (Montenegrins, Bosniaks, Albanians), which probably does not significantly affect the views on tourism, although some studies (Uriely, Israeli and Reichel, 2003) show the inhabitants of a religious groups provide less support for the development of cultural heritage tourism of other religious groups support or provide support conditional of the positive affirmation of their own religious and cultural heritage.

The following presentation will present some segments of marketing planning that are directly related to the local population and are directly dependent on the expressed positive and negative attitudes of some groups of local residents. Relevant to the situation analysis is the fact that the local population, in general, understand the importance and expresses mainly mid-level of satisfaction with the development of some forms of sustainable tourism.

However, some groups, such as residents of middle-aged, well-educated citizens and residents employed in the tourism sector have significantly clear differences, which suggest that it is necessary to examine their importance in the decision-making process and the potential for conflict situations.

Clear differences affect the formation of the mission, vision and goals of the area as an important stage of marketing planning.

It is necessary to formulate a mission through the following statements concerning the local population:

- Encouraging investment in carriers of the offers of sustainable forms of tourism
- Increase the accountability of harmonious social and cultural development while preserving the environment

Clearly, population groups, such as residents of young and old age, residents of other educational levels and employees in other sectors will not express positive or negative attitudes about investing in certain types of sustainable tourism in the same way. The mission could be supplemented by additional position of importance to local residents:

- Promotion of the concept of harmonizing the interests of the local community regarding the development of sustainable tourism offers

Careful attention should be given to profiling of the segment vision as a time-dimensioned expectation in 2020, in terms of the local community:

Carefully chosen locations already and spatially harmonized accommodation and other tourist facilities in function of the realization of a wider range of tourism offers to a number of spending groups of tourists. A supportive social environment for the development of new tourist products is of greatest interest to the local population.

Key marketing aims of the Skadar Lake area as realistically achievable and measurable conditions of importance to the local community in the longer term to 2020 are:

1. Improving the level of awareness of the local population in terms of the benefits the development of sustainable forms of tourism, especially in the identified group;
2. Increasing support for the development through development of positive and reduction of negative attitudes to sustainable tourism offers;
3. Achieving the optimum rate of profitability on sustainable tourism principles

This raises the crucial question of the level of commitment and involvement of local people in relation to the local community as the basis for the differential response of certain groups. The results of other studies suggest that the level of commitment and involvement can only be clearly linked to the perceived benefits (Lee, 2013) but not the costs of the development of sustainable tourism, which would mean that the groups of Skadar Lake area residents who express more positive attitudes may have a greater degree of commitment and involvement due to a clearer perception of the benefits. It is possible to say that groups, which have less positive attitudes, expressed more fear of the negative effects of tourism development in relation to the benefits.

These claims should be investigated by future research.

Formulation and implementation of marketing strategies, the design of partial and integral tourism product, design and implementation of the activities of the promoting mix, price formation and policies of sales channels and control of the implementation of marketing plans as well as other segments of the marketing planning may be to some extent realized under more or less influence by the attitudes of local residents.

Marketing planning of the offers of sustainable tourism must be based on the desired relation to meeting the needs of tourism consumers and meeting the basic interests of the local population in the protected areas.

The key issue is to find an institutional approach in the community that ensures a more comprehensive marketing plan.

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Exploring the Influence of Photographs on the Conative Destination Image

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Abstract

Growing usage of social networking sites (SNS), including photographs sharing from the trips, is evident in the tourism industry. In addition to somehow neglected tourist segment - the visiting friends and relatives (VFR), and their hosts, the hosting friends and relatives (HFR), the intent of the study was to explore to what extent the HFRs, and their private images published on Facebook, influenced travel behavior of their visitors. The research was focused on the graduate students who studied in three destinations in Europe (Esbjerg, Ljubljana and Girona) during the length of the program and their friends and relatives who visited them within that period. The mixed method approach was applied in the study, comprising collection and analysis of quantitative and qualitative data. The questionnaires were developed by following the previous studies on the conative image and organic sources of information. In regards to qualitative data, online images of three destinations were downloaded from Facebook and Destination Management Organization (DMO) official websites, content analyzed and compared. The results have shown that international students play a crucial role as ambassadors of destinations where they studied. Marketing organizations should consider them when developing special strategies for attracting the VFR segment.

Keywords: image, photographs, friends and relatives, social network, online photos.

Introduction

In the few past decades, destination image has been a valuable concept among the researchers and tourism industry practitioners. They revealed its importance in a choice of destination and tourist behavior (Baloglu, McCleary, 1999). However, it was discovered that one out of three principal image components (cognitive, affective and conative) has been somehow neglected in the numerous destination image definitions. That is the conative image element (Tasci et al., 2007) which corresponds to behavior that people demonstrate in a relation to the image (Gartner, 1994). Following the literature in a direction of the image formation agents, it was revealed that organic sources of information have a relatively high credibility (Gartner, 1994) whereas solicited organic sources refer to the opinions of friends and relatives about a destination (word of mouth), while organic information is based on the previous travel to an area. In this paper, the author examine the online private photographs as a type of organic information source. The following reasons lay behind choosing

photographs, particularly online photographs. Firstly, it is nearly impossible to imagine **tourism and photography separately nowadays**. "If photography had not been 'invented' around 1840 and then enormously developed through cheap Kodak camera, then contemporary tourist gazes would have been wholly different" (Urry, Larsen, 2011:186). Photographs are connected with travel powerfully, as they document and shape travel experience (Urry & Larsen, 2011; Lo, et al. 2011). Secondly, with the dawn of the Internet era and creation of social networking websites along with, the photographs are available to a wide circle of people. Consumers are progressively more turning to online environment in order to obtain information related to travel products (Burgess, et al., 2011). Based on the study background, the main objective comes to fruition: to describe the extent to which organic information sources influence the conative component of destination image among the visiting friends and relatives segment and the international students. Two subjects of the research are the international graduate students. They represent the hosting friends and relatives (HFR) who had been passing the information about three European destinations where they studied (Esbjerg, Ljubljana and Girona) to their visiting friends and relatives (VFR). In order to be more specific, the author sought to explore the influence of organic sources - international master students and their photographs posted on *Facebook* SNS on the travel behavior of the VFR. Because of the complex nature of the research objective, the author analyzed it in a segmented way, dividing the principal question into sub-questions. Afterward, the hypotheses for each question were identified which were later tested. The general purposes of the research were to: 1) explore more in depth the conative image component; 2) conduct the research among the VFR and the HFR segments, as their importance is not recognized to higher extent in both, previous studies and destination marketing; 3) identify the significance of the private online photographs in shaping the destination image; 4) determine differences in private photographs published on *Facebook* SNS and the ones published on the official websites of Destination Management Organization (DMO) of Esbjerg, Ljubljana and Girona.

Methods and Data

The mixed method approach was used in the study, comprising collection and analysis of quantitative and qualitative data. The quantitative data was gathered by means of two questionnaires developed by following the previous studies on the conative image and organic sources of information. It is relevant to highlight the fact that the study comprised three destinations within one population. Since it is complex to achieve this in a relatively short period of time, the study has an advantage over other studies that examined a similar case but during a longer time period, or by involving more than one group of the participants. As a result, the behavior of the respondents who participated in this research should not be altered to a large extent, and thus provide the research outcomes with higher credibility.

Questionnaires

The first one, which is intended for the visiting friends and relatives segment, is a self-administrated, requiring few minutes of respondents' time for completion, and composed of mostly closed-ended questions. There are five sets of questions, whereas two of the sets are repetitive, and can be found in each of three destinations. The first set of questions deals with the conative component of a destination image, specifically with the behavioral intention and the influence to visit a destination by friends and relatives. Therefore, the range of conative attributes deemed necessary to include. A 5-point scale was used, anchored at 1 = "totally disagree" and 5 = "totally agree". The future behavior was measured using the scale from the studies by Moon, et al. (2011), Pike, Ryan (2004) and Lee (2009) by including the items such as: positive word of mouth (WOM) ("I would recommend Esbjerg to my friends and relatives") and willingness to revisit ("I would never visit it again"; "I would visit it again only if my friend/relative were there"). Besides, the reasons for a visit were measured by using Bischoff and Koenig-Lewis (2007) scale. The following items are included: a visitation mainly because of a friend/relative, a combination of visit with a holiday and the logistics ("the main purpose of visitation was to bring a friend/relative to a destination"; "or pick him/her up or bring home"). The main attractions/activities in form of photographs, which originate from the official websites of the DMOs, sought to explore the behavior of visitors at the destination. Five pictures for each destination were presented, where respondents were asked if they visited the attraction or not. The third group of questions gathers demographic data, such as age, a country of residence and the level of education; whilst the next section attempts to explore the number of users of *Facebook* among the questionnaire participants and determine to what extent this website is used for communication between the hosts and their friends and relatives and behavior regarding the photographs on *Facebook*. Five items were presented on a 5 point Likert scale, whereas 1 = "totally disagree"; 5 = "totally agree". They included the behavior of visitors on *Facebook* SNS about the usage of this social platform for communication, information search, posting the photographs after the trip, and finally, likelihood of observing private photographs over the official ones. The last group of questions looks at what sources of information were used to gather knowledge about destinations. The list of offered responses was derived from Gartner's classification of image forming agents (1994). Since the list did not include Internet as an option, the author added Internet sources (search engine, blogs, official websites and *Facebook*), too. A self-administrated, Web-based survey was used for collecting data - *Surveymonkey*. The author was not familiar with the exact size of the whole population, since the questionnaires were distributed through the international students. According to the question aimed at the HFR about the number of visits received during their master program, the total number was 136, however there is a chance that two or more students counted a same person as their visitor. Finally, 38 questionnaires were completed.

Another questionnaire was designed for the hosts, or international students who were enrolled in the same graduate program (European Master in Tourism Management, 2010-2012) and who lived in three cities (Esbjerg, Ljubljana and Girona) in Europe within the same period. It is also self-administrated, consisting mainly of closed-ended questions. There are separated sections that correspond to three destinations; however the main group of

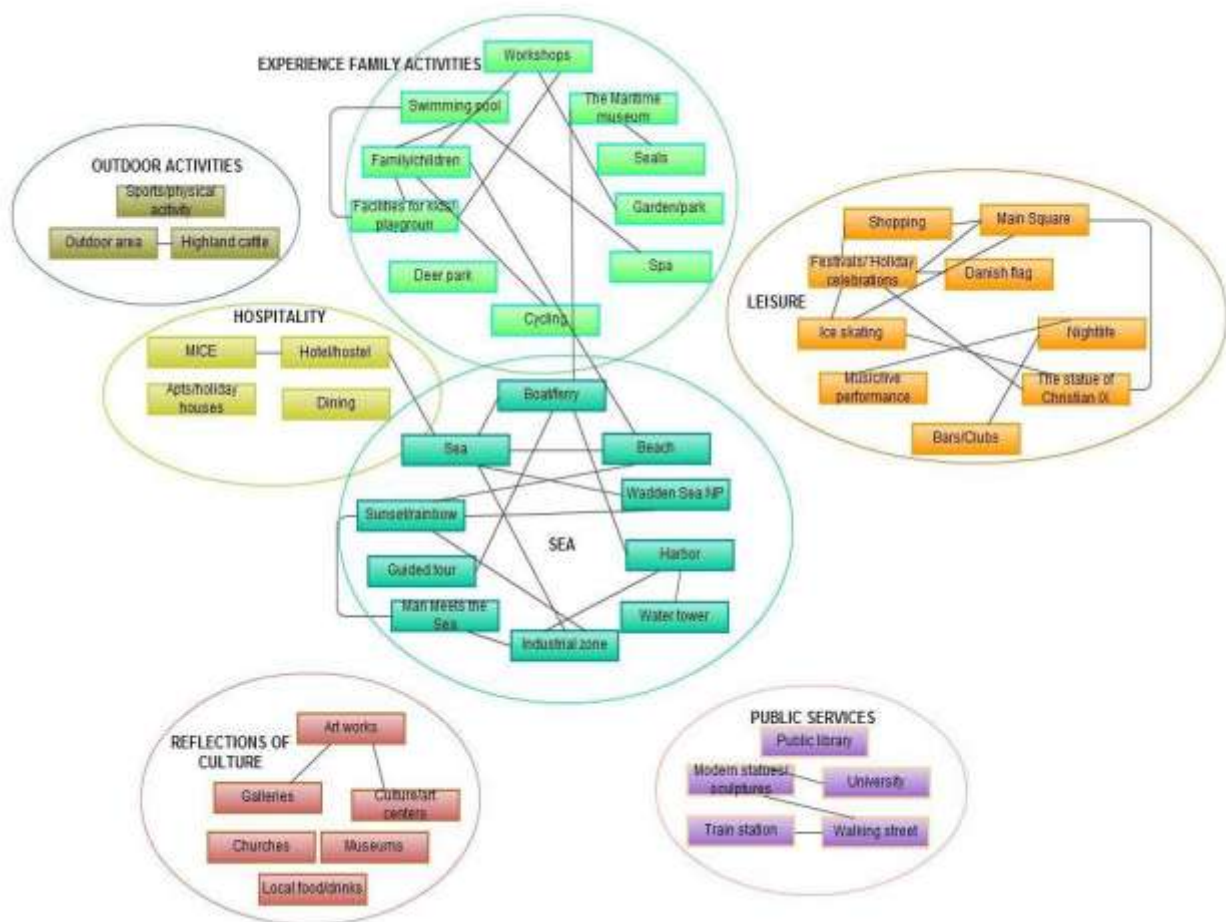
questions is divided into five groups. The first part deals with the pre-recommendation that is measured by actions and feelings of hosts toward inviting their friends and relatives including **three items ("I was inviting them"; "I felt lonely"; and "I felt excited")**. As according to Backer (2008), the HFR are considered as intermediaries between the VFR travelers and tourism destination. Besides, the second part of the first section includes entries related to behavior of the hosting friends and relatives and the WOM actions. The conotation is measured by likelihood of revisiting destination (Pike, Ryan, 2004). Further, the next part investigates the purpose of a visit from the perception of the hosts. The items were obtained from Bischoff and Koenig-Lewis (2007) and are same as for the previous questionnaire. In order to explore the activities and attractions visited at each destination, the author created the list of the most promoted attractions/activities found at the DMO official websites of Esbjerg, Ljubljana and Girona. The respondents had an option of answering if they consumed tourist products **when they received the visit, through three entries ("Yes, with all of them"; "Yes, with some of them"; and "No")**. The next section deliberates the exploration of *Facebook* usage by examining the attitude of international students toward that social networking website in regards to communication with the friends and relatives and sharing/viewing the images. Regarding the demographic data collection, it was mostly excluded except the country of residence of the students before starting the international master program. The last part consists of three questions, which survey the volume of students' family and social life. These items ("I have relatively big family"; "I have relatively many friends"; and "I consider myself being a socially active person") are linked to the number of visitors received during the duration of the master program. The responses were collected over a three-week period. *SurveyMonkey* was used for collecting data. The questionnaire was sent via e-mail to each respondent and through *Facebook* to 29 out of 31 students who were in a closed group. There were 27 completed questionnaires out of 30 started. Having in consideration that survey was sent to 31 students, the response rate is 87.1%. The quantitative data from both questionnaires was analyzed by using *SPSS Statistics 19* software.

Content analysis of photographs

In regards to qualitative data, online images of Esbjerg, Ljubljana and Girona, which the international students posted on *Facebook*, were downloaded and later on, analyzed. The same process was conducted for the images of DMOs published on their official websites. The study of Govers and Go (2005) served as a framework of image content analysis. The photographs used for this research were gathered from two different types of sources on the Internet. The first one is *Facebook* SNS, while another one is - the official websites of the three DMOs. Concerning the images collected from *Facebook*, they were downloaded in the period from April 3rd to April 15th 2012 from all users of *Facebook* who represented the hosting friends and relatives. 29 out of 31 students had a profile on *Facebook*; however, not all of them posted photographs. From 23 *Facebook* profiles, 4093 files were collected and saved as JPG files. **They were only derived from photo albums, excluding profile pictures and 'wall' photographs.** Some of the photographs were downloaded manually, since the profile users did not allow the access from the external programs for gathering the images. Most of the images were downloaded using two online tools: *Picknzip* and *Facebook2zip*, which enabled

the author to choose the photos/albums needed, and then to download them as zipped files. Furthermore, the files were extracted and put into separate folders. The next step involved erasing the duplicates by using *Similar images* tool. After deletion of the duplicates, there were in total 3928 files (Esbjerg - 1865; Ljubljana - 1306; Girona - 757). In the second part of image collection process, the author was following the steps of the study by Govers and Go (2005). For each destination, the official tourism website was identified from which the author downloaded the images. Photographs of all three destinations were manually gathered from *Visit Esbjerg* website (www.visitesbjerg.com), *Visit Ljubljana* (www.visitljubljana.com) and *Girona Turisme* (www.girona.cat/turisme) during the months of April and June 2012. All accessible photographs related to tourism were downloaded in special folders as jpeg files.

Figure 1: Focal themes of Esbjerg DMO images through clustering the motifs



(The lines mark a significant correlation between variables (2-tailed $p < .01$). The circles indicate clusters as interpreted by the author. The overlapping circles present focal themes with mutual motifs)

Source: Interpreted by the author based on the cluster analysis and the author's perception

Figure 1 represents an example of correlation and motif clustering for DMO images in Esbjerg. The same procedure was done for *Facebook* images and two other cities.

From the author's assumption that there were image duplicates, she repeated the step by using the tool *Similar images*, and removed unnecessary files. Finally, 1754 pictures were put aside for analysis (Esbjerg - 397; Ljubljana - 1270; Girona - 87). The content analyses of the pictures from both DMO websites and *Facebook* were conducted together in order to compare the images from both sources in the later stage. However, for each destination, analysis was conducted separately. All images were analyzed in the comparable way as Govers and Go (2005), and Hellemans and Govers (2005) did. Firstly, the motifs appearing on each image were listed. Subsequently, for each motif being a case, a separate dichotomous variable was created in *Microsoft Excel 2010* to specify if the particular object appeared in the picture or not (0 = no; 1 = yes). This method enabled the measurement of distribution and frequency. Later on, for each destination, the author interpreted the motifs appearing together on the images through the clusters. Bivariate correlations between the variables **were calculated by means of Pearson's two-tailed correlation method**. This method revealed if objects on the images often appeared together (positive correlation) or not (negative correlation). Based on correlation results, the author clustered the motifs into focal themes (see the Figure 1).

Discussion

In order to comprehend the overall study and the results in an organized way, Table 1 and Table 2 below present all the hypotheses tested as well as the results of the analysis. First two research questions (RQ1 and RQ2) presented in the Table 1 relate to the conative image. The outcomes have shown the importance of the international students in building destination **loyalty, and the influence of the international students as organic sources on the VFRs'** behavior at a destination. Students suggest Girona and Ljubljana as travel destinations, whereas that is not the case with Esbjerg. However, the author failed to test hypotheses related to pre-recommendation from the perception of the HFR and to examine pre-visitation image in the eyes of the visiting friends and relatives. The hypotheses related to RQ3 and RQ4 explored the usage, influence and the role of organic sources. The results have demonstrated that the hosts mainly communicated via SNSs while living abroad. Moreover, they were also willing to share the photographs during their master studies and from the trips in general. Captivatingly, a difference was noted in comparing the findings with the VFR, whereas the author did not come across the same results regarding the picture publishing on *Facebook*. Besides, the author failed to discover directly the phenomena of private online photographs serving as organic source, due to the inadequately formulated questions aimed at the VFR segment. The hypothesis linked to the last research question (RQ5) led to analysis of the differences in the photographic imagery between the images posted on official destination websites by DMOs, and by the international students on *Facebook*. The highlighted discrepancy was noted in the case of Girona, whereas the VFR together with the international students visited attractions or performed activities that never appeared among the images on the official tourism website of Girona.

Table 1: The results of the testing hypotheses based on the previous studies Research questions

Research Question	Hypotheses No.	Results
RQ1To what degree friends and relatives visit a destination due to their acquaintance with the destination hosts?	1a: The friends and relatives segment visit a destination due to their acquaintance.	Not supported
	1b: The loyalty of visiting friends and relatives toward destination is influenced by the acquaintance of the destination hosts.	Partially supported. (Girona)
RQ2To what degree hosts at a destination (international students) emit the information about the destination to their friends and relatives?	2a: The destination hosts (international students) were actively inviting their friends and relatives to visit them.	Not supported
	2b: The destination hosts (international students) recommend their friends and relatives to visit a destination	Supported
RQ3To what extent is the social network website used between the visiting friends and relatives and the hosts of a particular destination?	3a: The international students mainly communicate via social networking websites.	Supported
	3b: Young and educated population (international students) post the photographs of a destination on a social network.	Partially supported
RQ4To what extent do the private photographs posted on a SNS website by international students serve as solicited organic information sources?	4: The visiting friends and relatives segment use the photographs of the destination as solicited information sources posted by the hosts on the SNS.	Not supported
RQ5How does destination image projected using photographic imagery on the social networking website differ from the official website of the destination?	5a: The visiting friends and relatives performed activities and/or visited the attractions that appeared as the most common on photographs posted on <i>Facebook</i> , rather than on the photographs published on official websites of the DMOs.	Partially supported

Source: Interpreted by the author based on the results of the research

Since the author approached the study in both deductive and inductive way, she encountered assumptions during the analysis of the results (Table 2). Those hypotheses complement the study and open the 'new windows' in this area of the research. Interestingly,

the volume of family/friends (Hypothesis Ha) showed as an influential factor on the degree of visits only in the case of Ljubljana. For Girona and Esbjerg, the correlation has not been recorded. Moreover, the author has not found any significant connection between the country of residence of the hosts and the volume of visits received (Hypothesis Hb).

Table 2: The results of the testing hypotheses based on the research findings

Hypotheses	Results
Ha: The hosts with higher volume of family/friends received more visits.	Partially supported (Ljubljana)
Hb: The hosts whose country of residence is closer to a destination tended to receive more visits.	Not supported
5b: <i>Facebook</i> photographs of Esbjerg, Ljubljana and Girona taken and published by international students tend to have more clusters than photographs found on the websites of the DMOs.	Partially supported (Esbjerg and Girona)
5c: The most significant cluster among the <i>Facebook</i> photographs is the one connected with the student life experience in Esbjerg, Ljubljana and Girona.	Supported

Source: Interpreted by the author based on the results of the research

Concerning the difference in a destination presentation through the photographs, hypotheses 5b and 5c reveal the significance of *Facebook* images in the variety of manifesting pictures. Therefore, this fact gives a 'green light' to some destination marketing implications. Moreover, the clusters presenting "student life" showed as relevant regarding their size.

Conclusion, Future Research and Marketing Implications

The purpose of the study was to explore the influence of the hosting friends and relatives and their private online photographs as organic sources of information (organic and solicited) on the visiting friends and relatives segment. Looking at the conative destination image, one of the significant findings to emerge from this study is that the international students, who spent there at least one semester, recommend Girona and Ljubljana as tourist destinations. Along with destination loyalty, the VFR would revisit Girona only if the student concerned was there. Interestingly, it was also shown that the volume of family and friends have an impact on the number of visitors in Ljubljana. However, it has not been proven that the VFRs travel **mainly to see the students, nor that the students' country of residence has significance on a number of visitors received.** To sum up the findings related to the conative destination image, the outcomes have shown the importance of the international students in building **destination loyalty, and the influence of HFR as organic source on the VFRs' behavior at a destination.** What was discovered is that the students suggest Girona and Ljubljana as travel destinations, which can open new ideas to the marketing of the places. What is more, the **author's assumption that the volume of the family and friends is directly proportional to the**

number of visitors received appeared as true in Ljubljana case. However, this occurrence requires more attention in the future research. Now turning to organic sources, as expected, the hosts mainly communicated via Facebook SNS while living abroad. What goes in favor to the fact is that they were also willing to share the photos during the master studies and from the trips in general. Captivatingly, a difference was noted comparing the findings with the VFR, whereas the author did not come across the same results regarding the publishing of images on the SNS. Besides, the author failed to directly discover the phenomena of private online photographs serving as solicited organic source due to the inadequately formulated questions aimed at the VFR segment. The qualitative research of the photographs has led the **author to some interesting conclusions and opening the 'new windows' in the world of research**. Just the fact that 29 out of 31 observed students (93.5%) had a Facebook profile, of whom 79.3% posted the images of Esbjerg, Ljubljana and/or Girona represent the vital piece of information that should be taken in consideration, especially in future marketing activities. The chief outcomes show the significance of the private images in terms of presenting the variety of attractions and activities which was particularly seen in the case of Girona and Esbjerg. Yet, the author determined a few limitations in relationship of images with the behavior of the visitors and their hosts at the destination, which can encourage the researchers in the future to focus on that issue.

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Destination Competitiveness Focused on the Development of Equestrian Tourism in Croatia

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Abstract

The main objective of the marketing strategy is to build sustainable competitive preferences. Possible sources of competitive preferences are in relation to the product, price, advertising, human resources and legal requirements. In order to realize the set objectives, effective strategic marketing management destination that is focused on the development of equestrian tourism it should provide answers to the many and varied issues/questions. Some of them are, for example, where, how, in what time and to whom compete, what to offer tourists, guests and visitors, and at what price, **who's needs** to satisfy, and others.

The article briefly presents development importance and current state of equestrian tourism in Croatia and discusses approach to effective strategic marketing management of tourism destination that is focused on the development of equestrian tourism as a form of rural tourism in Croatia.

Keywords: Croatia, marketing, strategy, destination, equestrian tourism.

Introduction

In order to develop rural tourism European countries using all available tourism potentials of rural areas, including resources for the development of equestrian tourism. In the development of quality equestrian tourism in particular can be pointed out offer of Tuscany, a region in central Italy. Also, Portugal, Germany, Hungary, Bulgaria, England and Scotland systematically several years, in collaboration with local equestrian clubs on the field, improve the overall tourist offer and generate significant revenue from equestrian tourism. Equestrian tourism in the Republic of Croatia does not develop systematically, but is based on private entrepreneurial initiatives. In the national and global context, content and offer of Croatian equestrian tourism is regionally fragmented, regulatory and properly uncoordinated, and trends and needs unadjusted (URL: <http://www.hskt.hr/content/povijest-konji%C4%8Dkog-turizma-u-hrvatskoj>). It should be emphasized that today, when the Republic of Croatia is a

full member of the European Union, horse owners must adapt to the strict and clearly defined regulations, as well as to new legal requirements. Therefore, it is necessary to distinguish sport and personal recreation from tourist facilities. In the Republic of Croatia today exists tourist equestrian trails in only three counties, Bjelovar-Bilogora, Koprivnica-Križevci and Sisak-Moslavina, which accompanies restaurants and offer of cultural and natural heritage, horseback riding, horse games, events, trade fairs, exhibitions, conferences, and other. Furthermore, in the Republic of Croatia, the most famous equestrian centers are in the Slavonia, Istria and Dalmatia. Also, Croatia offers a wide range offer for horse lovers: small rural family farms, modern equestrian centers with riding schools, vocational trainings and nowadays very popular therapeutic riding, and it should not forget the most famous traditional equestrian competition, Sinj Alka. Finally, in Đakovo and Lipik are situated state stud farms of famous Lipizzaner horse species, which is in the region of Slavonia bred since the 13th century, and according to the latest data on these stud farms has registered more than 23,000 horses.

In the Republic of Croatia was recognized the potentials of equestrian tourism, as well as its economic importance, and was founded the Croatian Association of Equestrian Tourism (URL: <http://www.hskt.hr/content/naslovna>). It is a national association of equestrian clubs, federations and associations and associate members of tourism and hospitality activities that in their work develops and promotes equestrian tourism in Croatia. The aim of the Association is to encourage and promote all activities and forms of equestrian tourism, breeding and dealing with horses, development and promotion of all forms of equestrian tourism, promotion and improvement of the tourist offer in general, environmental protection, education in the field of equestrian tourism, and to promote and represent the Croatian equestrian tourism on national and international level (URL: <http://www.hskt.hr/content/zada%C4%87e-i-misija>).

Methods

In the research, formulation and presentation of the results in this paper were used comparative, descriptive and historical methods.

Discussion

The concept of development of tourist destinations – regions, places and sites – is defined by number of endogenous and exogenous factors that owns the destination itself. Among the endogenous factors stand out, for example, resources, location/position, roads and traffic connection, demographic and economic conditions, the level of reached tourism and the general socio-economic development, cultural and civilizational environment, and others. There are, also, multitude of exogenous factors: market demand, the position according to the market, the correlation with the market, the impact of competitive destinations, global economic, development and tourism policy of the country, as well as the conditions that arise from these policy, and a number of other exogenous factors.

Forming a strategy of equestrian tourism efficient management should not be arbitrary. The strategy should be based on objective determinants of development which owns certain tourist destination, on the size, structure and forecasts of defined market demand that gravitates to the respective destination. The fact is that the tourist trends/movements are basically directed towards areas that have natural and cultural resources, and other conditions that allow satisfaction of tourist needs. This means that the creation of equestrian tourism effective marketing management in the function of tourism development in tourist destinations and lower spatial units must be based and derived from the features, characteristics, tourist values and reception capabilities of these resources, and other conditions, but also from the needs, requirements and market size demand. Resources and other conditions such as, for example, location/position, traffic and overall socio-economic, cultural and civilizational environment should be treated as factors that determine tourism development, and natural and cultural resources as factors of tourism offers.

Tourist demand market should not be perceived only as a demand for satisfaction of tourist, recreational, cultural and existential needs (lodging, nutrition, etc.). For tourists' satisfaction of recreational, cultural and other needs is the basic motive for arrival in particular tourist destination or country. However, when tourists are already in a tourist destination, these tourists should be perceived as the factors of demand for various goods and services to be realized just in tourist destinations. In this regard must be take into account the fact that tourists, in general, have much higher purchasing power than the local population, and that they come from much more developed socio-economic and cultural-civilizational environment.

Determination the tourism value of natural and cultural heritage resources, as well as the value of the entire surroundings, leads to other essential knowledge that allows the orientation for a qualitative level of offer. Determining the carrying capacity of resources determines the possible dimensions of development in order to prevent the degradation of resources. When these resources are added to the knowledge and insights on the future size, and the qualitative and structural characteristics of the identified segments of demand, leads to the basic elements needed for effective management of equestrian tourism in the function of development of tourist destinations and individual spatial units. With the above mentioned procedure it is possible to create a realistic strategy which in tourist destinations can provide (Phillips, Moutinho, 1998, 53-54):

- compliant development of resources, market demand and supply, and other material elements, infrastructure and transport,
- rational use of resources and their active protection,
- forming an offer that will be optimal economic valuation of resources and other prerequisites of development. It might just be the offer that is in size, type and quality in line with the characteristics and tourist resources values, and other conditions of development,
- forming the capacities of integral offer as a self-contained functional unit/entity suitable to optimally meet the needs of tourist demand,

- creating tourist destination physiognomy based on the characteristics of the dominant resources and overall environment, which is the basis for creating a personal tourist identity, then creating a tourist destination that represents concentrated complexes with ambient characteristics as living organisms capable of year-round use, and
- consistent and rational development of certain capacities of tourism offer in the wider area as common capacities for a larger number of smaller tourist destinations or regions.

Development of marketing program is implemented by making decisions about marketing mix. One of the primary elements of the marketing mix is product development. It is possible to analyze the influence/impact of tourism products and services offer in the development of equestrian tourism.

The product is defined as the final result of production activities that unlike services exists after the process of its production is completed. Product with its shape and characteristics meet a particular need. From the viewpoint of marketing term product today includes everything that can be offered on the market in order to meet a particular need or desire. These include physical goods, services, people, organizations and ideas. Offer includes, at least, three components: physical goods, services and ideas.

Connection between term product and equestrian tourism derives from the basic functions of the product which involves meeting the needs of users. Without wide offer could not be met human needs. The satisfaction of the needs is the role of marketing. The positive impact of marketing in relation to the product is visible in fostering innovation, delivering new products and services, increased choice of products and brands, improved product quality, better service for consumers, the growth of living standards, etc. However, the products may have a negative impact. The negative impact of the products is visible if they do not meet certain standards. Products and services may contain ingredients harmful to the health of consumers or the process of their use can lead to environmental pollution. A special problem is rejection of the product. Therefore, the analysis of the product is very important especially to consider all stages of the product life cycle. Product life cycle includes design, development, use and rejection of products. Considering the foregoing it follows that by making decisions about the product or service being offered to consumers should avoid those actions that could jeopardize the rights of consumers. Pre-sale and after-sales services can also contribute to consumer satisfaction at all stages of the process of making a purchase decision and post purchase behavior. Pre-sales and after-sales services may include, for example, information services, maintenance, receiving complaints, credit services, and other related.

Within the marketing approach to equestrian tourism have many opportunities for improving the policy products and/or services. Initial/starting assumption is that the product and/or service must be maximally adapted to the needs and preferences of consumers. Products and/or services of equestrian tourism should meet the needs of socially positive or certain aesthetic, ideological, moral and ethical criteria. It is not easy to decide between the existing,

existing outdated, existing modified or entirely new products and/or services of equestrian tourism.

In order to facilitate decision-making at first is necessary to perform market research. During the research is necessary to determine for which and what products and/or services of equestrian tourism demand exists, and what products and/or services are offered by the competition. On this basis should establish a specific product and/or service. It is important to respect the valid/existing aesthetic and artistic criteria. Looking at the subject from the point of supply of products and/or services of equestrian tourism, almost never is just about one product and/or service. It is always comes to more products and/or services that together form a complex **“production/service and sales program”**.

Considering the actual situation in the case of equestrian tourism should start with the diversification of the current limited and modest production capacity. The above should be implemented with the aim of developing a completely new concept of products and/or services of equestrian tourism. This refers to the combination of different, in fact basic tourism products and/or services merged into one unit/entity that represents experience. From the aspect of equestrian tourism, the tourism product and/or service may be, for example, stationary tourism – stay and recreation (horse riding).

This product and/or service of equestrian tourism integrate itself stay with designed programs, cultural manifestations and events. It should be based on natural attractions and cultural and historical heritage, and includes visits from a starting point during multi-day stay. The mentioned product and/or service of equestrian tourism can be combined with sports and recreational offer and active animation of guests. The underlying assumptions for the development of such products and/or services should be the existence of cultural and natural attractions, accommodation facilities, basic recreational and entertainment offerings. Therefore it might be tourist tours from a starting point during a multi-day stay.

Excursion/trip tourism is a very important tourism product and/or service of equestrian tourism. In round excursions/trips, product and/or service should be designed by connecting and visiting cultural and historical attractions in one geographical area/territory. In thematic excursions/trips, product and/or service should be designed by connecting and touring thematic related attraction. Season of excursion/trip tourism could last the whole year, although it is realistic to expect a greater intensity in the period from May to October.

Elements of the above mentioned products and/or services exist partially in equestrian tourism on the market of the Republic of Croatia. However, with this existing products and/or services should, in any case, include much other still unused potential. With small and fast feasible projects such as, for example, labeling, tourist interpretation, information materials, is possible to increase the attractiveness of certain localities/sites. In this way, they can be included in the programs of tourist touring and significantly expand the range of excursion/trip itineraries.

To transform resource site into tourist attraction, it is necessary to adapt that resource. The physical attributes of resources should be adapted, but also **it's content**. Physical attributes of resources are: accessibility/availability, adequate working hours, and additional contents, souvenir shop, restaurant, etc. By it content tourism resource must also be adapted to tourists. Thereby it is important the interpretation itself: displaying content on **tourists'** understandable and relevant way. Trend changes direction of highlighting the physical resource to the presentation of the story. The story stirs and awakens the imagination and creates experience. The interpretation must also be multilingual, and interactive technologies are increasingly being used.

Considering the foregoing, it can be concluded that the marketing approach to development of equestrian tourism is crucial in the functioning of a particular resource as a cultural tourist attraction. Marketing approach also includes the creation of **attraction's brand and uniqueness**, and positioning products and/or services of equestrian tourism through the promotion.

Conclusion

Equestrian tourism as a form of active holiday in tourism leading countries in the region covers all the tourist potentials of a certain area, for example, cultural, architectural and historical monuments/sites/landmarks, and natural and ecological values of the area/space incorporated into the equestrian tracks. In order to develop an equestrian tourism as a special form of rural tourism in the Republic of Croatia it is necessary to use all available potentials in a particular tourist destination. This means that a systematic approach to effective strategic marketing tourism destination management can design products of equestrian tourism through exploitation and renting horses, running horses, equestrian events, races, sporting events, exhibitions and presentations, parades, horse games, one or more days organized panoramic and terrain horseback riding, and other contents designed according to target groups of tourists and visitors who prefer an active form of relaxation in nature. In this way achieves an additional source of revenue, enrich the tourist offer, and breeding horses gets a new meaning.

In the Republic of Croatia rural area occupies 91,6% of the surface and offers appropriate opportunities for development of equestrian tourism: horse riding, horse carriage, horse trails, farms with horses, etc., as well as other types of rural tourism in which horses are used as, for example, adventure tourism with a trip/travel on horseback. However, only about 4,4% of total known of equestrian potentials of the Republic of Croatia is used, mostly in the sports-competition categories that are not accessible to a broad population. Also, according to estimations in individual property are about 10,000 horses, who are not registered, and for which there is an interest for inclusion in the tourism and recreation programs. Therefore, it is necessary complete understanding and comprehension of equestrian tourism which can be systematically implement with strategic considerations, including marketing planning that has a particularly important role.

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Session 3: E-tourism

A GIS Analysis of Turnover of Tourists on the Example of Montenegro

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Abstract

A geographic information system (GIS) is often defined as a system designed to capture, store, manipulate, analyze, manage, and present all types of spatial data. Turnover of tourists is usually presented as raw statistical data or as thematic maps showing regional characteristics. The aim of this paper is to explore different methods for analysis of turnover of tourists as an important spatial data. The study examines the turnover of tourist in Montenegro. Montenegro is facing significant changes in turnover of tourist in last decade. The growth rates in the tourism sector have been remarkable since 2003. The present volume of tourists causes an excessive user concentration on the coast.

Keywords: GIS, turnover of tourists, Montenegro.

Introduction

Tourism in Montenegro has been in recent years characterized by significant geographical imbalance. Therefore, the dynamics and complexity of tourism development requires more precise methods for the analysis of regional differences in tourism development, which are clearly observed by the turnover of tourists.

The aim of this paper is to explore different methods for analysis of turnover of tourists as an important spatial data primarily using the GIS analysis as a useful tool of geographic research. Up to date, large number of researchers have tried to analyze spatially related tourism data using statistical methods. The data structure needed for such a statistical analysis requires data for each period considered and for each possible location or a region. However, the large amounts of data are often difficult to perceive these spatial relations and differences.

Geographical Information Systems (GIS) are capable of handling spatial relationships, and the outcomes of GIS analysis demonstrate the spatial visualization of the lodging evolution and geographical distribution trends within the study areas (Luberichs, 2009). These facts have improved usability of the GIS in activities designed to increase the knowledge and analysis of the region as well as the monitoring trends and dynamics of tourism development in one area.

The paper set out two hypotheses that aims to show the use of GIS methods in analysis of turnover of tourists and the very concentration of tourists at the regional level. They are defined in the form of the following phrase:

1 - The development of tourism in Montenegro can be seen through the increase of number of domestic and foreign tourists in the last few years

2 - The present volume of tourists causes an excessive user concentration on the coast.

In response to this hypothesis we used a methodological approach based on GIS analysis of statistical data of turnover of tourists in Montenegro for the period since 2007 by 2012 year.

Tourism in Montenegro

Tourism constitutes a major pillar of the economic base of Montenegro. Successful development of tourism can provide jobs and revenues for large parts of the population. Because of its importance in generating employment, increasing the standard of living and **balancing regional development, tourism is recognized as a priority industry (Dašić, 2010).**

The tourist product is the most important part of the tourism system, since it represents the connection, the main link between tourism supply and tourism demand. The tourism product is shaped and formed in the municipalities. Existing enterprises and municipalities are the main providers of the tourism industry. Each element of the offer, accommodation, gastronomy, beaches, a pleasant place for rest etc. - has the same meaning. So, as a product of combination of these services occur reputation of a destination, which further affects the increase in travel demand.

In the previous development, tourism in Montenegro is primarily based on the classic, traditional offers "sun, sea and sand", ie. "3s", which develops during the summer swimming season. Montenegro by number, quality, complementarity and tourist values of natural and anthropogenic factors of tourism, is one of the most attractive parts of the Mediterranean, and therefore Europe.

It is well known that the fundamental value of tourism and the tourism product, consumed in **three main regions (north, central and coastal) throughout the year (Bigović, 2012).** Therefore, a challenge is the time and spatial dispersion of demand (Tourism Development Strategy for Montenegro by 2020). It can be seen through the monitoring and analysis of tourism trends, primarily based on number of arrivals, both foreign and domestic tourists. In this way it creates an important basis for predicting the dynamics of demand in the near future, which can be used in managerial governance.

Due to developments in Montenegrin tourism than half of sixties of the previous century, through the devastating earthquake in 1979, period of construction, than across the socio-political developments in the nineties, to the “best” tourism years since 2007. until today, the structure of demand for tourism product in Montenegro was significantly different between the years.

The normalization of relations in the region and the wider environment, at the beginning of the 21st century, more precisely in 2003. according to the Statistical Office of the Republic of Montenegro, emphasizes a noticeable increase in turnover in the tourist market.

Tourism in Montenegro in recent years, has shown strong growth in absolute figures and relative to the overall economy, and for the future is projected even faster growth (World Travel & Tourism Council report, 2011). This reflects the aim of this work, to show the dispersion of demand, through the analysis of tourist turnover for the period since 2007 by 2012, when is was recorded a continuous increase in the number of tourists.

Over the last decade, after his re-emergence on the stage of world tourism, because of years of isolation due to the war in neighboring countries, the number of international arrivals in Montenegro increased from 100,000 to approximately 1.3 million (in 2012) (World Travel & Tourism Council report, 2011). On the other side domestic tourism against the same period has relatively little increased - mainly due to the independence of Serbia 2006, which has turned its leading source of visitors, Serbia, in the international source markets.

The stagnation of demand in the 2009 - largely as a result of the global recession pressure - resulted in delays of new investment and unsatisfactory performance of tourism in the 2009 and 2010 (World Travel & Tourism Council report, 2011). However, there are clear signs of recovery for Montenegro's travel and tourism which is clearly seen through the statistics in the following two years, 2011 and 2012 and also through forecasts reflected in the World Travel and Tourism Council's (WTTC's) over the next years.

Table 1. The number of tourists and overnights in the period 1.1.2007-31.12.2012.

Year	2007	2008	2009	2010	2011	2012	Index observed first and last year
1	2	3	4	5	6	7	$8 = (7 : 2) \times 100$
Arrivals	1 133 432	1 188 116	1 207 694	1 262 985	1 373 454	1 439 500	127
Domestic	149 294	156 904	163 680	175 191	172 355	175 337	117,4
Foreign	984 138	1 031 212	1 044 014	1 087 794	1 201 099	1 264 163	128,5
Overnight	7 294 530	7 794 741	7 552 006	7 964 893	8 775 171	9 151 236	125,4
Domestic	851 045	828 462	856 332	987 033	956 368	1 008 229	118,5

Foreign	6 443 485	6 966 279	6 695 674	6 977 860	7 818 803	8 143 007	126,4
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(Source: Statistical Office of Montenegro, internal documents)

During the 2012. Montenegro was visited by 1.4 million tourists, ie 4.7% more than the 2011. year, and even 27% more than 2007. There was recorded 9.1 million of overnight stays, which represents an increase of 4.3% over the previous year and 25.5% compared to 2007.

The main geographical feature of the tourist flow in Montenegro is extremely unbalanced distribution (see Table 2).

Table 2. Tourist arrivals by region in 2007. and 2012.

Regions in Montenegro	Arrivals		Foreign		Domestic		Rate of changes 12/07 (in %)
	2007.	2012.	2007.	2012.	2007.	2012.	
North region*	52487	64463	28388	43576	24099	20887	1,2
Central region**	70203	73892	54521	61848	15682	12044	1
Coastal region ***	1010742	1301145	901229	1158739	109513	142406	1,2

(Source: Statistical Office of Montenegro, internal documents)

* Pljevlja, Zabljak, Šavnik, Plužine, Kolašin, Pljevlja, Berane, Andrijevica, Plav, Bijelo Polje, Rožaje

** Podgorica, Nikšić, Danilovgrad, Cetinje

*** Herceg Novi, Kotor, Tivat, Budva, Bar, Ulcinj

Methodology

Geographic information system is now recognized widely as a valuable tool for managing, analyzing, and displaying large volumes of different data pertinent to many local and regional planning activities (Straš, 2006). The main applications of GIS are: mapping, measurement, monitoring, modeling and management (Stankov et al., 2012).

During the research design, the scope of the analysis was limited by statistical data from the Statistical Office of Montenegro, which the authors dispose. These data refer to the municipalities of Montenegro. Information on tourist turnover will be represented by maps and descriptive statistics (count, sum, standard deviation etc.). However the key question

from which we start analysis is - *which level of aggregation should be chosen?* There are some predefined areas. The official website of tourism in Montenegro presented three regions (North, Central, Coastal) within which will be shown the analysis results of tourist turnover. These areas are important in the generalization of the map and the overview. However, a more detailed analysis of the spatial smaller areas are necessary..

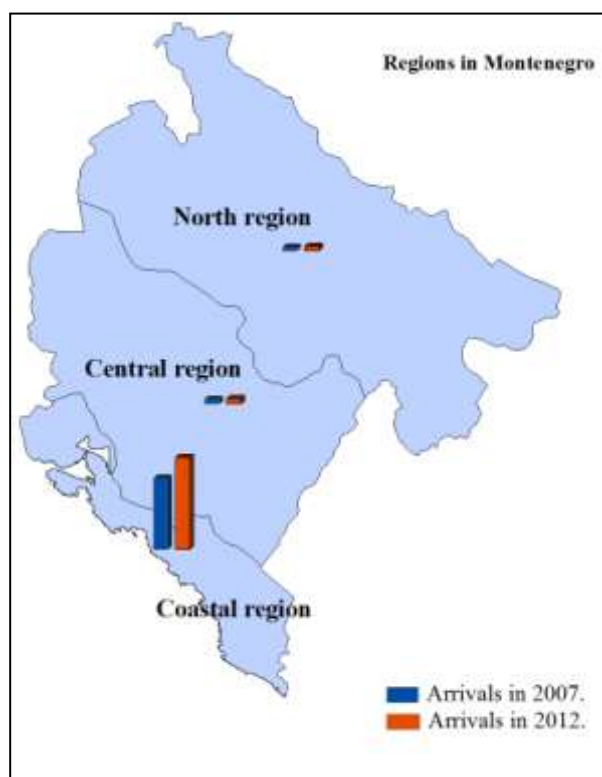
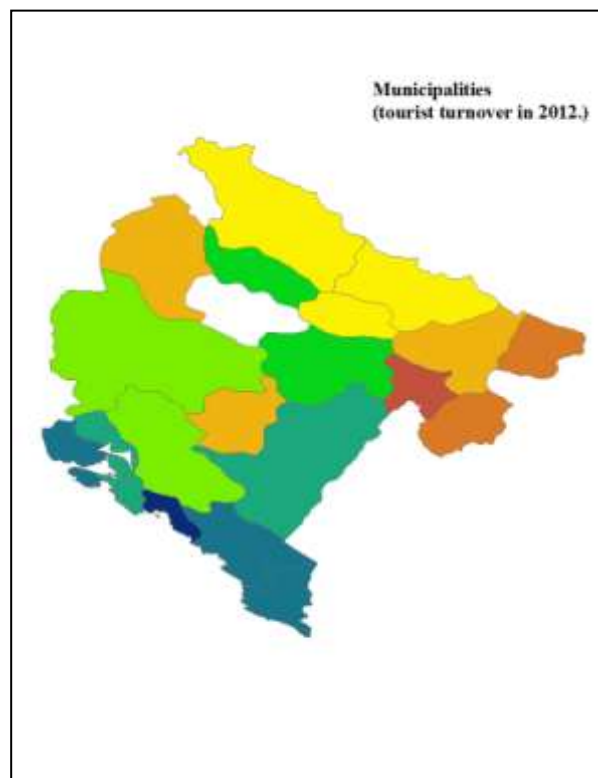
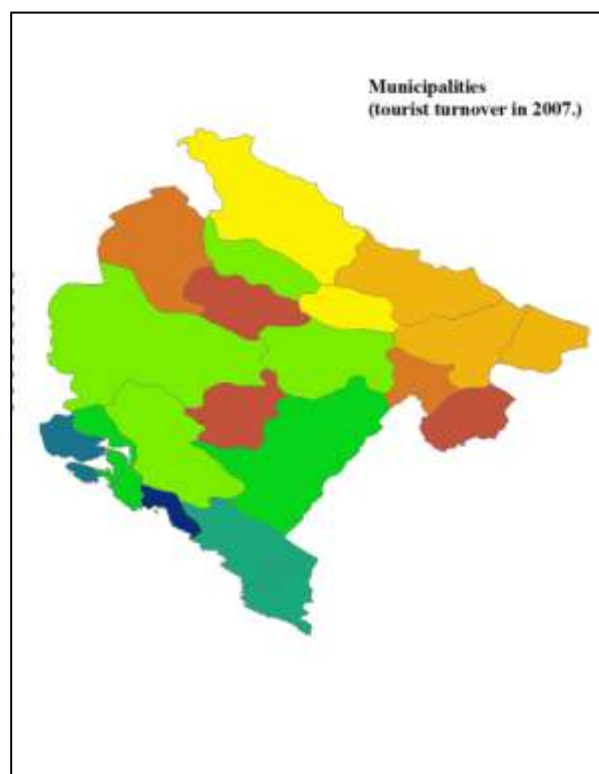
Using data presented in previous text we firstly analyzed and thematically presented tourist turnover in the regions and the municipalities of Montenegro. At this phase we make a comparison of the number of registered tourists in 2007 and 2012 (since this period represent the period of continuous growth in the number of tourists). We have also display a distinct inequality of tourist turnover in three regions in Montenegro. After that, we carried out three analyzes that clearly shown that most of the tourists concentrate on the sea coast, confirming the second hypothesis in the paper.

Besides mapping capabilities of ArcGIS software, authors used Spatial Statistics Tools for analyzing and measuring geographical distributions of statistical data. Central Feature Tool was used to identify the most centrally located municipality according to number of tourists. Mean Center tool was used to identifies the geographic center for arrivals of domestic and foreign tourists. Directional Distribution (Standard Deviational Ellipse) Tool was used to create standard deviational ellipses to summarize the spatial characteristics of tourist arrivals.

Results

The Spatial Distribution of Tourists in Montenegro

Dispersion of tourist demand presented with colors in Figure 1 shows how extreme is concentration of tourists in some municipalities. In this case the color of the field at different spatial levels changes depending on the number of tourists that has been recorded in the area (municipality). Based on the analysis of statistical data it was concluded that the tourist turnover in Montenegro in 2012 increased by 25% compared to 2007. Increasing the number of tourists inspire confidence, as it represents a continuation of the positive trend from 2007 (with the exception of overnight stays in 2009).



Legend

Tourist turnover by regions in 2007. and 2012.
compared to the total turnover in Montenegro

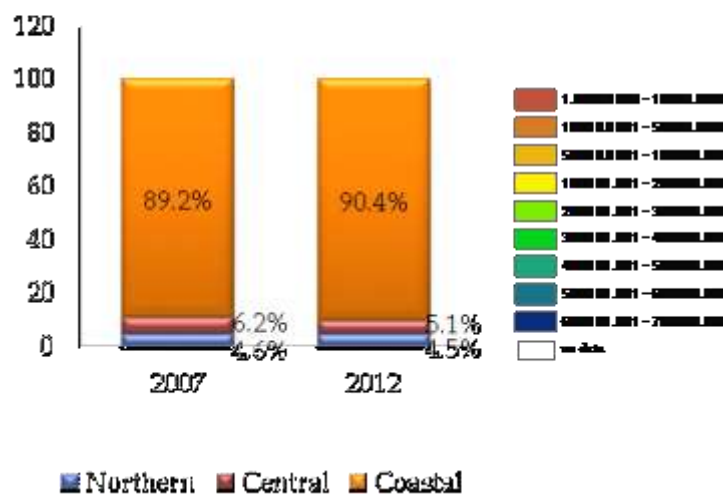


Figure 1. Tourist turnover in the regions and the municipalities of Montenegro in 2007 and 2012

As noted above, and it is possible identify in the Figure 1, tourist turnover in Montenegro concentrates on the Montenegrin coast with up to 90%, and from the spatial aspect this area includes the marine waters of the coast with islands and the coastland. Leading destinations in Montenegro by registered tourists are the coastal municipalities of Herceg Novi, Kotor, Tivat, Bar, Ulcinj and Budva, which among other things represents the most visited region. Municipality with the lowest recorded number of visitors for the six-year period of analysing tourist traffic is the municipality of Šavnik which belongs to the North region.

In 2007 Coastal region achieved 89.2% of total tourist turnover, while the North (4.6%) and Central regions (6.2%) had a much lower percentage of arrivals. On the other hand, the percentage of arrivals in 2012. in the Coastal region changed slightly to 90.4%, Northern region of 4.5% and 5.1% in Central, while observed in absolute numbers, the total number of arrivals in the 2012 (Coastal region) increased from 1,133,432 to 1,439,500 arrivals, or 27%.

Distribution of domestic and foreign tourists in Montenegro

The fact is that successful and high-quality tourism depends on the attractiveness of the destination throughout the year. Of course, there will still be the more pronounced concentration of tourists in the usual annual periods, such as summer and winter holidays, so based on that , there can be observed distribution of domestic and foreign tourists.

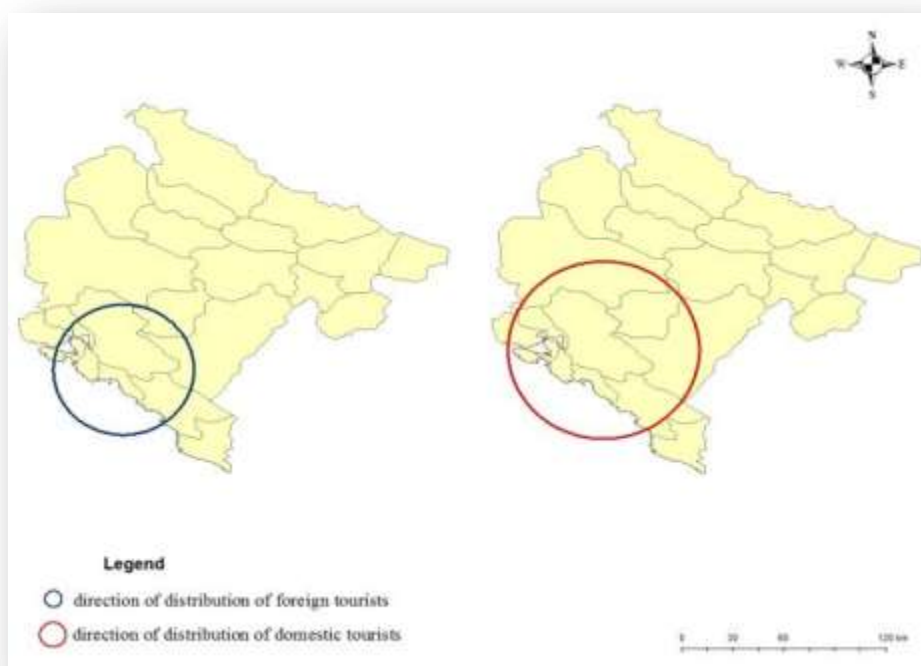


Figure 2. Direction of distribution of domestic and foreign tourists for the period since 2007. by 2012.

On the Figure 2 it can be clearly seen that the distribution of foreign tourists has less dispersion in space as opposed to the domestic tourists. One reason for this phenomenon lies in the fact that the tourism product is not yet sufficiently diversified so that the foreign tourist market is mostly directed to "3s" offer, as the major tourist product of Montenegro, which is based on the offer of coastal destinations. However, since that the availability of tourist infrastructure and different attractions are the same for both groups of tourists, the differences in distribution may be caused by different preferences between these groups, or perhaps even higher flexibility of domestic tourists. It is important to point out that the number of domestic and foreign tourists visible change each year.

In order to gain an insight into the turnover of domestic and foreign tourists with further analysis of the data in Table 1 it was concluded that foreign tourists 2012 achieve the 5.25% increase in arrivals and 4.15% more overnights than in the previous year, while the number of domestic visitors have increased by 1.73% when it comes to their total number of twelve months and 4.15% when it comes to the overnight. Analyzing the data for all municipalities, with the aim of monitoring the trend of growth in tourist turnover, it was noted that the number of domestic tourists in the 2012 were 17% higher than in 2007, while the number of foreign tourists increased by 28%. Also, compared to 2007. the number of overnight stays of domestic tourists increased by 18%, while foreign tourists in the 2012 achieved 26% more overnights than 2007.

The central municipality in Montenegro according to the number of tourists

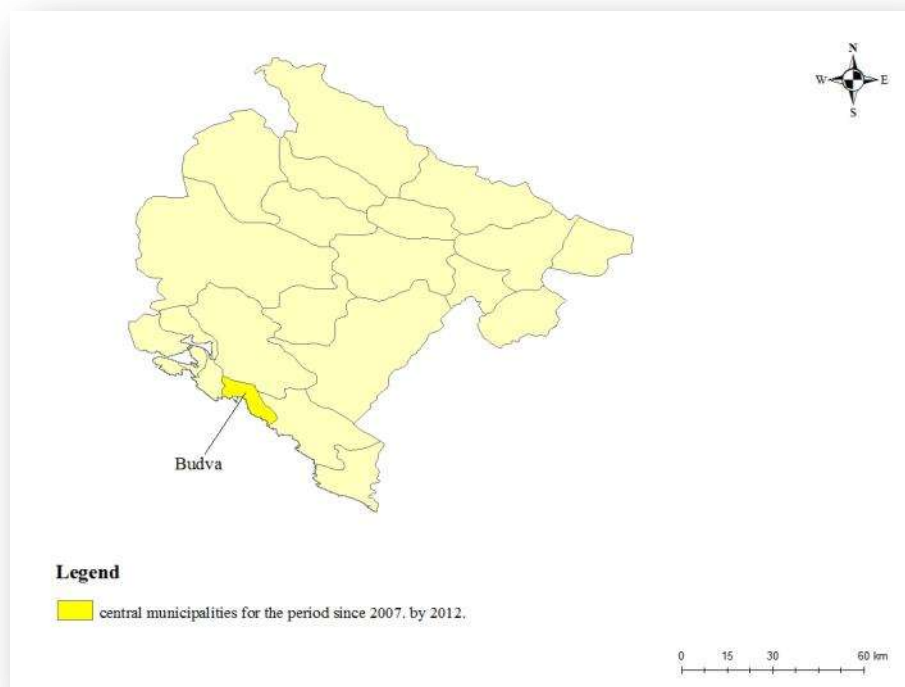


Figure 3. The central municipality in Montenegro according to the number of tourists

By the analysis of statistical data for the period since 2007 by 2012 in the software package ArcGIS 9.3, it is evident that the main destinations in Montenegro is municipality of Budva. Budva has achieved 39% of the total number of arrivals in 2007. The year 2012, Budva was visited by 46% of the tourists, although it is worth noting that for the six years of analysis the total number of tourists increased by 27%, which represented by absolute numbers mean, from 1,133,432 (in 2007) to 1,439,500 (in 2012).

This is one of the areas that have achieved the greatest and fastest growth in the last decade - largely because they already had the basic infrastructure for tourism, before the outbreak of the Balkan War. Since some of the new infrastructure development and investment projects are in progress, there can be certainly expected the increase of number of tourists in other areas that are less built coastal destinations.

Geographic distribution centers of domestic and foreign tourists in Montenegro

A closer look at the spatial characteristics and concentration of domestic and foreign consumer groups is presented in Figure 4.

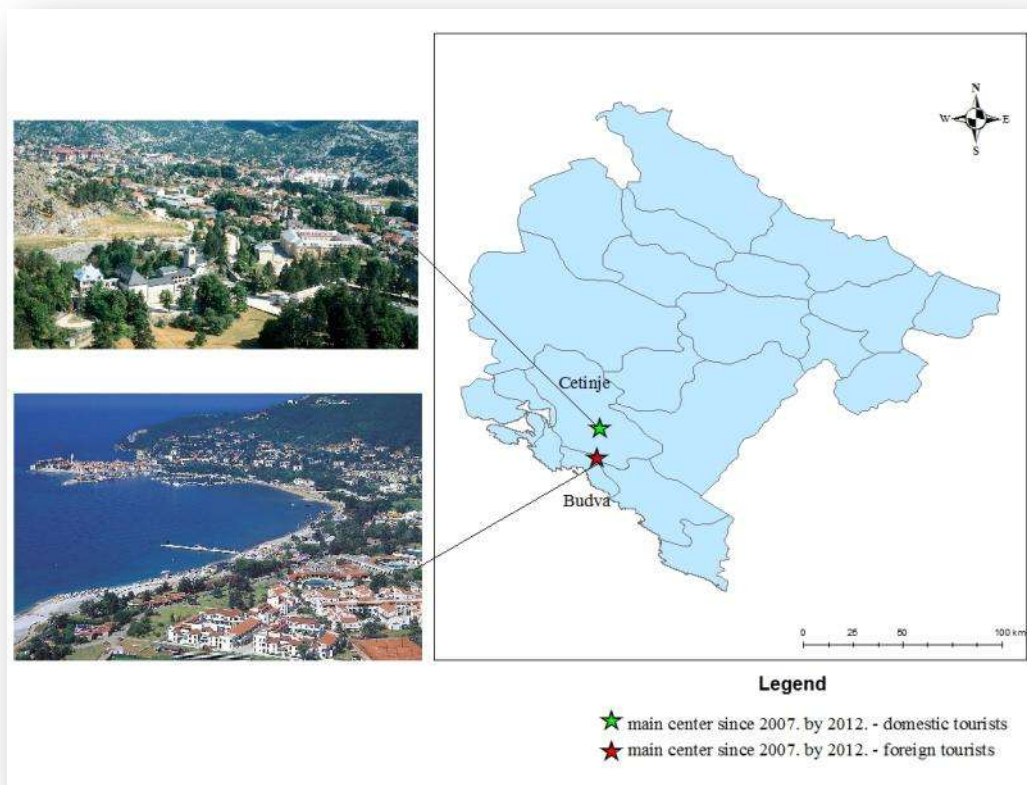


Figure 4. The geographical center of domestic and foreign tourists in Montenegro

The analysis of statistical data of tourist turnover it showed that the main geographic centers of domestic and foreign tourists were the same for all six years. The geographical center of the area is located in the municipality of Budva and Cetinje, respectively it is different for domestic and foreign tourists.

The main reason for this difference lies in the fact that domestic tourists have a greater dispersion in the area than the foreign. Given that from about 90% of foreign tourists on the Montenegrin coast, even 46% of them stay in Budva, so it is quite understandable why this municipality is center of large concentration of tourists.

Conclusion

Application of geographic information system in the analysis has helped to observe data more clearly, to analyze and interpret data on tourist turnover in Montenegro for the multiannual period. Results of the analysis provided an insight into the current development of tourism in all municipalities in Montenegro, as well as monitoring distribution of tourist demand.

Having considered the current situation of Montenegrin tourism, there is an uneven dispersion of tourist demand between the Coastal and the North region. This conclusion arises from the slow development of tourism in the north of Montenegro, which pulls inadequate access and response of tourist demand. On the one side, Montenegro has an attractive coastal destinations, diversity of tourism offer in this region, and also offers natural beauty (mountains, rivers, lakes, canyons, national parks) that are not utilized because of outdated and non-standardized facilities, transport infrastructure and connection that is on a low level of development. The problem is also underdevelopment of certain forms of tourism products that have all the necessary resources, which unfortunately are not yet sufficiently recognized and exploited.

By analyzing data of tourist turnover, it was concluded that the increase in the number of foreign tourists really inspire confidence, as represents a continuation of the positive trend in 2007 (with the exception of overnight stays 2009). As far as domestic tourists there is still a clear need for a promoting and marketing all over the country, in order to attract the attention of the Montenegrin population, but it is also necessary to make investments in the reconstruction of existing and construction of new tourist infrastructure. Particular emphasis should be placed on the diversification of tourist products in Montenegro.

On the other side, based on the presented indicator of tourism (tourist turnover) it can be said that Montenegro is on the right track taking a favorable position on the international tourist market. Also, according to the estimates of the World Tourism Organization it can be expected an average annual growth of 7% in terms of arrivals in the next decade. This would represent a doubling of international arrivals to the 2021. year (by 2.3 million).

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Promotion of Museums' Offer through QR Codes

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Abstract

QR code (abbreviated from *Quick Response Code*) is the trademark for a type of two-dimensional barcode first designed for industrial uses (automotive industry in Japan). Due to its fast readability and greater storage capacity, the QR Code system has become more popular, especially in consumer advertising.

QR codes in tourism, travel and hospitality can be used for product and destination marketing, in-house guest engagement, interpretive signage, adding multimedia dimensions to self-guided tours, and linking the online content to traditional print media.

Museums in Serbia, as a very important part of the tourism offer, still have traditional settings that are poorly interpreted. The majority of them have a scientific and historical review which is unattractive for various target groups of visitors. **In museums it's important to continually** try out new ways of doing things, including the use of new technologies.

The aim of this research is the review of the concept of QR codes usage in museums which is now starting to take shape. These codes are an **excellent way to enhance the visitor's** experience. They can bring life to exhibits, allow communication between visitors and educate at all levels.

Keywords: QR code, museum, promotion.

Introduction

There is an increasing trend of interest in cultural tourist products in the world today, and the World Tourism Organization in publication *Tourism: 2020 Vision* expects that the cultural tourism market would be among the five most important segments of the tourist market in the future. So there is no doubt that cultural tourism becomes more and more important form of tourism.

Today's most wanted tourist destinations are the ones which adjust their offer to tourists' needs giving them a range of different activities and experiences. In that case, a cultural product would be a unique emotion, experience, since sightseeing itself is not satisfactory (Vrtiprah, 2006).

Many elements of culture in Serbia, such as its material and spiritual culture, institutions, events, stand as a significant potential for the development of cultural tourism. However, cultural tourism in Serbia is still undeveloped because its cultural resources have not yet been transformed to the relevant products of cultural tourism. The cultural institutions are also not adequately included in tourist offer. Museums and galleries, as potentially most attractive as a tourist offer, still have traditional permanent exhibitions, poorly interpreted and mostly in Serbian. The interpretation is predominantly scientific and historical, and therefore unattractive to various target groups of visitors (Group of authors, 2011).

Today, technology continues to rapidly change the ways of communication and to evolve, as well. Therefore, cultural institutions should adapt to new ways of communication with their visitors. There are several means for museums to communicate with their public, among the newest is the QR code.

The aim of this research is the review of the concept of QR codes usage in museums which is now starting to take shape. Methods which are used in research are: collection and analysis of existing relevant literature and documents..

QR codes in short

Quick Response Code or QR code is a type of two-dimensional barcode first designed in Japan in the Denso Wave, a Toyota subsidiary, in 1994 for the purposes of automotive industry.

The QR code is similar to a bar code, but the difference is in the possibility of reading it with mobile phones and a bigger capacity for storing data. There are three types of the QR code data capacity: numeric (hold up to 7,089 numeric characters), alphanumeric (4,296 characters) and binary (2,953 characters). There are 4 different levels of error correction. These are Level L (Low - 7% of code words can be restored), Level M (Medium - 15% can be restored), Level Q (Quality - 25% can be restored), and Level H (High -30% can be restored) (<http://qrcode.meetheed.com/technical.html>).

Due to its fast readability and various possibilities, the QR Code system has become more popular. In order to read a QR code one must have a QR code scanner. These scanners come built into various camera enabled mobile phones and third party scanner applications can be downloaded to almost any smartphone. After taking a picture of a QR code, with the internet access the application processes the code. Once a QR code is scanned the decoded information can be used for various actions, including: view a mobile website or landing page, dial telephone number, send a text message, send an email, view a message, view a special offer, download contact details (vcard), view a Google maps location, view a social media profile, etc.

When designing a custom QR code there are a number of questions which have to be taken into account, such as: Who are the target audiences and what devices will they be using? How will the QR code be displayed (poster, advertisement, display)? How will your custom QR code design be used? How large does the code need to be? These questions are very important for the success of QR codes because, for example, if the target audience will be on devices with the latest code scanning capabilities the limits of the QR code design can be pushed further. Or if the QR code will be placed on billboard, its size should be much different than on someone's business card.

If the QR code is used for professional purposes, it's important to make sure that the code is tied in with QR code tracking and reporting capabilities so that company can monitor usage over time. With hosted QR code (sometimes also referred to as a *dynamic QR code*) it will be also possible to change the destination URL for code on-demand, even after it's been printed and distributed (<http://hswsolutions.com/services/mobile-web-development/>).

The QR codes can be used in a number of ways, including advertising (in ad campaigns), marketing materials (all kind of printed materials, posters, brochures, business cards etc.) and clothes.

Fortunately, it is remarkably inexpensive to get started with QR codes and it is less expensive to maintain than other current technologies. A QR code is easily handled by designers and effortlessly integrated into the work flow of label production. The software for creating the codes is widely available on the Internet and mostly free (<http://innogenesis.info/2012/07/qr-codes-in-the-museum-context-part-1>).

You can think of a QR code as hyperlink that connects the physical and the online world. QR codes can direct users to mobile landing pages that contain much more information and interactivity than can be afforded on the printed page. This integration between print and web via mobile adds a new dimension of communication.

QR codes in museums: Possibilities

QR codes are so versatile; they are limited only by the user's phone and the creator's imagination. Museums could direct the QR codes to extra information about an artist or piece of art. This information could be presented in different ways:

- Text: A great storage capacity gives opportunity to creators of each exhibition to write everything they want or believe that visitors would like to know.
- Games: In forms of quizzes or treasure hunts. In a treasure hunt each object of exhibition could be included with clues on reaching the next object. Prizes can be a product, service or free admission to another exhibition or event.
- Interaction with visitors: At the end of their visit, people could leave comments about their experience in the museum. This way, the museum would be able to have a closer look on their customers' opinions, which could improve the service provided.
- Interaction between visitors: Visitors' feedback could be posted on museums websites where other visitors can respond to their comments, thereby creating some kind of forum for discussions. If a museum uses social media to engage audiences, the QR codes can bring a new "Friend" in to "Like" **museum's Facebook page**.
- Research: Coded links to the web can prove useful in researching public opinions. Every time a museum visitor is directed to a page on the website, the museum can use special services to track the activity. In that way the museum can provide information which codes are used most frequently and which displays are the most popular.
- Website promotion: **QR codes in printed materials can drive more traffic to a museum's website.**
- Promotion of the gift shop: QR codes can be used to connect exhibitions' items with items in the museum gift shop. If an artefact is linked to the gift shop, visitors might be more likely to buy items related to their experience.

- Video: A code gives an opportunity to make pictures alive through reconstruction how the picture was made. It could be also linked with the You Tube video content.
- Choosing a path: Using relevant cross-links, visitors can choose their own path through the museum instead of existing paths. In that way they can create their own unique learning experience.
- Augmented reality: Hyperlinking, which is the ability to jump instantly from one concept to another, is the most powerful asset on the World Wide Web. The judicious use of QR codes can turn a museum or historic village visit into an experience in hyper-reality. A name augmented reality signifies the extension of real-world experience through additional sensory input such as sights, sounds and concepts which excite the imagination and expand perception (<http://innogenesis.info/2012/07/qr-codes-in-the-museum-context-part-1>).

The aforementioned were some of possibilities for the QR codes usage in a museum, and now these are some of its advantages and limitations:

Advantages	Limitations
<p>Versatility: QR codes can be used for anything and everything and could be beneficial for customers and businesses. For example, a company saves money and advertising costs by distributing a QR code. A customer can scan this QR code and this allows them to store the information for future reference.</p> <p>Interaction: QR codes could be used to get feedback from visitors or to connect them with each other through forum or social media.</p> <p>User-friendly: Provides an easy process for directing users to the website, phone number, directions, promotions or other information.</p> <p>Environmentally-friendly: QR Codes can make more efficient use of printed materials and reduce waste.</p> <p>Free: QR Codes cost nothing to produce.</p> <p>Monitoring: Actions triggered via QR Codes can be tracked and reported so that company can monitor usage of it.</p> <p>Competitiveness: Because QR Codes are still relatively new, those who are among the first to employ them in their outreach campaigns will set themselves apart as the leaders in strategic marketing.</p>	<p>Lack of familiarity: There is still a large demographic in society that still don't know what QR codes represent and how they are used. Therefore, it is advisable to set some panels or leaflets with short how-to-guides.</p> <p>Aesthetic: People find them ugly.</p> <p>Resistance: QR codes are not favorite to all target groups, mainly to the young people who are a great user of the internet and new technologies. Therefore, there could be a certain resistance towards QR codes and such types of promotion.</p> <p>Dependability: The whole concept of a QR code is strictly based on its ability to be scanned by a mobile device. So, the visitor needs a phone with a reader installed (or smartphone) and needs a good internet connection.</p> <p>Illegible: Because QR codes appear on printed material, there is always an issue that print quality can cause the code to be unreadable. The best way to avoid this is to test them before distribution.</p> <p>Bad optimization of internet sites or bad navigation: For the customer, the mobile experience with the QR code could be disappointing, because codes could lead to non-mobile optimized sites or even dead</p>

Survey: Sometimes is very hard to get links. customers to complete surveys. QR codes give customers the opportunity to participate while waiting in line, at the cash register or just having a break.

In order to avoid resistance towards QR codes usage, it should be mentioned a few considerations. It is highly advisable to direct the user to content that complements the printed material. If a QR code directs user only to website's homepage that probably wouldn't bring any kind of action. Often there is very little information provided about *why* a visitor should scan the code. Most commonly there is an object label, a code, and nothing about what you will get when you scan the code. It may be helpful to provide some information, in one sentence, about what users can expect (e.g. "Scan the QR code to listen to the artist playing (30 sec audio clip)"). Every QR code should lead visitors to the mobile-friendly landing page, because sending them to a website formatted for a desktop viewing won't be helpful, and won't make a good impression.

QR codes in museums: Examples of good practices

As mentioned above, different actions can be taken using the QR codes. These organizations listed below have realized that communication with the public is rapidly changing and are adapting to common visitor practices. This is how museums around the world use QR codes in their exhibitions.

The Museum of Modern Art, in New York, was organized an exhibition called "Talk to me" which explored communication between people and things. All objects contained information that went well beyond their immediate use or appearance. The exhibition focused on objects that involved a direct interaction, such as interfaces, information systems, visualization design, and communication devices, and on projects that establish an emotional, sensual, or intellectual connection with their users (www.moma.org/visit/calendar/exhibitions/1080).

The Smithsonian Natural History Museum, in Washington, used QR codes as part of an exhibit on Neanderthals. The "MEanderthals" **campaign's QR codes sent users to a site where** they can upload a photo, see what they would have looked like 30,000 years ago, and share via Facebook and email. For the 100th anniversary of Scouting, the Smithsonian created a scavenger hunt. They placed them throughout the museum giving them clues to the next code. The quest could include an activity for them to do, making a simple ring-and-pin game, and help them learn about traditional Native American games (<http://www.themobilists.com/2011/08/30/qr-codes-in-museums>).

The Canadian Museum for Human Rights, in Winnipeg, is using QR codes on the construction site. They decided to incorporate the codes around the site as a way of offering descriptions to what pedestrians see as they walk past the building. Visitors can **"scan-to-learn" about the building process and about architect's vision of a building.** The content is also on their website for remote audiences. The information about the construction site is being used as a test run for a potential QR code tour of the museum (<http://innogenesis.info/2012/07/qr-codes-in-the-museum-context-part-1>).

The Royal Ontario Museum (ROM) opened an exhibition featuring David Hockney's digital paintings. They placed a QR code which gave smartphone users access to download a free full-colour Hockney digital original to use as a cell phone wallpaper. The QR code was printed in their programs and events printed guide entitled let's ROM. It also appeared at the entrance of the exhibition and the ROM made five more Hockneys' available during the course of the exhibition. The manager of this institution has decided to use QR codes in upcoming major exhibitions and in some permanent galleries. Also they are working on this as part of a new digital strategic plan for the museum and in partnership with the Canadian Heritage Information Network (CHIN), they prepared a how-to guide for using QR codes in museums (<http://innogenesis.info/2012/07/qr-codes-in-the-museum-context-part-1>).

The Powerhouse Museum, in Sydney, has also experimented with QR codes. After finding that too few people had a suitable reader installed on their phones, the museum decided to build a reader into a bespoke mobile application that would serve as an object database and QR code reader in one. This application now supports the museum's Love Lace exhibition by allowing visitors to access an object's catalogue entry directly by scanning the QR code on the physical display (www.museumnext.org/2010/blog/qr-codes-and-museums).

The National Museum of Scotland, in Edinburgh, is using QR codes to gather visitor contributions for a social history project. They have posted QR codes on over 70 objects in one gallery. When visitors scan a code they receive enhanced multimedia information content and are invited to record their own comments on the artefact (<http://innogenesis.info/2012/07/qr-codes-in-the-museum-context-part-1>).

The Museum aan de Stroom: MAS, in Antwerp, uses QR codes everywhere in the museum. They have a QR code for each group of 10 to 15 objects. When scanned, the link goes to a database where a translation of each label is provided in English, French, German and Spanish. In the exhibition itself, museum only provide the texts in Dutch. Visitors can scan the QR code with their own smartphone (downstairs near the entrance, they show a quick movie that explains how to install a QR reader and how to use it) or can lend an iPod. When using this iPod, visitors can also link an object they link to their Twitter and Facebook (www.mas.be/Museum_MAS_EN/MASEN/Visits/Visits-Access.html).

The Sukiennice Museum, in Krakow, were using codes (similar to QR Codes) to tell the stories of art. They used videos to tell stories of war, love, crime, mystery and madness. The campaign itself was a huge success (20% of Krakow's population) with the tour booked months in advance and picking up mainstream attention on television, media, blogs and online in general. This was a well thought out campaign that brought the museum to the next generation and turned something that many youngsters found boring into a world of technology that they understand (www.qrcartist.com/2011/10/page/2).

Conclusion

In the countries such as Serbia, where cultural habits are on a very low level, new technologies can help in arousing the participation in culture, especially among the young population. They use the internet as a main source of information, fun and education.

According to the latest research about cultural life of students even 85.8% of high school students (Mrđa, 2011a) and almost as many university students, 83.5%, in Serbia rarely or never pay a visit to museums. Some of the causes of such results are: the low standard of living, lack of free time, weak interest and the unsuitable offer (Mrđa, 2011b).

So, using the new technologies would lead to interpretation of a cultural content in a new manner and change the way presenting cultural heritage. That should impact interests for cultural events and contents in the cultural institutions (museums, galleries, etc.).

QR codes themselves are starting to show up everywhere. Once you get familiar with them, they become obvious in all kinds of printed materials, on products and in public places. It is essential to raise public awareness about the possibilities of QR codes, in order for them to become one of the elements of the brand making in the future. These codes give museums the opportunity to engage the public in new ways and give various experiences.

What is specific about this multimedia content is the fact that creating a QR code is in a way representing a new context. In that manner, the present stereotypes, for example, the static of museum exhibitions and cultural heritage, its monotony, non-creativity and a traditional way of presenting, collapse with usage of digital, multimedia technologies which can be used primarily in creating a new experience and reliving of the cultural heritage (Rikalo, Mikić, 2012).

The best way for any museum to decide whether to try QR code technology or not is to ask the following questions. How popular is this technology now and how is going to be? Who are the people who use them? What age are they? Why should or should not use this technology to bring different experience into the museum? Finally, that leads us back to question, should museums use QR codes? There are some debates about using these codes in museums, but overall they can be used in different ways and have a different impacts. Owing to that QR codes have to be observed as only one way of promotion, and definitely not as the only one.

They certainly are an excellent way to enhance the visitor's experience. They can bring life to exhibits, allow communication between visitors and educate at all levels.

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E-Tourist: Electronic Mobile Tourist Guide

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Abstract

In the e-Turist project we developed a mobile application that provide experience comparable to that offered by a professional tour guide, but tailored to each individual tourist. The tourist can enter his interests (entertainment, active tourism, gastronomy, cultural and natural heritage), the available time and any special requirements he/she may have. Based on these and other data such as opening time, the application prepares a personalized sightseeing program. To this end, it uses a recommender system that combines the extensive knowledge on tourism provided by Turistica with state-of-the art intelligent computer methods developed at Jožef Stefan Institute. Afterwards, the application guides the tourist using the GPS, providing a multilingual written and voice description accompanied by photos. The tourist may comment and rate each sight, which is then used by the recommender system and tourism services providers to improve their services.

Keywords: mobile application, sustainable tourism, recommender system, tourist attractions.

Introduction

Tourism with a 3.3% growth forecast is one of the fastest growing industries in the world and has one of the largest multiplier effects on income and jobs. According to the UNWTO (2013) at the end of 2012, the world has already seen a billion international tourist arrivals. Despite the projected growth, which is due to the emergence and rapid growth of new destinations, we expect a sharp competitive struggle and loss of market share of

traditional destinations, which includes Europe. Modern ICT technologies are one of the important tools in this competitive fight. The Government of the Republic of Slovenia defines tourism as a major economic and strategic sector, creating new jobs and significant positive impact on balanced regional development. Slovenian tourism in the last ten years shows an increasing number of tourists and overnight stays as well as inflows from tourism. The economic downturn in 2010 affected the growth of tourist traffic, but the situation today is approaching the record year 2008. Foreign tourists play an important role, and their share is steadily increasing. Since foreign tourists are increasingly environmentally aware, the Slovenian Tourism also follows the principle of sustainable development.

Organized groups of tourists usually see only the most important, interesting and general pre-defined tourist attractions, being led by trained guides. For individual visitors, both domestic and foreign tourists and small groups (families, special interest groups) are also attractive sites that are less well known, but it may be of interest to them. Trained guides are not available for them or they do not even want to bother with such issues, therefore information on tours and attractions they have to look for themselves. Information is often difficult to obtain, as they are scattered across tourist and professional publications and on different websites. Slovenia's attractions are well described in a high profile tourist guide (Krušič, 1996), but the guidebook cannot compete with the flexibility and timelines of a mobile application. Modern technology solutions particularly wish to encourage younger generation to learn more about the cultural and natural heritage of Slovenia. Tourism causes economic, social, cultural and ecological impacts and produce changes in a tourism destination. Mobile travel application e-Turist (e-Turist), will contribute to the sustainable development of tourism in Slovenia with the availability of a choice of tourist attractions and with the invitation to visit them. To some extent it should reduce environmental impacts of tourists. Here with we are introducing the e-Turist mobile application.

Mobile travel applications and ambient intelligence

Mobile travel applications in Slovenia are not yet widespread. Perhaps the most sophisticated among them is mTurist (mTurist), which provides many descriptions of tourist attractions on the internet and by telephone. Access to the descriptions does not take place via a mobile application, but with a phone call, and therefore it does not offer the management and adaptation to the user, which is offered by the recently introduced mobile application e-Turist. Another such project is the Rural electronic guide **Podeželski elektronski vodič** (Bit Planota), which is not yet finalized, but is expected to offer guidance with the help of GPS. It will not exploit the significant advantages of mobile application of the e-Turist. Also, it is not meant to function throughout Slovenia as does the application e-Turist. In addition to these two projects, there are also some less integrated solutions: *plast Zgodovina LJ* (Zgodovinski arhiv Ljubljana) for mobile application Layar that displays these selected sites images from the history of Ljubljana, including the audio file to the sightseeing route of Ljubljana (Knave 2007); Find your city Najdi svoje mesto (Bauer 2006) is the mobile guide of 50 locations in Ljubljana. In the world mobile travel applications are more widespread. Very close to our project e-Turist there is the s.c. mTrip (mTrip) which

provides guidance and proposed programs of tours, customized to the user. However, the latter feature, which has an advantage compared to the e-Turist, does not work in mTrip properly (Dines 2010); in addition, mTrip offers no guided tours of Slovenia and is payable.

Mobile applications that are adapting information to the user and his context (geographic location, day of the week, current weather) fall within the scope of ambient intelligence (Nakashima 2009). Ambient intelligence is directed primarily to serve the needs of people in their everyday environment, unlike traditional artificial intelligence which is looking for technical and algorithmic solutions to simulate human intelligence and other human characteristics to solve complex problems. It is user-friendly, light in nature, easily manageable and even commonplace. Its aim is to enable the use of advanced technology without any special knowledge in the most natural way. The ambient intelligence is a topical research area; European Union funds a dozen or so e-Turist similar projects and is exercised in practice. Research of ambient intelligence began in Philips laboratories in order to create a vision for the future of consumer electronics (Zelkha 1998). Today, however, in practice we are experiencing a boom of ambient intelligence in smart homes and mobile applications, although often not under that name. Therefore, we believe that now is the right time to place such an application for the use in the field of tourism in Slovenia.



Figure 1: Application e-Turist



Figure 2: Sign in

Methods and data

In the project e-Turist we have developed an application for mobile phones that provide experience for individual tourists and small groups which would otherwise had to lease a qualified guide. Tourist enters his interest (entertainment, active tourism, gastronomy, cultural and natural heritage) into the application, the time available for the sightseeing, the transport options (car or walk) he has and any mobility impairment. On the basis of this and other data, such as weather (bad weather is less suitable for the open air tourist attractions) and the date and time of visit (Sunday some museums and restaurants are closed), the application prepares a program adapted to the individual tourist's demand. For this purpose, the application is using the recommender system, which states the methods which determine which sites are most consistent with the interests of tourists. We expect that such application will bring visitors to the less visited sights and relieve the most popular attractions and promote sustainable tourism. The final decision on the program of eventual visits will of course still depend on the tourists, which can arbitrarily change the proposed program of visit.

The e-Turist application consists of mobile application used by tourists, server for data management and web application for data entry, which is used by tourism operators. The main and innovative part of the application and its main advantage over competitors is the recommender system for the sightseeing program, based on the latest research findings in this area.

All capabilities of the application e-Turist are available in authentic native applications for different mobile platforms and as web applications which works in the browser on any platform. The applications are compatible with mobile phones and tablet computers. Web application is using the following technologies: HTML5, CSS3 and JavaScript, which queries via dynamic AJAX (Asynchronous JavaScript and XML) access data saved in JSON (JavaScript Object Notation), which are provided by server.

The major limitation of web application is the inability to access the phone hardware, especially the GPS, and the need for a permanent internet connection. These restrictions have been abolished with the native applications. Native applications have been developed for the Android platform, iOS (Apple iPhone), Windows Phone and BlackBerry. Most important is the Android platform, which has the largest market share among smartphones with 61.0%, and iOS, with 20.5%. BlackBerry with 6.0% is currently the third most widespread platform. A market research company IDC estimates that by 2016 the market share of Windows Phone will grow significantly and will catch up with iOS, therefore this trend cannot be neglected (IDC 2012).

The mobile application is independent from the network layer. This is provided with the support of IPv4 and IPv6 standards. The application uses the implementation of network protocols, embedded in selected mobile platforms that support both standards. A more complex technical problem in the development of mobile applications is related to the use of

maps. We used the web version of Google Maps that allows us to use them without a constant Internet connection.

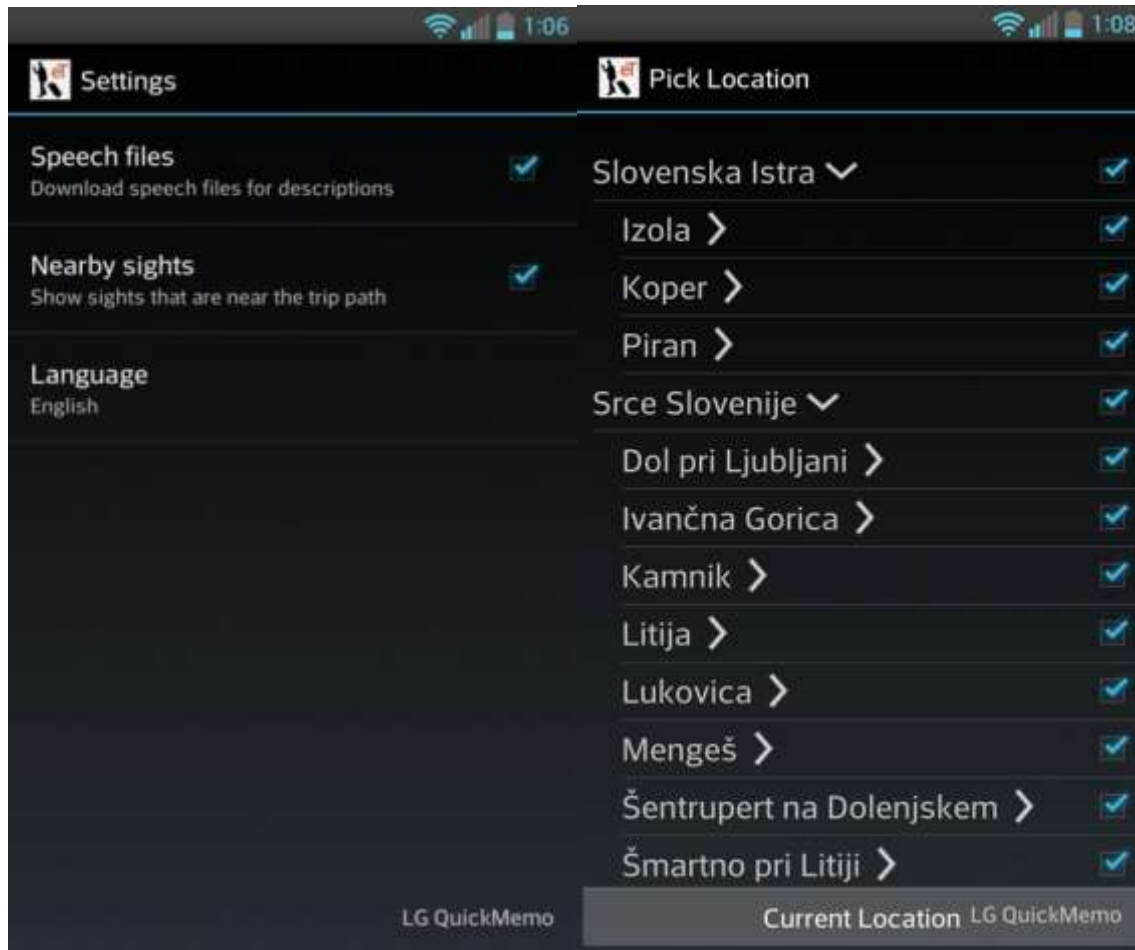


Figure 3: Settings

Figure 4: Pick location

Server and a web application for travel professionals

e-Tourist uses a web server, which is required for the operation of web application for tourism operators and tourists;

- application server where the application serve tourists needs; and
- a database which stores the information about the tourist attractions.

The data about the sightseeing and the opinions by the tourists are also stored in the same database. Open source technology is used wherever it was possible. The server and the web application both support IPv4 and IPv6 standards which are supported by the major part of similar software. The server is connected to the Jožef Stefan Institute network in Ljubljana.

Descriptions of tourist attractions are converted into speech on the server. A speech synthesizer Govorec (Amebis) is used for Slovenian language. The application supports also

English, German, Italian language. It is also possible to upload the audio files with several descriptions on the server.

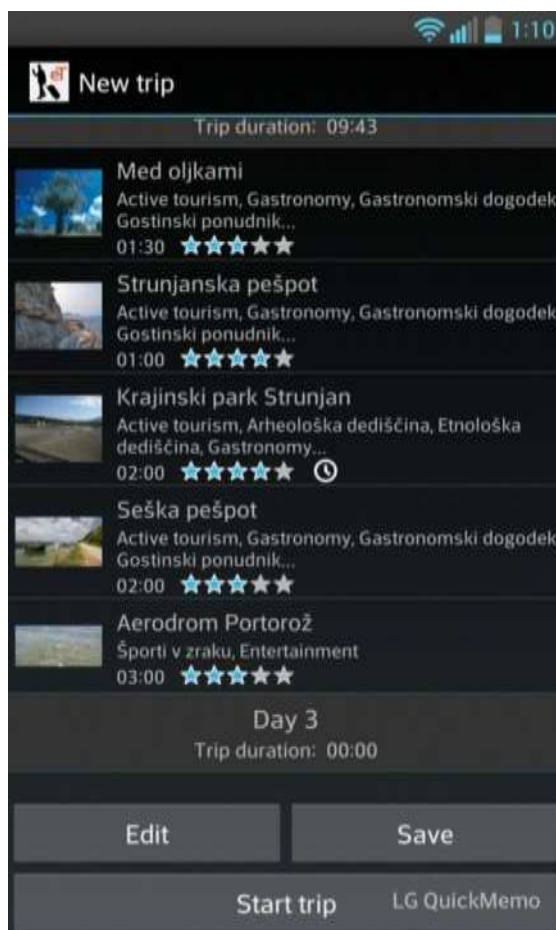


Figure 5: Final program of the trip

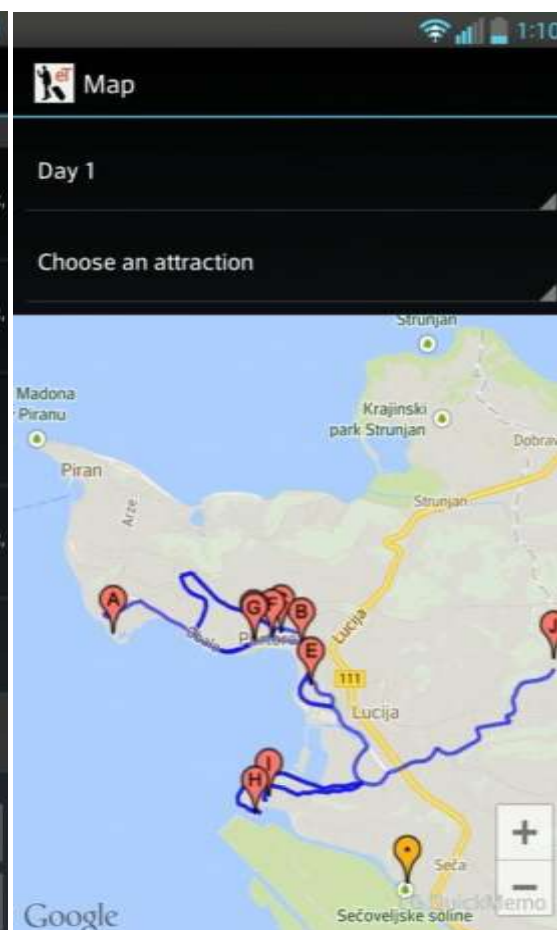


Figure 6: Map

Recommender system

Recommender systems have been spread in recent years – well known users include online retailer Amazon, video on demand service Netflix ... The named systems use two basic approaches: comparison with other users and user preference in the past. The e-Tourist project uses a combination of both. We can present this with an example. We have to prepare the sightseeing program for John Doe and his family. With the first approach, we try to find users who have already been where John wants to go in the past and which have had a similar interest and opinion on tourist attractions. We assume that John would like to visit attractions that have been highly rated by similar users. With the second approach, we compare attractions similar to those John liked in the past. We have also using evaluations made by tourism experts, based on the cultural significance of sites as well as on principles of sustainable tourism and other values. These professional evaluations are important until we do not have enough information about John and other users to be able to incorporate their personal opinions. The final step of the user is to prepare the final program considering the

attractiveness of sites, geographical distance between them and the time available for the sightseeing. This is an optimization problem for which we have used one of well-established optimization algorithms.

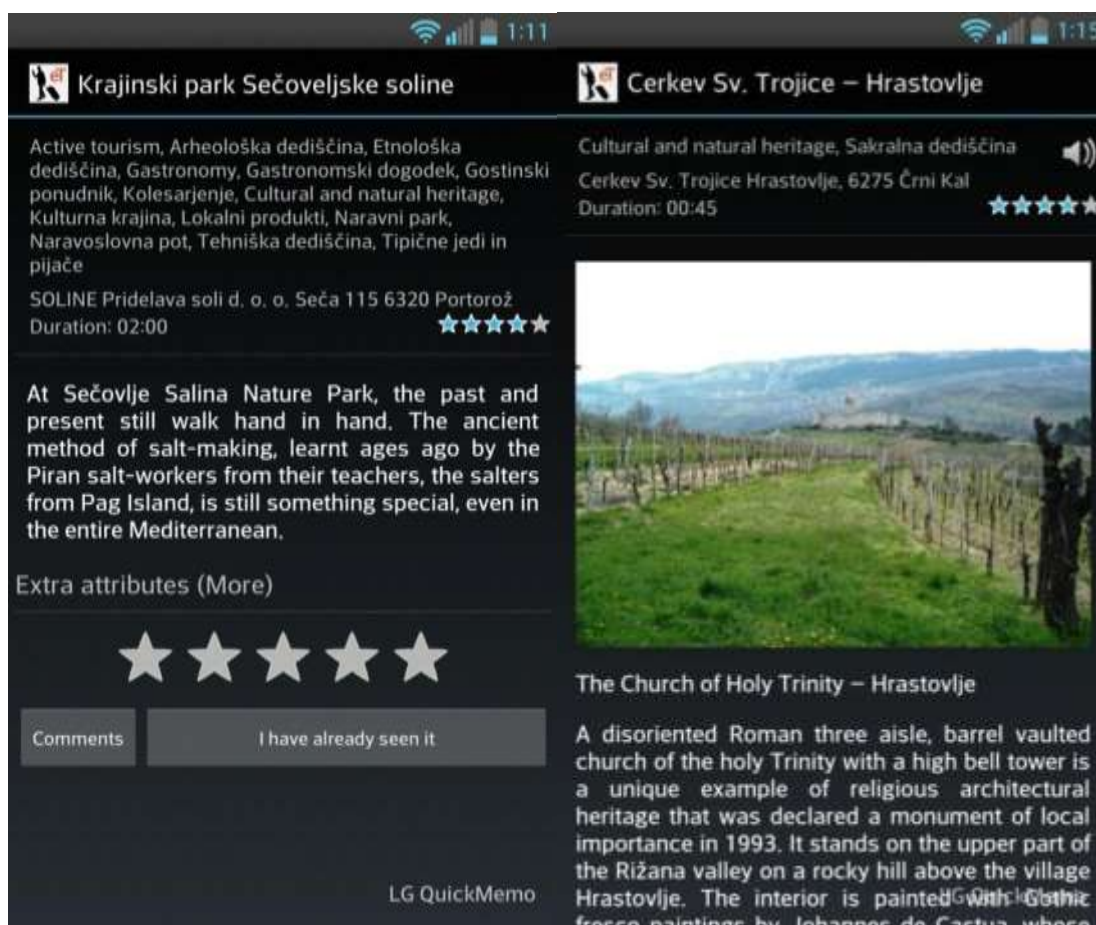


Figure 7: Basic informations

Figure 8: Photo and description

Conclusions

The success of the mobile application e-Turist depends on the usefulness for tourists and the wider public. Today the main sources of tourist information for individuals and small groups are represented in publications and are available on the Internet. Both media cannot be compared to mobile application e-Turist, which in fact contains comparable information, but serving tourist in a custom-like mode serving tourist (in the right place and at the right time). Fast spreading use of smartphones, in some countries already exceeding 50% of the residential population (Alexander 2012), shows that on the online market more than 50 billion applications downloads were recorded (MobileStatistics, Google 2012). It is clear that the access to information is increasingly popular. The key factor of popularity is a friendly user interface.

e-Tourist contains only features which are essential for the application and is focusing primarily on intuitiveness and speed. The application will be available online (Google Play,

App Store, Windows Phone Marketplace, BlackBerry App World); the promotion will take place in tourist information centers in the region Heart of Slovenia ("Srce Slovenije") and in the municipalities of Slovene Istria and in several public media.

Usefulness of the mobile applications e-Turist will grow according to the distribution of the application on tourist's smartphones. Inclusion of several tourist places of interest brings the possibility to recommend for a visit selected and into the application inserted places of interest. This would mean that with the increase of the number of users application will benefit on plurality of information and will therewith be a benefit for all tourism stakeholders. Requirements for the expansion of e-Turist outside the region Heart of Slovenia and Istria will be provided - seeking overall design and openness to new contents. Tourist experts working in information centers, who will be entering selected tourist attractions, will use the carefully prepared guideline to enter data on tourist attractions. In addition, the authors of the application will increase the usability of the application by providing experts with anonymous data about the behavior of visitors and their interests (which will be the hidden part of the mobile application).

The use of application in Slovenia will be promoted on the websites of project partners and of tourist information centers in both regions. Finally, we will actively seek to connect with Slovenian tourist cities and destinations that are already working to digitize tourist facilities (eg, the project mTurist which already has a touristic content, but does not have the right mobile application).

Tourism represents a powerful economic development potential, which offers opportunities for many new jobs, enables the shift from primary and secondary to the tertiary sector. Cultural and natural heritage are placed in a profitable use. To effectively achieve these goals a high quality tourism offering is essential. The discussed application strengthens tourism awareness and knowledge on both side: on the side of the suppliers and of the tourist. This is finally a necessary prerequisite for the sustainable competitiveness of tourism. The application e-Turist is a supplement to the Slovenian tourism existing potentials and is with its high-tech solution a direct contributor to some of these of the above mentioned goals.

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Session 4:

Motivation, behaviour and HR in tourism

Motivation and Working Behaviour in Frontier Tourism Business of Thailand-Laos

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Abstract

The objectives of this research were to study the motivations and working behaviour of the frontier tourism business at the Thailand-Laos border, to compare the working relationship between travel agencies and the hotel business and to study the relationship between working motivation and working behaviour in the tourism business by using a total sampling of 140 persons: 112 persons from the hotel business and 28 persons from travel agencies.

The personnel in the tourism business were comprised of 42.1% males and 57.9% females. The ages ranged accordingly: 15-25 years old (15.0%), 26-35 years old (53.6%), and 36-45 years old (26.4%). The educational levels of the sample group were: high school diploma or equivalent (28.6%), associate's degree or equivalent (27.9%) and bachelor's degree (27.9%). Most of the personnel in the tourism business had a working motivation in the moderate range and the others were in the high range. Most of the personnel in tourism business thought that their work quantities were in the moderate range. The overall of the work qualities were in the high range. Therefore, the personnel were considered to be worthy resources for having an average in the highest range. For overall abilities they were in the high range and their average rating for morals was in the high range. And, the relationship with the organization of the personnel in the tourism business was in the moderate however, if someone criticized their organization, they would suddenly rise into the high range. In addition, the results of the hypothesis: 1) the working behaviour in the travel agencies and hotel business had the same significance rank of 0.05. 2) working motivation of the personnel in travel agencies had a positive relationship with their working behaviour having a significance rank of 0.05 by using the **Pearson's Product Moment Correlation result of 0.69**. 3) the working motivation of the personnel in the hotel business also had a positive relationship with their working behaviour having a significance rank of 0.05 by using the **Pearson's Product Moment Correlation result of 0.74**, and 4) the working motivation of the personnel in the tourism business also had a positive relationship with their working behaviour having a significance rank of 0.05 by using the **Pearson's Product Moment Correlation result of 0.79**.

Keywords: Motivation; Working behaviour; Frontier tourism.

Introduction

For the past decade, Tourism has been a major source of revenue for Thailand. People **consider Tourism to be one of life's necessities. After working hard, they choose** to go to a nice place, have new experiences, get some needed relaxation, and tourism healthcare. Tourism is booming because many people join businesses hoping to be able to travel after some time.

The Travel Guide Agency Act 1992 determined that tour operators must have permission to do business in order to control product seine and service for customer satisfaction. Nowadays, there are a lot of regulations to govern tourism and hotel management. Because of the increase in tourism generic standards of tourism have been established i.e. a guide must be certified, in order to work. These regulations encourage people to try to improve their skills in order to get higher pay which is the major way to motivate people to join this industry. When the pay matches **the requirements of the workers' tasks the result will be** higher efficiency (Watcharayoo, 1994).

Work satisfaction is the motivation for working and this motivation leads people to perform their tasks successfully. Motivation is thus very important in management. Positive motivation **can lead to positive working behavior. Kaewprom (2005) studied about "Impact factors for** working behavior of teachers in schools in the 3rd **area of education in Ubonratchathani".** They found that the aspects of the work, attitude, success, policy and responsibility had a good positive relationship with the working behavior of government officials in that area. And **Khampen (2001) who studied the "Motivation in working of bank officers: case study of Kungsri Ayuthaya Bank, Chaingmai",** found that most officers agreed that motivation policies like having a good working manual helped them to work very well.

The above reasons helped to influence the researcher's interests in a study about motivation and work behaviour in business tourism and to find a relationship between them. This led to the decision to study Thai-Laos tourism which is presently popular at the fixed borders in Nongkhai, Mukdahan and Ubonratchathani. The results will be used as criteria for managing, improving and revision of the motivational factors necessary for working in the tourism business with a high amount of efficiency.

Objective of this study

1. To study the motivation for working and working behaviour in the frontier tourism business at the Thai-Laos border.
2. To compare the working behaviour between travel agencies and hotel businesses.
3. To study the relationship between working motivation and working behaviour in tourism businesses.

Hypothesis

1. The working behaviour of the personnel in the travel agencies and hotel business is different.

2. The working motivation and working behaviour of the personnel in the travel agencies is related.
3. The working motivation and working behaviour of the personnel in the hotel business is related.
4. The working motivation and working behaviour of the personnel in the tourism business is related.

The research is about the study of the motivation and working behaviour of those working in tourism at the Thai-Laos border, the scope of which the author defines below:

Scope of area/ area of tourism at the Thai-Laos border separated into hotels and travel agencies in the three provinces of Nongkhai, Mukdahan and Ubonratchathani.

Scope of details/ details of the study consists of motivation and working behaviour.

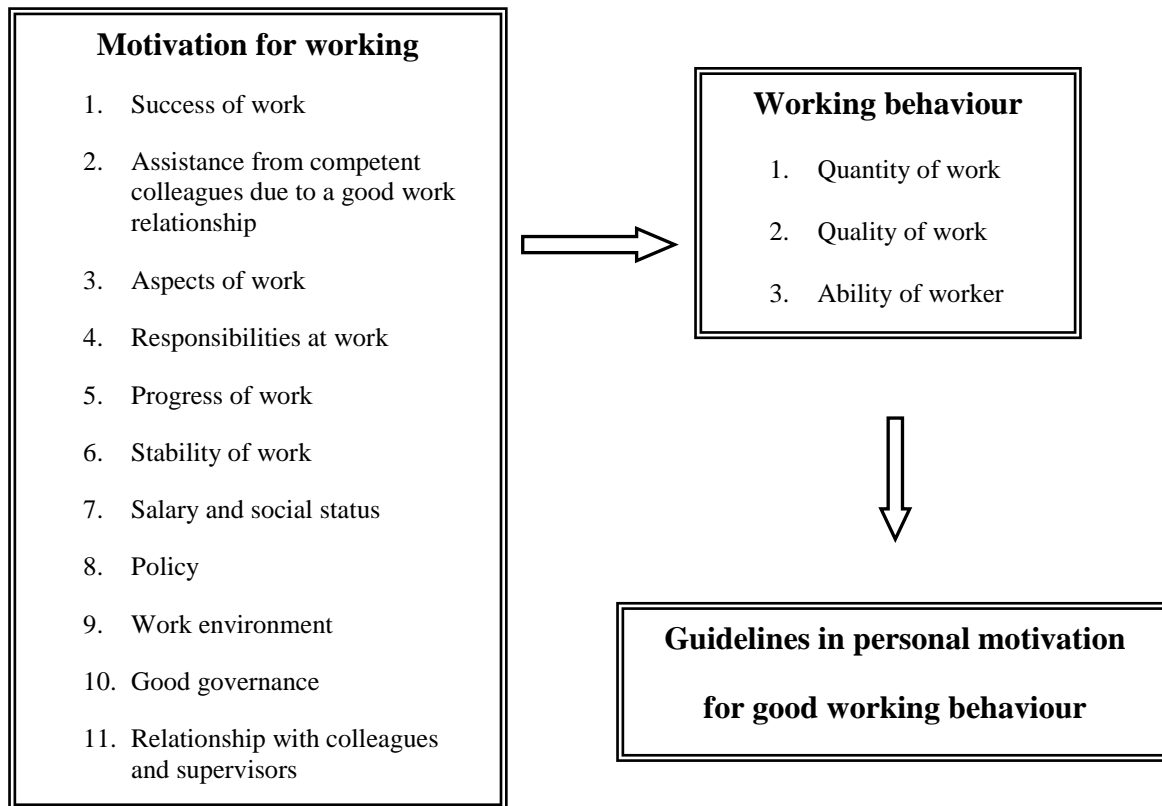
Scope of population/ population includes management and operation officials in tourism the in three provinces of Nongkhai, Mukdahan and Ubonratchathani.

GLOSSARY

1. Motivation/ the process of reaction to the needs of a person which motivates that person to do whatever is necessary to achieve his/ her objective.
2. Working behavior/ methodology of developing a positive attitude, sense of success, policy of management, sense of responsibility and positive behaviour related to that work.
3. Travel agency/ travel agencies which have the license of a legal tourism company.
4. Hotel business/ business accommodations which have the license of a legal hotel company that were members of the Thai Hotel Association.
5. Tourism business/ tourism businesses which have the license of a legal tourism company.
6. Frontier tourism/ all tourism activities established to serve tourists at the Thai-Laos border.

FRAMEWORK

The definition of the framework of the study “Motivation and working behaviour in frontier tourism business of Thailand-Laos” as follows:



METHOD

This study was survey research involving the motivation and working behaviour in tourism at the Thai-Laos border which was done in order to find a way to better manage and improve the working behaviour in tourism. The results will be used to develop better methods of motivating those working in the tourism industry.

SAMPLE GROUP OF THE STUDY

Random research tests were done involving management and operation officials of tourism businesses at the Thai-Laos borders of three provinces: Nongkhai, Ubonratchathani and Mukdahan. This was done at hotel businesses and travel agencies which had legal company licenses and hotel businesses that were members of the Thai Hotel Association. The group consisted of six hotels and ten travel agencies as shown in table 1:

Table 1: Sample group of the study

<i>Hotel businesses</i>	<i>Tourism businesses</i>
Kangsapeu Riverside Hotel, Ubonratchathani. Ubon International Hotel, Ubonratchathani. Ploy Palez Hotel, Mukdahan. Mukdahan Grand Hotel, Mukdahan. Nongkhai Grand Hotel, Nongkhai. Royal Mae-Khong Nongkhai, Nongkhai.	Sakda Travel World, Ubonratchathani. Ubon-Surachai Travel Center, Ubonratchathani. Nevada Grand Travel, Ubonratchathani. Mukdahan International Tourim, Mukdahan Paphavadee Tourism, Mukdahan Dimon Inter Tour, Nongkhai Parichat Tour, Nongkhai Kantana Tour, Nongkhai

VARIABLE OF THE STUDY

1. Independent variable: working motivation
2. Dependent variable: working behaviour

TECHNIQUE OF THIS STUDY

Working motivation test/ based on the theory of Maslow (1954), the need to achieve theory (McClelland & Akison, cited in Santiwong, 1990) and the theory of motivation by Herzberg (cited in Santiwong, 1990). The test consisted of 11 items: 1) Success of work 2) Assistance from colleagues 3) Job description 4) Responsibilities at work 5) Progress of work 6) Stability of work 7) Compensation and social status 8) Policies of organization 9) Work environment 10) Management system of organization 11) Relationship with colleagues and supervisors. All 11 items were used with a choice of positive or negative responses. A total of 43 questions were applied using the Likert scale as a research test.

Positive questions involved success of work, assistance from colleagues, job description, responsibilities at work, progress of work and stability of work. Negative questions involved compensation and social status, policies of organization, work environment, management system of organization and relationship with workmates and supervisors.

The working behaviour test concerned questions on working behaviour, work satisfaction and the relationship with workmates and supervisors.

INFORMATION OF ANALYSIS AND STATISTICS

The researcher analyzed the information by using the SPSS for windows program and presented it by information analysis explanation. The statistics of the information analysis are listed below:

1. Percentage statistic explains the characteristics of demography (sex, age, status, education, career and income per month)
2. Mean and standard deviation: SD
3. The test of hypothesis used t-test to test differences between the average of the two independent groups at a significance level of 0.05
4. Correlation analysis in the relationship level test used a coefficient of correlation.

Results

The personnel in the tourism business were comprised of 42.1% males and 57.9% females. The ages ranged accordingly: 15-25 years old (15.0%), 26-35 years old (53.6%), and 36-45 years old (26.4%). The educational levels of the sample group were: high school diploma or equivalent (28.6%), associate's degree or equivalent (27.9%) and bachelor's degree (27.9%).

Most of the personnel in tourism business had a working motivation in the moderate range (57.9%) and the others were in the high range (42.1%). Concerning success of the work, the most significant impact in this area was when colleagues gave moral support. Other factors were position change, salary and work performance measured by the amount of work responsibility given.

The biggest impact from colleagues was due to their competence and their working relationship with the respondents of the sample group. The respondents were willing to receive knowledge from their colleagues and they trusted them in things involving important work.

The most significant impact concerning the aspect of the work was in personal development and the career path of the work. Another factor was their personal satisfaction and happiness with their work. The biggest impact on responsibility for work involved the respondents being fully able to fulfill their responsibilities and being on time for work at the company. The other part was company assurance of their importance.

The most relevant impact on progress in work was the support from the company for opportunities to make personal improvement of skills and also company support of continuing education. The greatest impact on stability of work was the respondents perception about the stability of the company and additionally, whether the company only fired their staff for serious infractions.

The most significant impact from salary and social status was whether the pay received matched their skills and whether they could get more money for working at higher levels. Another factor was receiving appropriate paid for their knowledge and ability.

The biggest impact in policy was company policy that fit into the current economy and matched the personal goals of the respondents in addition to this was company policy and goals which were directed toward their needs, and the greatest impact concerning work environment was location and the facilities at the workplace which promoted better working. Following this was the company having appropriate materials and modern office equipment.

The most significant impact in good governance was established company rules and a charter to govern work, after this was whether the company offered opportunities for work advancement and had a work manual for reference, and the most important impact concerning the relationship with colleagues and supervisors was co-operation between colleagues and following this was respondents having a family type relationship with their colleagues.

Finally, in the area of working behaviour it was found that the personnel from the tourism business thought they had work quantities in the moderate range (45%). For the overall of work image qualities they were in the high range (42.9%). Therefore, the respondents considered the resources worthy by having an average in the highest range and also being able to finish the work by themselves and completing their workload with minimum errors were also factors. Part of the overall image ability revealed that they were in the high range; the respondents had an average range for morality and were in the high range for responsibility for work, sensibility, framework, teamwork, expertise in service and strategic management.

The respondents from the tourism business had a relationship with the organization in the moderate range and if someone criticized their organization, they rose up into the high rate.

Results of hypothesis

The 1st hypothesis: Working behaviour of the personnel in travel agencies and the hotel business would be different.

The result of this hypothesis found that working behaviour of people in travel agencies and the hotel business were not different having a significance rank of 0.05.

The 2nd hypothesis: The working motivation of the personnel in travel agencies would have a positive impact on their working behaviour. The results of the hypothesis found that the working motivation of the personnel in travel agencies had a positive impact on their working behavior having a significance rank of 0.05 by using the Pearson's Product Moment Correlation result of 0.69.

The 3rd hypothesis: The working motivation of the personnel in the hotel business would have a positive effect on their working behaviour. The working motivation of the personnel in the hotel business had a positive effect on their working behaviour having a significance rank of 0.05 by using the Pearson's Product Moment Correlation result of 0.74.

The 4th hypothesis: The working motivation of the personnel in the tourism business would have a positive effect on their working behaviour. The working motivation of the personnel in the tourism business had a positive on their working behaviour having a significance rank of 0.05 by using the Pearson's Product Moment Correlation result of 0.79.

Conclusion

From the analysis it was found that the most significant impacts to success of the work was when successful colleagues cheered up the respondents, and change in position or pay. When colleagues commended them for their performance it motivated them to work better and promoted better behaviour. When they were promoted to a new position which improved their social status this raised their level of esteem. This matches with the theories of Maslow, Herzberg and EERG and Alderfer. Maslow stated that motivation from colleagues stimulates competence, a good work relationship and satisfies the social needs.

Concerning the aspects of the work Herzberg suggested that motivation arose from personal development and a definite career path in the work including: the opportunity to develop in required areas, opportunities for promotion, and opportunities for continued education **which affected job satisfaction". This is in agreement with the research findings.**

Concerning stability of work the theory of Herzberg states that motivation arises from knowledge that the company will only terminate staff for serious infractions. Concerning pay and social status, motivation arises from people being paid commensurate with their skills and feeling assured that they will receive more when their work improves to a higher level. This agrees with the theory of Herzberg who said that salary and salary upgrades led to the satisfaction of personal and better working behaviour.

Regarding policy, motivation arises from company policy that fits into current economies and that matches with personal goals which produces better working behaviour.

As far as the work environment, location and the facilities of the workplace affected better working. The theory of Herzberg says that factors of the heart will pacify and help remove dissatisfaction in the workplace and things such as workplace location, materials and modern office equipment are important.

Good governance involves establishing regulations, having a reference work manual and providing forums for open discussion which can lead to better job satisfaction. This is supported by the research of Khampen who studied the motivation in working of bank

officers: case study of Kungsri Ayuthaya Bank, Chaingmai, if the bank had a good work manual that helped promote better performance.

Concerning relationships with colleagues and supervisors, motivation arises from co-operation of colleagues and a family-type atmosphere in the workplace. Moreover, direct-indirect communication helps further promote this topic.

In the area of working behaviour of personnel in the tourism business they felt their quantity of work was at the middle level. For the quality of work, the focus was on how to utilize resources and how to finish their workload by themselves and do their job with a minimum amount of errors.

That ethics, responsibility, sensibility, framework, expertise in service and strategic management helps promote low conflict is based on what Davis said: When people are older, their work behaviour will be better because they have more experience. The pride and **happiness from talking about one's workplace, about satisfaction with pay, having a good work policy, and good a work manual** can help too.

The assumption was that working behavior in travel agencies and the hotel business was not different because both of them are management oriented with most of the work produced by serving. The motivation for working for the personnel in travel agencies is related to their positive working behaviour, and the motivation for working for the personnel in the hotel business is also related to their positive working behavior. The motivation for working for the personnel in the tourism business is the same, related to their positive working behaviour.

This was based on the research of Rohitsatian who studied the motivation and working behavior of the head of flight attendance on an airplane: case study of Thai Airways, and found that their motivation was in the medium range for achieving, work relationships, and power. Their total motivation had a positive impact on their working behaviour.

Suggestions for additional study

1. This research was done to find the relationship of work motivation on behaviour in Frontier tourism at Thai-Laos borders, in order to improve management style in tourism. Additional research should be done to identify more organizations in each area so that there can be an increase in services provided to tourists.
2. Subsequent research should study the meaning of communication between people in business in order to build a network for exchange of knowledge to solve problems regarding the potential development of tourism in the future.

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Work Motivation and Satisfaction in Hotels and Travel Agencies of Novi Sad (Serbia) and Maribor (Slovenia)

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Abstract

Although the topic of work motivation and satisfaction is very popular in the literature, it is not enough studied in the field of tourism and hospitality. The main purpose of this paper is to search how much are the employees in hotels and travel agencies in Novi Sad and Maribor satisfied with their job and to explore the impact of work motivation on work satisfaction. In the first part of the paper, it is given literature review of some previous studies about this topic. The second part of the paper is a research analysis conducted in chosen hotels and travel agencies of Novi Sad and Maribor. The sample consists of 134 salespeople working in the travel agencies and on the hotel receptions. In this paper it is investigated the reliability of the questionnaire which measures work motivation sourced by De Beer (1987) and correlation between work motivation and satisfaction determinants. In this paper we used statistic methods: descriptive statistics and correlations.

Keywords: work motivation, work satisfaction, hotel, travel agency, Maribor, Novi Sad.

Introduction

In order for an organization to meet its obligations to shareholders, employees and society, its top management must develop a relationship between the organisation and employees that will fulfil the continually changing needs of both parties. At a minimum the organisation expects employees to perform reliably the tasks assigned to them and at the standards set for them, and to follow the rules that have been established to govern the workplace. Management often expects more: that employees take initiative, supervise themselves, continue to learn new skills, and be responsive to business needs. At a minimum, employees

expect their organisation to provide fair pay, safe working conditions, and fair treatment. Like management, employees often expect more, depending on the strength of their needs for security, status, involvement, challenge, power, and responsibility. For organisations to address these expectations an understanding of employee motivation required (Beer et al., 1984).

Kreitner and Kinicki (1992) postulate that motivation represents those psychological processes that cause the arousal, direction and persistence of voluntary actions which are goal directed. If it is the role of managers to successfully guide employees toward accomplishing organisational objectives, it is imperative that they understand these psychological processes. Schermerhorn et al. (1991) conceptualises motivation as based on content and process approaches. The content theories of motivation emphasise the reasons for motivated behaviour and/or what causes it. These theories specify the correlates of motivated behaviour that is states, feelings or attitudes associated with motivated behaviour, and help to represent physiological or psychological deficiencies that an individual feels **some compulsion to eliminate. Content theories on the contrary provide insight into people's** needs, thereby assist in understanding what it is that energises and sustains employee behaviour, and what they will and will not value as work rewards.

Content theories of motivation emphasise the reasons for motivated behaviour and/or what causes it. These theories specify the correlates of motivated behaviour that is states, feelings or attitudes associated with motivated behaviour, and help to represent physiological or psychological deficiencies that an individual feels some compulsion to eliminate. **Content theories lend insight into people's needs, thus, help a manager to understand what it is that** energises and sustains their behaviour, and what they will and will not value as work rewards (Schermerhorn et al., 1991).

The reality is that organisations can accomplish little without competent people. To achieve success, organisations must attract, retain, and motivate the best and the brightest. There are numerous conflicting theories about why people make certain career choices, why they seek particular rewards, and why they are satisfied or dissatisfied with their work and rewards. To get clarity on these issues it is important to delve into the psychological literature on motivation and performance capability. Hence, it is deemed expedient to understand traditional and contemporary motivation theories that play a role in reward and recognition (Lawler, 2003).

Herzberg's two-factor theory of motivation

In terms of Herzberg's two-factor theory of motivation, employee needs can be divided into two groups; namely, satisfiers or motivators, because they are seen to be effective in motivating the individual to superior performance and effort. The other consists of dissatisfiers, which mainly describe the environment and serve primarily to prevent job dissatisfaction, while having little effect on positive job attitudes. These are called hygiene factors, implying that they are preventative and environmental (Armstrong, 1991).

During his experiments, Herzberg found that certain characteristics tend to be consistently related to job satisfaction. Intrinsic factors, such as achievement, recognition, the work itself, responsibility, advancement, and growth seem to be related to job satisfaction. When

respondents questioned felt good about their work, they tended to attribute those factors to themselves. On the other hand, when they were dissatisfied, they tended to cite extrinsic factors such as company policy, administration and supervision. Herzberg deduced from these experiments that the opposite of satisfaction is not dissatisfaction, as was believed. He found that removing dissatisfying characteristics from a job does not necessarily make the job satisfying. He thus proposed a dual continuum, where the opposite of satisfaction would be no satisfaction and the opposite of dissatisfaction would be no dissatisfaction (Robbins, 1993).

According to Herzberg's two-factor theory of motivation, organisations cannot begin to motivate employees until that which dissatisfies them has been removed. Hygiene factors such as salary, working conditions and supervision are not motivators even when they are being met. Other types of hygiene factors include, company policy, poor interpersonal relations, and job security. The meeting of lower-level needs of employees is not motivating, but can have a non-motivating impact if not met. True motivation only kicks in when an **employee's higher-level needs** are met (La Motta, 1995).

Herzberg's motivators are the factors that motivate employees to the highest level of performance. These motivators are an integral part of the work itself and include factors such as **the nature of the work, the person's sense of achievement, level of responsibility, personal development and growth, recognition for a job well done and feedback** (Schultz, 1982). **The relevance of Herzberg's theory to the discussion of reward and recognition is that a non-satisfied employee cannot be motivated.** It is thus important that an organisation first give attention to hygiene factors before introducing motivators into the workplace (Nel et al., 2001).

Intrinsic to Herzberg's theory is the fact that only motivators cause true motivation since the hygiene factors are of short-term duration, they could never be truly associated with work motivation. Rather they would be involved in reducing negative factors in the work environment (Barling et al., 1987).

Previous research

Many extensive research has been conducted on the factors that impact motivation and **satisfaction and therefore job performance.** Wiscombe's (2002) **Survey of Canadian Strategic Rewards and Pay Practices** found that employers are seeking to adopt reward strategies that provide a competitive advantage by attracting top talent and engaging employees in a way that drives business results. The survey found that 77% of organisations have either adopted a total rewards strategy or plan to do so. While employers seem satisfied with their performance and reward efforts, the Watson Wyatt Work Canada 2004/2005 study shows that only 24% of employees believe that excellent performance is rewarded at their company.

According to Mason (2001), recognition in various forms is a powerful retention strategy and that it does not have to be expensive. A study conducted by the US Department of Labour found that 46% of people leave their jobs because they feel unappreciated.

A landmark federal Work-Life Conflict Study involving 31500 working Canadians found that **"frustration and working conditions are the main reasons cited by those thinking of leaving their jobs"**. Approximately 60% intended to leave because of working conditions, 55% cited

lack of recognition and appreciation, and 40% said that they wanted more time for family and personal activities. In the United States, a similar study found that 40% of employees believed that they were offered meaningful incentives; 81% indicated that they did not receive any reward for a productivity increase; and 89% cited that their organisations would perform better if there were incentives for quality and productivity.

A survey by the Professional Secretaries International revealed that as many as 30% of professional secretaries would prefer a simple letter of appreciation from their managers, but that only 7% reported ever receiving such a letter.

According to “People, Performance and Pay” study, by the American Productivity Centre, it generally takes 5% to 8% of an employee’s salary to change behaviour if the reward is cash, but only 4% of the employee’s salary if the reward is non-cash. Thus the fewer dollars are money well spent. Motivation is more likely to occur when a reward is personalised and heartfelt (Stephenson, 1995).

Through its 2002 “People at Work Survey”, Mercer concluded that 48% respondents believed that they were paid fairly, 28% were motivated by their organisations incentive compensation plan, only 29% said that when they do a good job, their performance get rewarded. In the same study they found that among employees who say their performance is rewarded when they do a good job, 90% are satisfied with their jobs; 88% are satisfied with their organisations and 12% were seriously considering leaving (Compensation & Benefits Report, 2003).

Research conducted with managers between September 1999 to June 2000, revealed that 90.5% felt that recognising employees helps them to better motivate their employees; 84.4% indicated that by providing non-monetary recognition to employees when they perform well helps to increase their performance; 84.4% cited that recognising employees supplies them with practical feedback; 80.3% felt that recognising employees for good work makes it easier to get the work done; 77.7% agreed that recognising employees assists them to become more productive; and that 69.3% indicated that providing non-monetary recognition helps the manager to achieve their personal goals (Wiscombe, 2002).

Motivation can be defined as the aspiration and effort to achieve goal and satisfy needs, while satisfaction can be treated as a reaction due to satisfied or not satisfied needs. Motivation and job satisfaction often become synonyms, which is sometimes characteristic also for researchers in the area of human resources management. This cannot be justified, because job satisfaction is usually consequence of high work motivation (Nedeljković, 2011).

Methods and data

Statement of the hypotheses

H1: There is positive correlation between general work motivation and determinants: Working conditions, Payment, Promotion.

H2: There is negative correlation between general work motivation and determinant General.

H3: There is no correlation between general work motivation and determinants: Benefits and Personal.

Survey

The research was carried out from April to August 2013. It was conducted by five master students of Department of Geography, Tourism and Hotel Management, Faculty of Sciences in Novi Sad. The study involved employees at the counters of travel agencies and employees at the front desk in the hotels, so employees who have direct contact with clients. The research was conducted in Novi Sad, the second largest city in Serbia and Maribor, the second largest city in Slovenia. Travel agencies and hotels studied were selected by system of random sampling. Various techniques have been carried out during the interview: face-to-face technique (20 % of the sample), send an e-mail survey (10 % of the sample), while the remaining 70 % of the questionnaires were left on the counters of travel agencies and hotel receptions, where the interviewers returned after a few days per completed questionnaire. During the research 200 questionnaires were distributed, 100 questionnaires in Novi Sad and 100 in Maribor. In both cities 50 questionnaires were distributed to hotels and 50 to travel agencies. Of these, the interviewers of 134 surveys were returned, which means that the response rate was 67%. During the study, researchers faced with different problems. The most frequent of them were unwillingness to cooperate of employees in travel agencies, lack of understanding of issues and big number of unrecovered or lost questionnaires (66). This problem was particularly pronounced in Maribor, even though the language barrier was overcome by translation of questionnaire into Slovenian language.

Sample characteristics

The first part of research is related to socio-demographic characteristics of employees in the chosen hotels and travel agencies. All questions with answers presented in percentages are presented in Table 1. From Table 1 it can be concluded that there are far more women in the sample (more than twice), which is consistent with the view that the tourism and hospitality more "feminine" activities, as well as the fact that women are more adequate to the tasks that need direct communication with customers. According to the fact that tourism and hospitality are areas in which work mostly younger people, it is confirmed in this study. Even 88.1 % of the employees who participated in the research are less than 40 years old. Research has shown that the level of education of employees is extremely high, over 50 % of them have university degree. However, this can be taken negative, because for those working positions is not required to have university degree, but secondary school or college. Nearly 67 % of respondents have education which is from the field of tourism and hospitality, but only 50.7% of them attended some seminar from this area. This shows that the organizations to which they belong are not willing to provide funding for further education of its employees. Around 69 % of employees have work experience in the tourism and hospitality industry of between two and ten years, while the percentage of new workers about 16%. This is consistent with the fact that the majority of employees in the sample are younger than 40 and it can be concluded that the fluctuation in terms of changing the profession is not high. According to number of foreign languages, it is pretty equal number of respondents who speak one, two or

three foreign languages. Slightly more respondents speak two foreign languages. It is also noted that a large number of respondents from Maribor speak Serbian or Croatian language, while most of the respondents from Novi Sad do not speak Slovenian. This situation in terms of language is logical, according to the language policy in former Yugoslavia. Around 68 % of the sample consists of respondents from Novi Sad, while only 32 % of the sample consists of respondents from Maribor. The reason for this is not known, although it is expected that the tourism and hospitality employees in Maribor will be more willing to cooperate. Also, due to the limited time which interviewers had to spend in Maribor, larger number of respondents could not be reached. In contrast, if the sample is observed by the company, it is concluded that it is almost ideally divided into equal halves (only 6 % more respondents who work in travel agencies). Finally, it can be concluded that the sample does not differ significantly from the population of employees in hotels and travel agencies and it can be considered representative.

Table 1: Socio-demographic characteristics of respondents (n=134)

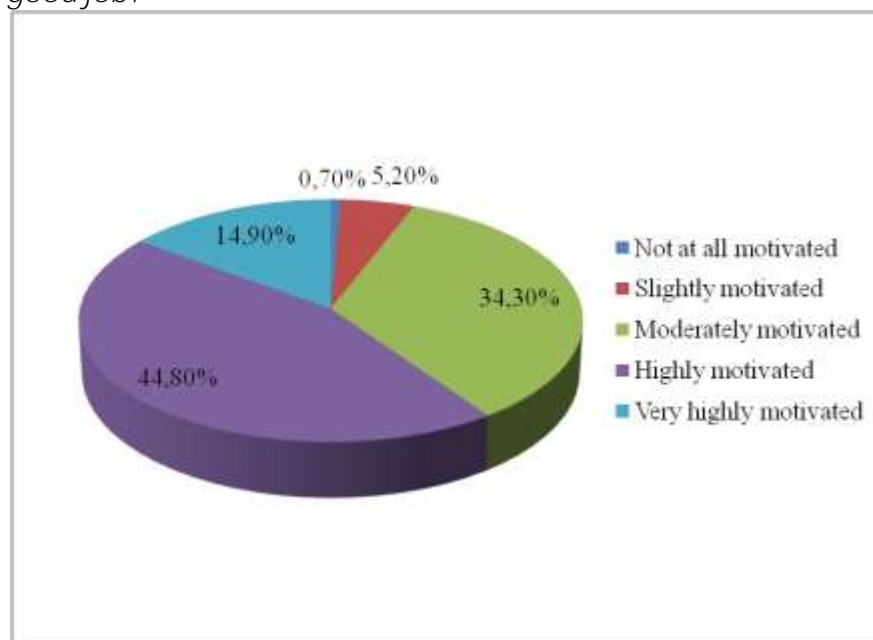
Варијабле	Величина узДорка	Проценат	Варијабле	Величина узорка	Проценат
Gender			Education		
<i>Male</i>	38	28,4%	<i>Secondary school</i>	28	20,9%
<i>Female</i>	96	71,6%	<i>College</i>	29	21,6%
Education from tourism field			<i>Faculty/Higher level</i>	77	57,5%
<i>Yes</i>	89	66,4%	Educational seminars		
<i>No</i>	45	33,6%	<i>Yes</i>	68	50,7%
Age			<i>No</i>	66	49,3%
<i>20-30</i>	58	43,3%	Number of foreign languages		
<i>31-40</i>	60	44,8%	<i>1</i>	41	30,6%
<i>41-50</i>	8	6,0%	<i>2</i>	47	35,1%
<i>51-60</i>	6	4,5%	<i>≥3</i>	46	34,3%
<i>>60</i>	2	1,5%	Type of company		

Work experience			<i>Hotel</i>	63	47,0%
<i>One year</i>	21	15,7%	<i>Travel agency</i>	71	53,0%
<i>Five years</i>	48	35,8%	Town		
<i>Ten years</i>	45	33,6%	<i>Novi Sad</i>	91	67,9%
<i>More than ten years</i>	20	14,9%	<i>Maribor</i>	43	32,1%

Data gathering instrument

Work Motivation was measured using only one question: *Overall, how motivated are you to do a good job?* The respondents had to choose one of these five answers: Not at all motivated (1), Slightly motivated (2), Moderately motivated (3), Highly motivated (4) and Very highly motivated (5). The answers in percentages are shown in Figure 1. From Figure 1 it can be concluded that work motivation in hotels in travel agencies in Novi Sad in Maribor is very high, because near 60% of employees gave marks 4 or 5. Opposed to that, only 5,9% of employees are not motivated to do a good job, while nearly 34% of them are moderately motivated.

Figure 1: Answers in percentages to the question *Overall, how motivated are you to do a good job?*



For the purpose of this study a quantitative methodology was followed and a questionnaire was used as the measuring instrument. According to Leary (2004), the major advantages of questionnaires are that they can be administered to groups of people simultaneously, and they are less costly and less time-consuming than other measuring instruments. The data

gathering techniques used included a biographical questionnaire and the Work Satisfaction and Motivation Questionnaire as set out by De Beer (1987).

The **questionnaire as set out by De Beer (1987) incorporates the sixteen factors of Herzberg's** two-factor theory. The questionnaire consisted of nine dimensions that impact employee satisfaction and motivation. According to De Beer (1987) the nine dimensions are as follows:

- 1. Work content probed the respondents' feelings about the type of work they do;**
- 2. Payment probed respondents' satisfaction with their salaries;**
3. Promotion probed for the opportunity that the organisation offers for promotion;
4. Recognition probed whether the respondent was receiving the recognition and feedback for the jobs they perform;
5. Working conditions were probed as the fifth factor and looked at opportunity to mix with colleagues and interpersonal relations;
6. Benefits looked at whether the benefits such as pension, medical schemes and leave were satisfactory;
- 7. Personal probed the respondents' feelings towards their job;**
8. Leadership or supervision probed the level of satisfaction with the manager;
9. General probed if the **respondents' had considered alternative employment, and** hence their level of satisfaction with the organisation.

Each dimension had a number of possible responses from which the respondent could select the one which best suited their feeling or attitude at that given time. The selected responses were indicated on a three-point scale: True (1), Not Sure (2) and Untrue (3). The respondents were requested to mark their chosen responses with an X (De Beer, 1987).

"Reliability refers to the consistency or dependability of a measuring instrument. Validity, on the other hand, refers to the extent to which a measurement procedure actually measures what it is intended to measure rather than measuring something else, or nothing at all" (Leary, 2004). De Beer (1987) conducted an item analysis to evaluate the inter-item consistency of the Work Motivation and Satisfaction Questionnaire. This provides an indication of the consistency of responses to all the items delineated in a measuring instrument. The Cronbach-Alpha reliability coefficients for the subsections of the Work Satisfaction and Motivation are as follows: Work content ($r = 0.637$), payment ($r = 0.84$), promotion ($r = 0.754$), recognition ($r = 0.836$), working conditions ($r = 0.519$), benefits ($r = 0.553$), personal ($r = 0.375$), my leader/supervisor ($r = 0.779$), general ($r = 0.857$). Reliability coefficients less than 0.70 are generally considered non-acceptable. However, some researchers accept coefficients above 0.60. The ideal value of the coefficient is the one that is in the range of 0.80 to 0.90 (Lehman et al, 2005). The values of Cronbach's alpha coefficient for the third and eighth determinant is in the domain of acceptable reliability, for the first determinant this value is slightly below the generally accepted limit (0.637), while the fourth and ninth determinant in the field of high reliability. Cronbach's alpha coefficient for the fifth, sixth and seventh determinant is considered unacceptable. Prinsloo (1996) determined the internal consistency of the Work Motivation and Satisfaction Questionnaire by computing the coefficient alphas, conducting an item analysis and factor analysis. Prinsloo (1996) reported a coefficient alpha that is consistently high, ranging from .82 to .93, with a median of .90 for the instrument.

Results of the research

Descriptive statistics analysis

Descriptive statistics are used to describe and summarise the behaviour of the respondents in a study. They refer to the ways in which a large number of scores or observations are reduced to interpretable numbers such as averages and percentages. The descriptive statistics utilized in this study are based on frequency tables and graphical illustrations to provide information on key demographic variables, as well as the means and standard deviations for the responses on the Work Motivation and Satisfaction Questionnaire. The mean is a measure of central tendency, and provides an arithmetic average for the distribution of scores. The standard deviation, on the other hand, is a measure of variability which is calculated as the square root of the variance (Leary, 2004).

Descriptive statistics in the form of arithmetic means and standard deviations for the respondents were computed for the various dimensions assessed by the Work Motivation and Satisfaction Questionnaire. The means and standard deviations of the Work Motivation and Satisfaction Questionnaire are presented in Table 2.

Table 2: Descriptive Statistics Analysis

Variable	Mean	Standard Deviation
<i>Work Content</i>	2.4763	0.25492
<i>Payment</i>	2.0392	0.62442
<i>Promotion</i>	2.1517	0.58613
<i>Recognition</i>	2.2612	0.62065
<i>Working Conditions</i>	2.3483	0.51032
<i>Benefits</i>	2.4726	0.50610
<i>Personal</i>	2.3843	0.60671
<i>Leader/Supervisor</i>	2.6903	0.39520
<i>General</i>	1.4204	0.60065

With respect to the dimensions of work satisfaction assessed by this questionnaire, Table 2 indicates that the means for the work content, payment, promotion, recognition, working conditions, benefits, personal, leader/supervisor and general ranged from a low of 1.4204 to a high of 2.6903. It therefore appears that employees in hotels and travel agencies in the sample are relatively motivated, although the mean values for payment, promotion, and general were the lowest. These mean values indicate the areas that employees were most likely not to be motivated and dissatisfied. Table 2 thus shows that staff in the sample is most likely to be motivated due to their work content, benefits and working conditions. They are least motivated by the payment they receive and promotion as determined by the used questionnaire.

Correlations

The Pearson Product-Moment Correlation Coefficient is a statistic that indicates the degree to which two variables are related to one another. The sign of a correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 and $+1.00$. Variables may be positively or negatively correlated. A positive correlation indicates a direct, positive relationship between two variables. A negative correlation, on the other hand, indicates an inverse, negative relationship between two variables (Leary, 2004). For the purposes of this study, the Pearson Product-Moment Correlation Coefficient was used to determine the relationship with the work motivation and the determinants of job satisfaction which showed acceptable and high reliability (Table 3).

Table 3: Results of Pearson's correlation between motivation and some determinants of job satisfaction

Variable	Overall, how motivated are you to do a good job?	
	Pearson correlation	Significance (2-tailed)
Work Content	0,600**	0,000
Payment	0,591**	0,000
Promotion	0,483**	0,000
Recognition	0,495**	0,000
Leader/Supervisor	0,399**	0,000
General	-0,493**	0,000

**Correlation is significant at the 0.01 level (2-tailed)

It is calculated strong positive correlation (Cohen, 1988) between general work motivation and Work content and Payment determinants. This correlation is logical. Employees who are satisfied with their work content and salary are more motivated to work well. This was a topic of numerous studies which explored the impact of salary on work motivation. Positive correlation of medium strength is established between general work motivation and three determinants of job satisfaction: Promotion, Recognition and Leader/supervisor. Employees who consider that promotion on their job is equitable and whose effort can be on the right way recognised are more motivated to their job well. Also, leader/supervisor is the important part of the general working conditions. Good relation with leader can be important part to achieve great work performances. Despite that, negative correlation of medium strength was calculated between general motivation and determinant General. This determinant includes questions about intention to leave and finding another job. This correlation is also logical, because the employees who are more motivated to do a job well do not want to change their job, find another job or leave the job.

Conclusion

Work motivation and job satisfaction are interesting topics, but they are not enough investigated in tourism and hospitality sector. Because of that, it is necessary to do more empirical research and to try to use them in business practice.

The research which was conducted in this paper showed in which way work motivation correlates with job satisfaction. The first hypothesis was confirmed, but partly. The second hypothesis was confirmed at all, but the third hypothesis was not confirmed, because the value for Cronbach's alpha coefficient was not acceptable.

Future research which will have this research as a starting point should increase the number of employees in this sample. More employees from hotels and travel agencies in Maribor should participate in the research. It would be interesting to do some other statistic analysis (for example T-test and ANOVA) to determine some differences between employees from different groups (for example differences in work motivation and job satisfaction between employees from Novi Sad and Maribor or between employees from hotels and travel agencies or differences in answers between age groups). In future research should correlate job satisfaction dimensions with some others variables, such as service orientation, intrinsic motivation, organization commitment etc. This research could be a great basis for some other more complex researches in tourism and hospitality sector.

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Preferences and Tourists' Spends in Tourism Places in the Autonomous Province of Vojvodina

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Abstract

The tourism sector is considered as the first world industry and opportunity for employment of many people. Tourism activities have a large set of spillover for a range of sectors from agriculture to secondary industries through numerous service suppliers. Since it is a powerful developing force, it is a key sector in the national economies, provided that efficient tourism policies are implemented in order to maximise spillover effects. Despite the fact that it attracts a huge number of visitors from a variety of segments, its management is not an easy task. This sector also faces hard competition between same destination offers which involve cutting prices. Finally, more and more people look towards more authentic and personalised vacation destinations. That is enough to understand the necessity for the concerned country to develop a new kind of tourism. Tourism sector in the Autonomous Province of Vojvodina has been recognized as greath opportunity, which could be of vital importance for the local economy. Agricultural industries, wholesale and retail are strongly linked with tourism activities and usually derive numerous benefits from them. **Understanding tourists' opinions and demands plays a crucial role in implementing appropriate and sustainable future retail offer strategies in Vojvodina in the future.** This research was carried out in tourist destinations in Vojvodina, which is characterised by its highest number of visitors and their spendings. The aim of this work is first, on the basis of **data on tourists' attitudes and preferences compiled in a specific face-to-face survey** conducted in 2009, to report on the profile of the tourists that have spent their time here; then, regarding their consumption and preferences, to understand the way tourism has helped demand and try to make the future management of the sector easier. Also, this research could help tourism sector in the Autonomous Province of Vojvodina to uncover changes and in the nature of tourists' spending patterns and trends.

Keywords: tourist's preferences, tourist's spends, marketing, retail management, destination management.

Introduction

Appropriate planning of integrated development of tourism and other complementary activities will lead to the solution of economic problems of tourism places in the Autonomous Province of Vojvodina, whether they are developed destination or those that are in early phase of development or underdeveloped tourist destinations that are having tremendous potential. One of the key elements of tourism is retailing, and it is evident that these two activities are inextricably linked. For that reason, in this paper the focus was examination of the attitudes and preferences of tourists during their stay in Vojvodina and determination of their preferences while they are shopping in the tourist areas.

The key is to export through tourism, recognizing its advantages over traditional exports, which include a number of activities, where retail is certainly in the first place. This request is also directed toward manufacturing industries and manufacturers. Modest and incomplete range of products and services offered to domestic and especially foreign visitors will lead to a decline of interest for staying and longer presence of visitors (Beyard, Braun, McLaughlin, Phillips, Rubin, 2005). It is therefore important to tourism to create all the necessary amenities to manufacturers, and then to all the other participants in the supply chain for finding an economic interest for placing their products and services. There is a need to look for the **further expansion of the role of retailers in the development of tourism and it's much more** active attitude towards this area. It is important to create conditions that will encourage manufacturers of various products through tourism and especially those that are tourists looking for (souvenirs, clothing, leather, sports equipment, linens, crystal, glass, porcelain, food, drinks, etc.) (Pavlović, Ćurčić, 2011). It is clear that retailers must be more intensely involved in these processes.

For the purpose to reach a balanced trend in this kind of market it is necessary to keep the simplicity and to use those competitive advantages. The hospitality of the host, the traditions and the preservation of authentic local architecture are the main factors that contribute to the uniqueness in terms of the perception of tourists, which is the basis of the quality of the tourist satisfaction. The perception of the uniqueness derives from the combination of form and function of retail stores, ie. shopping area (Dallen, 2005). Uniqueness depends on both, the product mix and the characteristics of shopping environments. All in all spatial and functional connection of retail stores in the local tourism system is an important issue for the planning and marketing of tourist destinations.

Determination of tourists' activities in some destination is a crucial step in the strategic planning and development of tourist facilities. So far, the role of purchasing as tourist activity was underestimated, despite the fact that a significant percentage of the time and money tourists spent in shopping. The development of tourist destinations, which has a marketing orientation, should have new approaches to development, which will take into account a wide range of activities that the tourists are occupied.

Tourist spending and its impact on retail

The rapid development of tourist turnover in the World is caused by the overall economic development, which enabled the increase of living standards, and thus the increases in personal consumption. In the personal consumption significant place takes tourist spending, which is particularly evident in developed countries. In recent years there was an increase of international tourist turnover and consumption, that is indicating continuation of positive trend started, which has started a few decades ago (Ćurčić, Bjeljac, Pavlović, 2009).

Tendency of tourists to travel and the importance they attached to the developed countries is high. Tourist spending as part of individual consumption is the basis for determining the **impact of tourism on the economy** (Pavlović, Ćurčić, Bubalo-Živković, 2010). Trade, whether it is the wholesale or retail must, on the one hand adjust its volume and structure of the growing needs of tourist demand, and on the other hand, stimulate even greater tourist spending.

During the analysis of these relationships, it is necessary to distinguish foreign from domestic **tourists' consumption, because the impact of these two forms on economic trends is quite** different. Foreign tourist spending is the inflow of foreign funds, which are eligible for the so-called "invisible exports" (entry tourist foreign exchange to the country, which does not follow any export transaction), which provides incentives for the national product and is an additional market of the domestic product. Domestic touristic spending is also part of the total personal consumption, but on the national economy. In many countries, domestic tourism consumption is higher than foreign. Such is the case in Serbia. In Serbia, the tourist trade and tourist spending is reported by the data on the number of arrivals and overnight stays, and use of board service (Vukosav, Ćurčić, Garača, 2012). However, this method of determining tourist spending has its drawbacks, of which the most important is that in this case leaves out-board tourist spending, which is a very important factor of the tourist turnover (Ćurčić, 1997). Additional services in tourism, which are an important part of the trading and retail supply of various goods and services, are generating significant revenues and it is often much larger and unlimited then just using the board services. Tourist spending is that which significantly affect changes in the structure and dynamics of retail trade on tourist areas. Given that, should be coordinated trade and retail network to adapt to increasing and varied demands of tourists.

Preferences and attitudes of tourists in personal consumption during their stay in Vojvodina

Defining a research problem was related to the necessity of understanding the organization and management of integrated development of tourism and retailing, and adequate using of marketing tools in the tourist places in Vojvodina. A key role is to build and maintain the feedback from consumers, in this case the tourists. Satisfaction of the users of retail services in tourist areas is the difference between their demands and desires (expectations related to the services provided) and what they actually perceive when it comes to the overall quality of service, in a particular retail services in some tourist destination. Therefore, management of

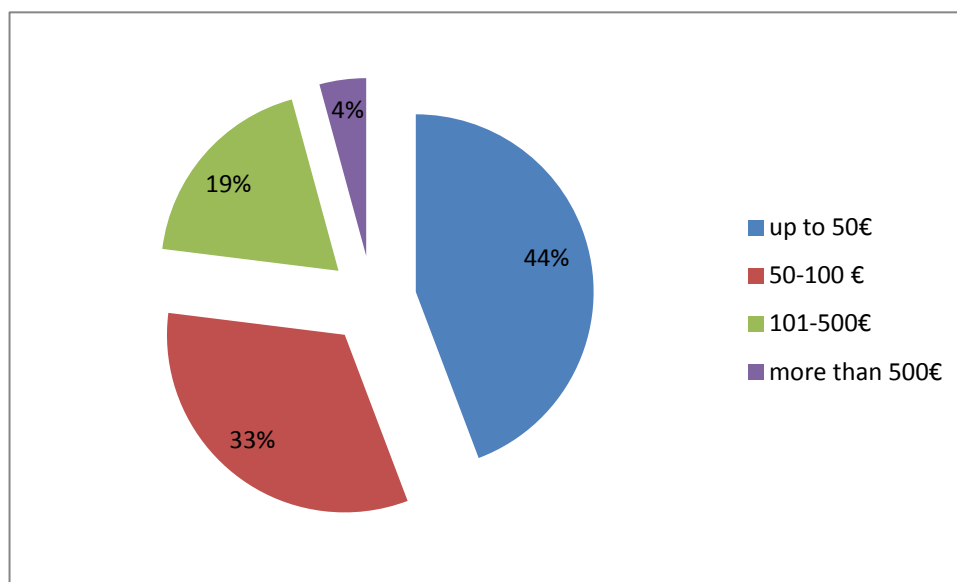
retail businesses need to build the feedback from tourists and to use the methods related to measurement of expectations and perceptions of tourists and distinction between them. With that in mind, this survey is a useful method which can be successfully applied in the retail and the tourism industry because it is based on determining the attitudes, expectations and perceptions of consumers for the retail and tourist offer.

In other words, the purpose of this survey research was that through analyze of the tourists' attitudes obtain reference results of tourists' purchases as well as determination of retail position in the travel services, whether it comes from expectations of tourists or their experiences during their stay. It may be noted that one of the main goals of the survey research was also to demonstrate the possibilities for the promotion of tourism, by creating retail "package" offer, which is expected by the tourists, as well as establishing, in particular, the amount of resources that tourists spend in retail during their stay and determining the expected economic effects of not only retail, but also in tourism. However, despite numerous positive characteristics of the survey conducted, in Serbia this problem has not been sufficiently addressed, whether it is a tourist or retail practice, and when it comes to this type of research - personal spending of tourists, it almost never happened. The main reason for this could be insufficient focus and out of focus on the interdependence of these two activities, as well as an integrated development and quality of service, from which, consequently resulting lack of attention and control structure of entities operating in tourist destinations (especially retail businesses), to techniques and methods of research expectations and perceptions of tourists/ visitors.

The research results

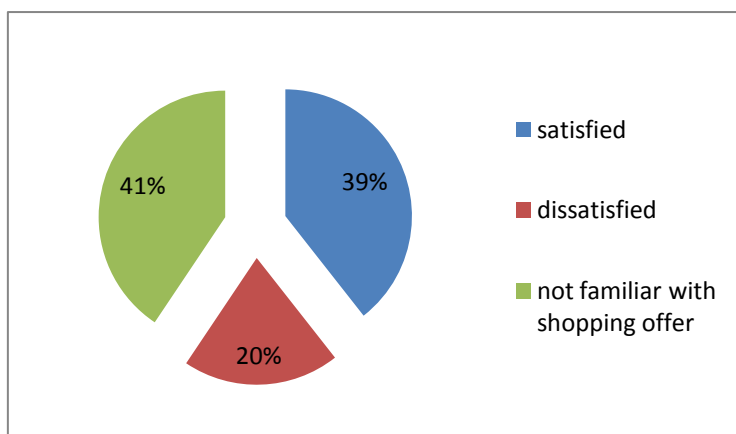
The amount that tourists spend on shopping, while staying in a tourist destination, it is important to determine not only for the policy of keeping the price, but also for other reasons, such as creating product range, promotions, and the like. The research that was conducted has shown that the expenditure of the respondents in Vojvodina to the fullest extent is up to 100 €, which is not the data at high level. The ratio of domestic and foreign tourists in terms of respondents that spends up to 50 €, is 72.60% to 27.40% of domestic and foreign tourists, indicating that the majority of domestic tourists have a low amount of funds for the purchase. The situation is similar when it comes to the purchase costs of 50-100, 64.81% of domestic and 35.19% of foreign tourists spend 50 to 100 €. It is encouraging that 51.62% of domestic and 48.38% foreign tourists spend from 101-500 €, and 28.57% of domestic and 71.43% of foreign tourists spend over 500 €. This indicates a need for improvement of products and complete "package" deals, because as it could be seen on Graph 1. foreign tourists would spend over 500 € for the appropriate products, which would extract large sums of money (Pavlović, 2010).

Graph1. Expenditures for the purchase of tourists in Vojvodina



In order to examine the expectations and perceptions of consumers-tourists/ visitors, it was necessary to determine the degree of satisfaction with the retail offer, or an offer for shopping (Graph 2). Although, there is not large share of dissatisfied respondents, the negative is the fact that 40.60% of respondents are not familiar with the offer for shopping in tourist areas of Vojvodina. This points to the need for effective marketing management, retail management or "package" deals.

Graph 2. Satisfaction with offer for shopping

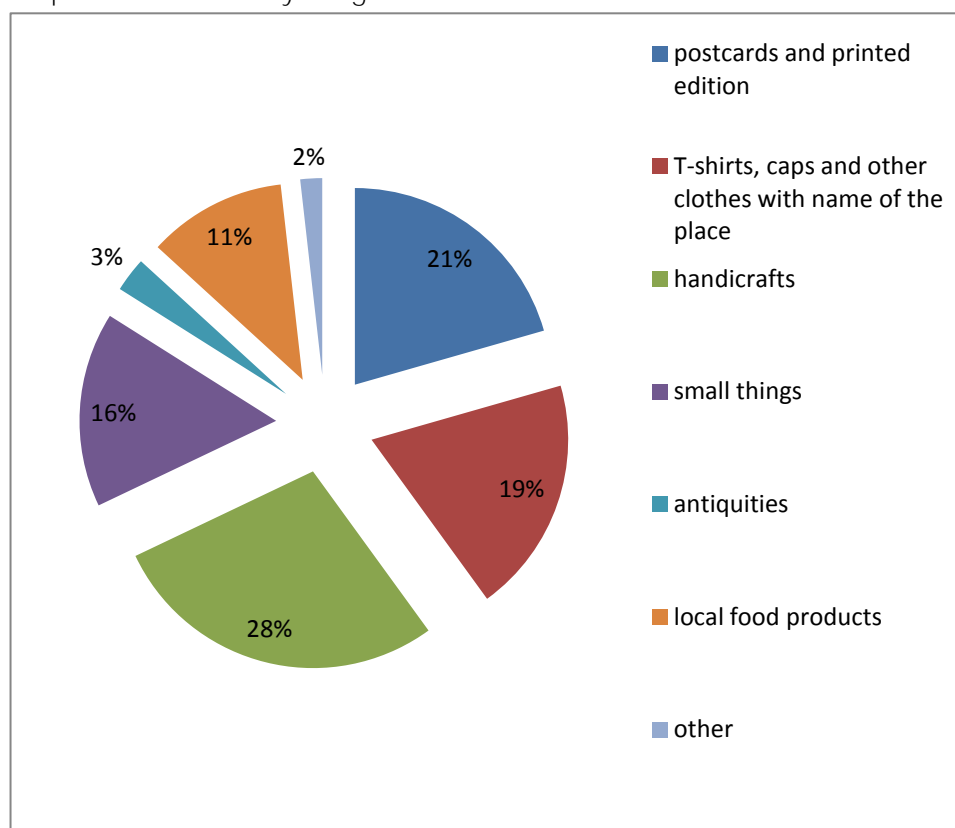


Souvenirs are occupying a significant place in the purchase of tourists. In Serbia there is a case of absence of a typical souvenir that could present Serbian tourism in general. This is the case in Vojvodina and other tourism clusters, and in that way also in individual tourist areas. Various goods are sold as souvenirs, while still not even have the characteristics of the region or country (Ćurčić, 2010). Therefore, the respondents were asked what they usually bought as a souvenir, to determine,

roughly, what should be the range of these products, as well as what will be the most visited shops, in terms to increase the sale of souvenirs. The results indicate that as a souvenir goods can be sold many items, such as a printed publication, handicrafts, food products, beverages and the like.

However, tourists/ visitors who have stayed in the tourist places in Vojvodina, the most have bought handicrafts, postcards and printed editions of the destination (books, brochures, itineraries), followed by shirts, caps and other items of clothing with the name or image of the place or its attractions and small stuff (pens, magnets, balloons, key rings, etc.). When it comes to foreign tourists, 29.60% of them spent on handicrafts, 25.40% on postcards and printed editions of the destination, 24.82% T-shirts, hats and other items of clothing with the name or image of the place or its attractions, 12.18% on the small stuff, 5.60% on local food products and 2.4% on other things (Graph 3.) (Pavlović, 2010).

Graph 3. What is mostly bought as a souvenir



The questionnaire has also contained an open-ended questions, where tourists/ visitors could express their point of view about the retail offer in the tourist places in Vojvodina. Subjects were given numerous constructive answers- how to improve the retail offer to tourists and they are as follows:

- Respondents suggested that there should be better information in travel brochures or on the internet about shopping offer
- They suggested the existence of significant market squares and tourist sites, with handicrafts, souvenirs and traditional gastronomic products

- Foreign tourists have suggested that it would be necessary that the sales staff speak at least English (mainly visitors of EXIT festival, most of which were guests from the UK)
- It is significant that a number of respondents felt that there is a lack of specialized goods store and gift shop, where they could buy souvenirs, and a number of people believe that they are not sufficiently promoted
- It is proposed to organize the electronic online shop for certain products, to make it accessible to tourists after they return home
- Respondents believe that it is a need to be much more stores intended for tourists in the city centers.

Conclusion

The sustainable development process, which leads to a profitable tourist product includes urban planning and management, based on understanding of the whole tourist system, and functional relationships of various elements of the individual tourism products. Complete definition of the strategic tourism development presupposes retail and retail development in the tourism complex in terms of organizational, technical and business components of sales, primarily within the defined goals and programs for tourism development. Only in this way will be overcome current organizational fragmentation and diversity of local retailers, which will also provide adequate and more complete role in supplying a broad and diverse tourist spending.

The future development of tourism implies a better understanding of tourists as a segment of consumers, especially if one takes into account the growing trend in the number of visitors in the tourist destinations of Vojvodina. Marketing strategies must be focused on the segment of tourists, which was not the case in Vojvodina and Serbia, too. Also, successful retail managers must know their customers well, in terms of demographic characteristics, habits, and lifestyle. This information was analyzed survey research, which could help retailers to prepare their products and services for tourism market. Profiling of visitors was used for better understanding their behavior when shopping in a tourist destination. The fact that women are an important category of consumers, when retail stores and products in tourist destinations in Vojvodina is concerned, means that range should be directed to their needs, even though men as a category of consumers when the products with a higher price are concerned. It is clear that the complexity of the portfolio must be well observed. Also, it should be taken into consideration tourism satellite accounts as a measure for better profiling of tourist needs and consumption.

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The Impact of Corporate Social Responsibility on Long-term Success of Organizations

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Abstract

The reason why up until now corporate social responsibility of organizations was mainly present at large organizations, is from one aspect you to their larger presence in the media and their substantial dependence on brand reputation and protection, and from a different aspect due to the manner in which corporate social responsibilities was promoted then presented in the world of business. Many companies still connected the concept of corporate social responsibility with major philanthropic investments, donations or sponsorships.

This Work presents the research that has been conducted as part of the research activities of the University of Tourism and Management in Skopje, Republic of Macedonia. The work proves the correlation between the application of socially responsible practices by the company and its long-term success. **The research procedure encompasses organizations' strategies**, as well as the four areas of corporate social responsibility activities: personnel relations, client relations, environment relations and community relations. The results of the survey conducted on 60 socially responsible companies, in accordance with the national selection; show that organizations that have accounted for socially responsible activities within their strategies are active in all four areas of corporate social responsibility.

Keywords: **socially responsible companies, employees' relations, ethics in management, suppliers/consumers relations, environment relations, investments in the community.**

Introduction

The Corporate Social Responsibility concept has been quite modern lately, especially when it comes to organizations. Today, organizations are facing the new rules of work that move along the line of meeting the needs of the current generations without compromising the fulfillment of the needs of the future generations. Organizations are required to work in accordance with their social and natural environments.

When it comes to conducting scientific researches on a global level, corporate social responsibility attracts more and more attention, while only few of them have been conducted in the Republic of Macedonia.

Organizations will no longer be able to be successful in their business if they are isolated from their surroundings and the activities that take place in their environment.

Corporate Social Responsibility does not only comprise changing the way organizations are run, but also changing the influence of the company itself on the social environment. The initiatives in the field of corporate responsibility that companies undertake strive to find innovative solutions to reduce the problems related to poverty, education, environment and biodiversity. Sustainable development is a key topic tackled by Corporate Social Responsibility of organizations. Having in mind the substantial contribution of organizations to maintaining economic growth, productivity and employment, creating and developing highly productive, socially oriented and ecologically sustainable organizations is exceptionally important for sustainable economic growth.

1. Corporate Social Responsibility

Socially responsible organizations, following the global trends and the dynamic changes should constantly modify the rules and business models in their organizations. This means that change is required in the positions organizations adopt towards local and global **stakeholders. The success of a company's operations is based on the good cooperation with employees, as well as other stakeholders such as suppliers, consumers, public and governmental officials, communities and others. Management, also, has a key role by promoting its company's products or services, advancing the reputation of the company, as well as the competitive advantages it has compared to the competition in its surroundings.** There are multiple definitions on what actually is corporate responsibility, but it can be summed up and presented as sustainable development of an organization that must include activities such as sustainable development, working conditions, working on environmental issues, employees health and safety issues, organizational management and ethics and all issues that contribute to the sustainable development of a country.

The economic responsibilities of a business are to produce goods and services that society needs and wants at a price that can perpetuate the business and satisfy its obligations to investors. Thus social responsibility, as it relates to the economy, encompasses a number of specific issues including how businesses relate to competition, shareholders, consumers, employees, the local community and the physical environment.¹

Corporate Social Responsibility insists on taking care of the social community and the environment. Since the business segment has major influence on the social community, the government should pay special attention to the work of said segment, consider its entire work and establish how this influences and impacts in the functioning of the country.

Integrating social and environmental concerns progressively into a company's daily operations and its interactions with stakeholder groups demands a new model of economic success, based on a company's ability to interact directly and dynamically with its various stakeholder groups. However, such integration is a real challenge. How can companies develop a more proactive CSR

¹ Business Ethics and Corporate Social Responsibility in the e-Economy: A Commentary, Zoe S. Dimitriadis, *Electronic Journal of Business ethics and Organizational Studies*, Vol. 12, No. 2, Business and Organization Ethics Network, 2007

*strategy that leverages their competitive advantage and leads to enhanced social and environmental performances?*²

Corporate Social Responsibility of an organization is quite often taken as the same with ethical interpersonal behavior between employees, mutual respect, care, confidence, and justice. Ethical behavior by the employees, as well as the managers, influences the success of the company, thus all of these persons should abide to the ethical code of conduct that contributes to mutual progress and leads to success of the organization.

The basic fields of Corporate Social Responsibility of an organization are: Employees Relations, Client Relations, Environment Relations, and Community Relations.

Employees Relations in an organization comprise all the policies and practices related to human resources in organizations, performing work within an organization, by the organizations or for the organization. This category also comprises ethical behavior that includes the system through which the organizations adopts and implements its decisions for the purpose of completing its goals. This should be based on incorporating principles and practices of responsibility, transparency, ethical behavior, as well as respecting the interests of all parties concerned.

Client Relations refer to ethical conduct of organizations in their rapports with other organizations and persons, as well as the manner in which organizations utilize their relations with other actors in promoting positive results.

Environment Relations of an organization are expressed through the extent of awareness displayed by a company for preserving the environment, or in other words the eco-culture of an organization³.

Community Relations refer to the interest of a company for the development of the community it subsists in. A socially responsible company cannot allow to harm the community for the purpose of profits, but needs to plan how and by implementing which activities it would aid the development of the community.

Research methodology

This work treats a research in the filed of corporate social responsibility of companies conducted as part of the research activities of the University for Tourism and Management in Skopje. The goals that this research is to meet are comprised in the following 3 axes:

- Theoretical Goals – refer to the analysis of current literature of the said area of Corporate Social Responsibility of organizations, aiming to establish the relation between the categories of social responsibility in which the organizations assume and undertake the highest number of activities and building a general image of the organizations as socially responsible entities, regardless whether their size is small, medium or large. Such practice of organizations allows them to build a

² Corporate Social Responsibility Within the Organization, Adam Lindgreen, Valérie Swaen and François Maon, *Corporate Reputation Review*, 2009, Vo 12, p. 83–86

³ Watchaneeporn Setthasakko, "Barriers to implementing corporate environmental responsibility in Thailand: A qualitative approach", *International Journal of Organizational Analysis*, 2009, Vol. 17 Iss: 3, pp.169 - 183

strategy in the context of social responsibility that will contribute to the long-term success of the organizations. The research in this area shall contribute to the increase of scientific data, and this especially due to the fact that this area has been very scarcely researched in the Republic of Macedonia.

- Methodological Goals - refer to the preparation and application of instruments that shall yield the necessary data that is to serve as a base for drawing relevant conclusions in the master thesis. This master thesis utilizes a survey as enclosed to this paper, designated for small, medium and large organizations.
- Practical Goals – The results of the survey shall be of substantial instrumental value and applicability for small, medium and large organizations that have already initiated or are about to initiate Corporate Social Responsibility practices.

The survey has encompassed an analysis of 20 small, 20 medium and 20 large (production and non-production) organizations in the Republic of Macedonia, or a total of 60 companies. All the companies had been previously recipients of awards for their socially responsible corporate practices. We have researched the Corporate Social Responsibility in said companies, as well as the practices of various activities in the categories defined as follows: employees relations, protection of the environment, protection of the clients and protection of the community they act in.

The criterion for the selection of the companies where the survey was conducted was for them to be small, medium or large organizations where actions in the field of Corporate Social Responsibility had been identified.

The research technique utilized is the survey. The survey instrument comprises 23 combined questions that have arisen as a result of the needs to prove the variables as stated in the hypothesis framework. The results have been calculated through X^2 (xi-quadrant).

The general hypothesis is stated as follows:

The organizations promote positive practices of socially responsible behavior in the **categories as follows: employees' relations, ethical management, suppliers/consumers** relations, environment relations, investments in the community whereas it has a positive impact on the introduction and promotion of social responsibility meaning: building a strategy for Corporate Social Responsibility by the Organizations.

This hypothesis has hence yielded four specific hypotheses and each one of them comprises a different field of actions of socially responsible activities of the enterprises:

- Special Hypothesis 1

Activities focused on **employees'** relations have positive impact on the strategy for Corporate Social Responsibility of the organizations.

- Special Hypothesis 2

Activities focused on *protection of the environment* have positive impact on the strategy for Corporate Social Responsibility of the organizations

- Special Hypothesis 3

Activities focused on *clients* have positive impact on the strategy for Corporate Social Responsibility of the organizations.

- Special Hypothesis 4

Activities focused on *protection of the community* have positive impact on the strategy for Corporate Social Responsibility of the organizations.

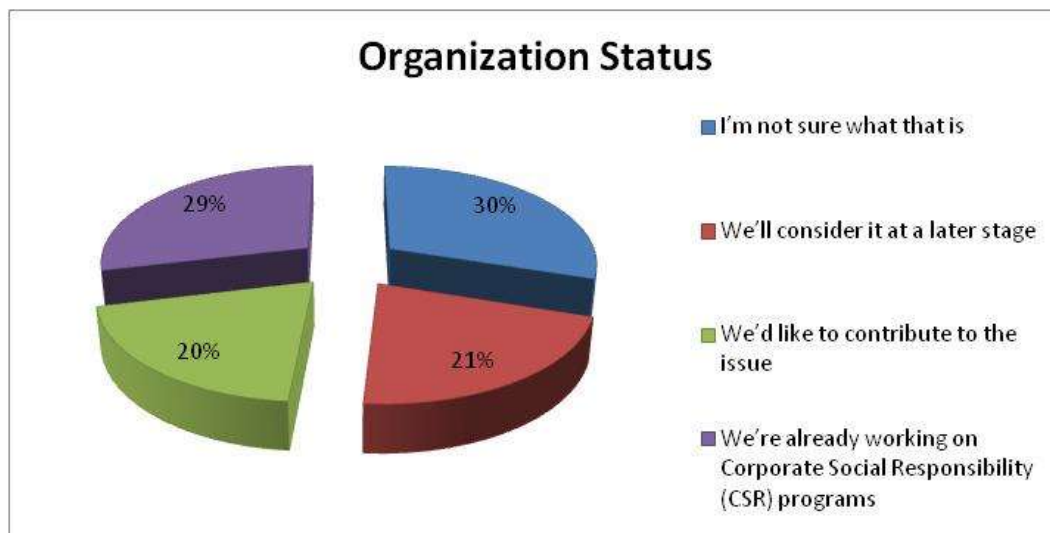
Hereinafter we have presented the results obtained from some of the questions asked during the survey. We have chosen to present the questions that, as authors, we believe are the most indicative to relevantly present the situation in the companies in the Republic of Macedonia, and we have included all four areas subject to the research: employees' relations, environment relations, clients' relations and community relations.

Question: What is the status of your organization regarding Corporate Social Responsibility? We have offered the following answers:

- a) I'm not sure what that is
- b) We'll consider it at a later stage
- c) We'd like to contribute to the issue
- d) We're already working on Corporate Social Responsibility (CSR) programs

The results obtained are graphically presented on the Chart No.1

Chart No. 1 – Organization Status



As presented on the Chart No. 1, 43% of the organizations are familiar with the concept of a socially responsible company and have stated that this is their status; the chart, however, also shows that there is still a need to work on the portion of the organizations where the consciousness for Corporate Social Responsibility is still not at a satisfactory level.

Question: For me, Corporate Social Responsibility is:

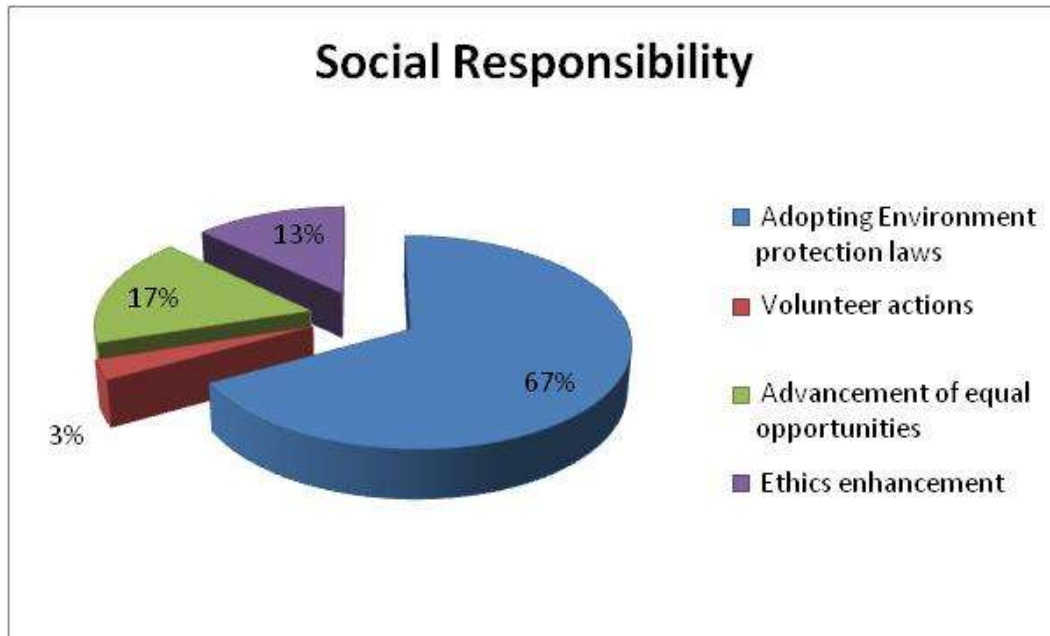
We have offered the following answers:

- a) Adopting Environment protection laws
- b) Volunteer actions
- c) Advancement of equal opportunities
- d) Ethics enhancement

- e) Advancement of social and environmental care and awareness
- f) Other: _____

The results obtained are graphically presented on the Chart No.2

Chart No. 2 – What is Corporate Social Responsibility?



The chart Number 2 as presented above shows that very high 67% of the surveyed believe that Corporate Social Responsibility is about adopting Environment Protection Laws, 17% **believe that it's about Advancement of Equal Opportunities**, 13% consider it to be Ethics enhancement, while 3% consider it to be volunteer actions.

Question: How important is it for an organization to be socially responsible towards its employees, i.e. to exhibit ethical behavior towards its employees?

We have offered the following answers:

- a) Very important
- b) Important
- c) Partially important
- d) Not important

The results obtained are graphically presented on the Chart No.3

Chart No. 3 – The importance of ethical and socially responsible behavior of an organization towards its employees



As presented on Chart No. 3, the opinion of the surveyed regarding the importance of ethical behavior of a company towards its employees is that said behavior is of high importance for the persons employed at the company. 83% of the employees have stated that it is very important, whereas 17% percent have said that it is important. None of the surveyed or 0% have stated that said behavior is partially or not important.

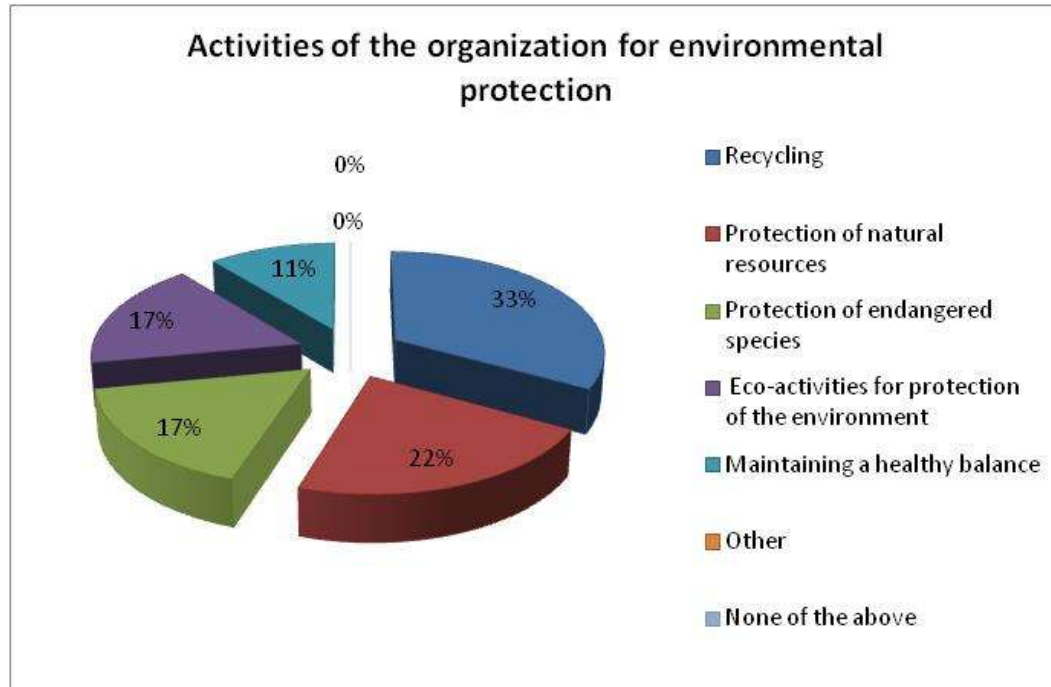
Question: Please state in which of the following activities your organization supports the protection of the environment.

We have offered the following answers:

- a) Recycling
- b) Protection of natural resources
- c) Protection of endangered species
- d) Eco-activities for protection of the environment
- e) Maintaining a healthy balance
- f) Other _____
- g) None of the above

The results obtained are graphically presented on the Chart No. 4

Chart No. 4 – Activities of the organization for environmental protection



Activities of the organization for environmental protection

- a) Recycling
- b) Protection of natural resources
- c) Protection of endangered species
- d) Eco-activities for protection of the environment
- e) Maintaining a healthy balance

None of the surveyed has answered f) or g). Having in mind that the surveyed had the opportunity to give multiple answers we can rank the representation of the socially responsible activities in the surveyed organizations. Thus, the biggest portion of the organizations – 33% recycle, 22% carry out activities aimed at protection of natural resources and 17% each carry out activities for protection of endangered species and eco-activities for protection of the environment.

The following question provides data on the client relations.

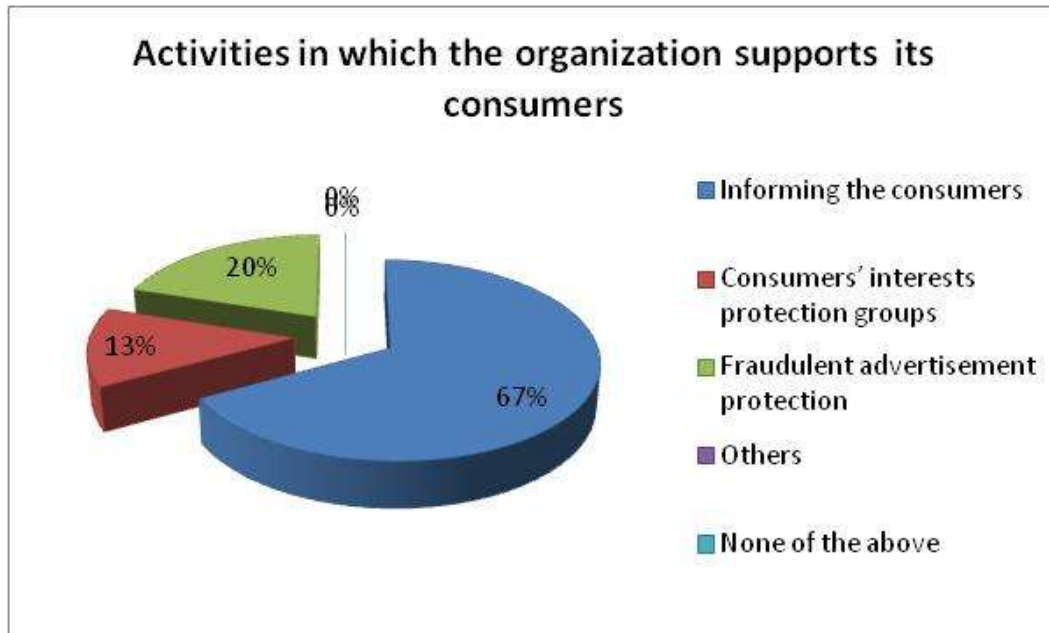
Question: Please state in which of the following activities your company supports its buyers (consumers).

We had allowed the surveyed to choose several of the following answers:

- a) Informing the consumers
- b) Consumers' interests protection groups

- c) Fraudulent advertisement protection
- d) Other s
- e) None of the above

Chart No. 5 – Activities in which the organization supports its consumers



The Chart No.5 indicates that from the activities that are to be carried out by the organization with regards to its consumers, it is very important to keep them informed 67%, Fraudulent Advertisement protection 20%, as well as supporting Consumers' interests protection groups 17%.

The following question addresses the relations between the companies and the community.

Question: Please state in which of the following activities your organization supports the community.

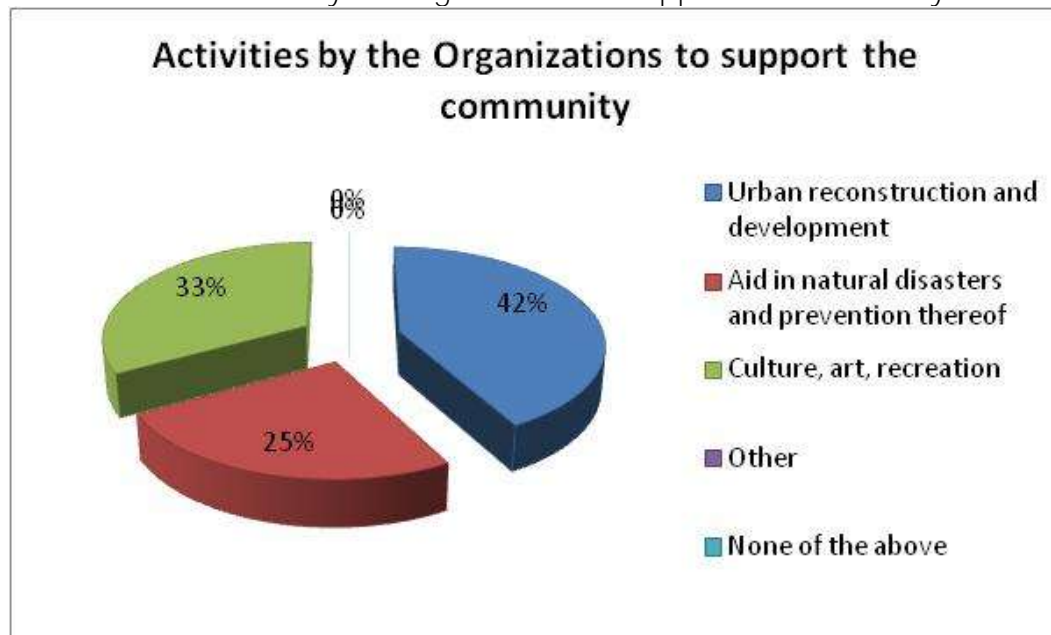
We had allowed the surveyed to choose several of the following answers, as well:

- a) Urban reconstruction and development
- b) Aid in natural disasters and prevention thereof
- c) Culture, art, recreation
- d) Other
- e) None of the above_____

The responses we have received are presented on the Chart No.6.

As indicated on the Chart, the most common activity that companies carry out to support the community is Urban Reconstruction and Development with 42%, followed by Culture, Art and Recreation with 33% and Aid in Natural Disasters and prevention thereof 25%.

Chart No. 6 – Activities by the Organizations to support the community



Conclusions

The presented hypotheses in all four areas of Corporate Social Responsibility of companies have been fully confirmed. The conclusions that have been drawn based on the conducted research are as follows:

- One of the issues that Macedonian companies face is the lack of knowledge on Corporate Social Responsibility. There is a degree of confusion on what does Corporate Social Responsibility refer to: does it refer to the production of goods that are 'good for the environment'; is it a matter of donating parts of the profits in humanitarian goals; is it about job creation in regions with high rate of unemployment...
- The best way to meet the environmental challenges is to create 'clean' production systems that shall focus on avoiding littering and pollution. This requires introduction of a different production philosophy. Such an approach would require an ecological evaluation of each part of the process, starting from raw materials to removal or re-usage of the packaging.
- The organizations are aware that the employees are their most important resource and source of value. Hence, they focus and become socially responsible in this domain and carry out activities such as: eradication of discrimination, protection of employees' health and safety, managing differences and conflicts, ensuring the employees'

freedom to unionize, education, training, motivation and employees satisfaction, corporate volunteering etc.

- **The movement for protection of consumers' interests is the leading force in the world of business.** The consumers are entitled to be informed on the products they use, and they are also entitled to protection from false labeling, fraudulent advertisement and harmful products. The responsibility towards the consumers is the key for the organization since said responsibility directly affects the existence of the company. The product features (quality, safety, performance, packaging) and the marketing presentation are in particular targets for criticizing.
- The organizations offer support to different programs and activities designed to improve the community. All 3 types of companies – large, medium and small – are involved in arts, parks construction, donate equipment to schools, and sponsor academic scholarships. Some social programs assist the less fortunate. There are organizations that aid cultural events in the Republic of Macedonia. We should mention that this philanthropic social effort also includes aid in publishing scientific works, sports events etc.

Recommendations

As a result of the conducted research, and also for the benefit of the organizations and future research, we can draw the following recommendations:

- Identify the opportunities and the challenges of the organization.
- Develop leaders of the organization that shall implement all the socially responsible activities
- Identify stakeholders
- Define Corporate Social Responsibility of the company as a leading principle
- Implement ISO standards
- When it comes to identifying the constraints and the possibilities of the companies for completion of the socially responsible activities, it is recommendable for the companies to proceed as follows:
 - Consider and define the company image
 - Verify and consider legal options, laws and by-laws
 - Consider the options and opportunities for employment on the labor market
 - Consider the extent of corruption and relate it to the economic stagnation as well as the social downfall.

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The Impact of Culture as a Motivation on Market Performance, the Mediating Role of Destination Loyalty: the Case of Shiraz, Iran

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Abstract

This research has been done in order to test the mediating role of destination loyalty. In other words this study tries to analyze impacts of culture counters as a motivation toward a better market performance. This article focuses on every specific detail of cultural impacts on destination loyalty while it is working on the general effects of the culture on the market performance to evaluate if it could be a free gate of pulling motivations for tourists to attract to the destination. This study offers an integrated approach to the relevant relationships between culture and destination loyalty and the satisfaction brought by cultural focuses on tourism management. At the end, the article tries to find an appropriate answer to the equations which have been left in a fog for several years and remained unsolved. This research will find the answer for some questions such as A) Does culture have an impact on destination loyalty as a motivation? B) Should we count the culture as an advantage for some countries? C) Does culture affects the market performance as a variable parameter?

Keywords: destination loyalty, tourism management, cultural motivations, tourist motivations.

Introduction

Tourism is one of the most money making business in the world for some of the countries.

There has been a lot of researches about tourism and process of destination loyalty defined as a permanent factor of bringing back the money spent on the city.

Motivations are important factors in destination loyalty. Motivations are the factors which make people travel as a tourist or decide to travel again, pull and push motivations will make a tourist travel to somewhere else. Push motivations are about the condition of a tourist and

the way of living that he/she decides to choose. The push motivations are not easy to be controlled by tourism management but at the other hand pull motivations are the factors that decide the destination for a tourist.

Nature, economy, technology or other factors could be pull motivations. This research wants to show that culture can be a motivation for choosing a destination. This article tries to evaluate culture working as a motivation to choose a cultural area for travel destination and its impact on destination loyalty.

The case study has been done in Shiraz a cultural pole of Iran with an amazing history and culture of a civilization for more than 3000 years. The place where the first human rights were written and named by the country the first cultural capital city of the area. Lots of its ancient places were recorded in united nations as important cultural and historical places.

Literature review

Motivation and culture:

There has been a lot of researches done about the motivation and its significantly clear effects on destination loyalty in tourism behaviors. While most of the countries try to focus on the destination loyalty process it is an important fact to take a look at motivations of decision making for a tourist.

Human motivation is the drive to change personal or public behaviors on an individual or social level. self-determination theory claims that what we name it as motivation is the inner impetus to implement sustained change independent of control by others (Deci and Ryan ,2000,20008) (Milyavskaya and Koestner, 2011)

People in different culture s have their own abstract of strikingly different construal of their selves and other people or in inter dependence of those two. Especially in Asian countries cultural motivation plays an important role. People try to make a harmonically view of their own with the named society. The emphasis in such countries is on fitting in and attending. In contrast societies like American does not count culture as a value of making decisions (Hazel Rose Markus, University of Michigan, Shinobu Kitayam, University of Oregon)

There has been defined to researchers as a transformation of tourist's motivation to choose a destination and purchasing action. (Buhalis 2000) The destination choice is based on individual evaluation and rankings while the root of evaluation criteria. (Moutinho, 1987)

The influence of leisure, nature, culture, economy and finance has been examined and evaluated in other countries. While some of them came out with result of nature as a meditating role in choosing the destination, other showed that the financial satisfaction is a clue to improve business (Maryam Albughuli, 2011)

Hypothesis 1: culture has positive effects on destination loyalty and customers satisfaction

Destination loyalty

There is a numerously obvious link between the customer satisfaction and company success. There has been a lot of researches done about the fact and supports the case. (Hill & Alexander, 2000)

Customer satisfaction has always been a necessary factor in destination loyalty. While destination loyalty regarding the definitions of researches is the fact of choosing the destination for travelling again the loyalty is seen as a very good predictor of actual behavior of a tourist. (Taylor 1998)

Trying to understand the determinants of customer's loyalty to destination helps managers to focus on the major effective factors that head to customer retention. (Patrick & Backman, 2001; Brady & Hutt, 2000)

Tourists positive experience of a travel will make a willingness to choose the decision again or recommend in to the others, this positive experience will produce a repetitive choose of destination and at the same time will make a positive word of mouth to familiar people as a recommendation.

Hypothesis 2: destination loyalty plays a mediating role and it can have positive effects on market performance

Methodology

Variables of the research

At the top of the questionnaire which was given to the domestic tourist in Shiraz some questions were asked about the tourists to collect data for the paper's variable questions were about their gender, their income per month, their education and age which will make the variables of the article. The data analysis will be based on these variables to evaluate the concept considering the age of travelers or the money that travelers are able to spend on a trip. Although the educations effect on choosing a cultural destination will be determined automatically in the research.

The question making method

This research has been done among 110 tourists in Shiraz. Tourists were chosen randomly and the questionnaire was answered by domestic tourists. Two types of questions were asked. First part of questions is about culture and destination loyalty. Other part of questions is about market performance and analyzing the performance of the destination. Three yes or no questions should be answered in the questionnaire. First one is to know if the tourist has been in Shiraz. Second and third are about market performance to see if managers develop the cultural programs would they purchase again or more.

The answering method:

The answer sheet was attached to the questionnaire and has 5 options for travelers first one is extremely weak and the last option is extremely strong.

Discussion and result:

Data analysis:

Reliability:

Reliability Statistics

Cronbach's Alpha	N of Items
.801	13

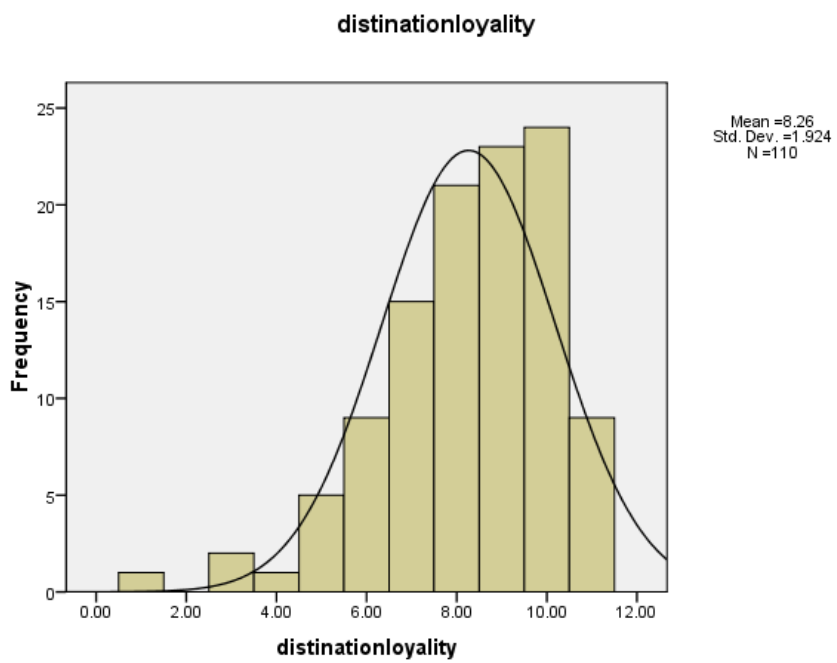
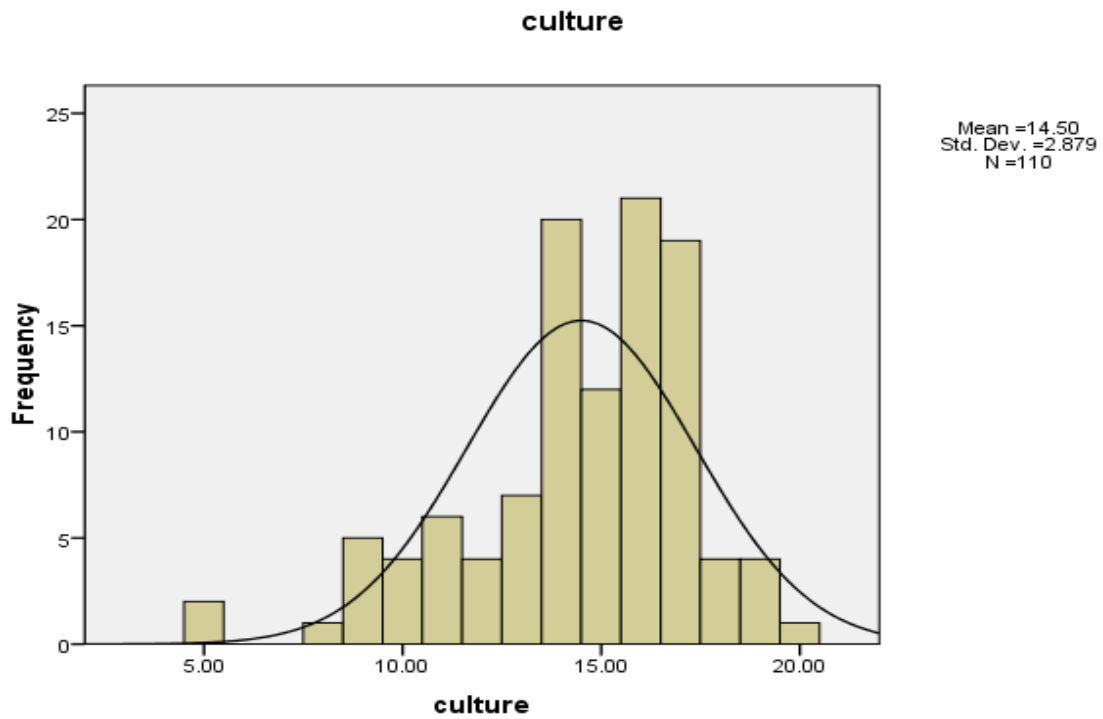
Considering the alpha equal to 0.801 we can claim that the reliability of the research is adequate and the data has a high validity.

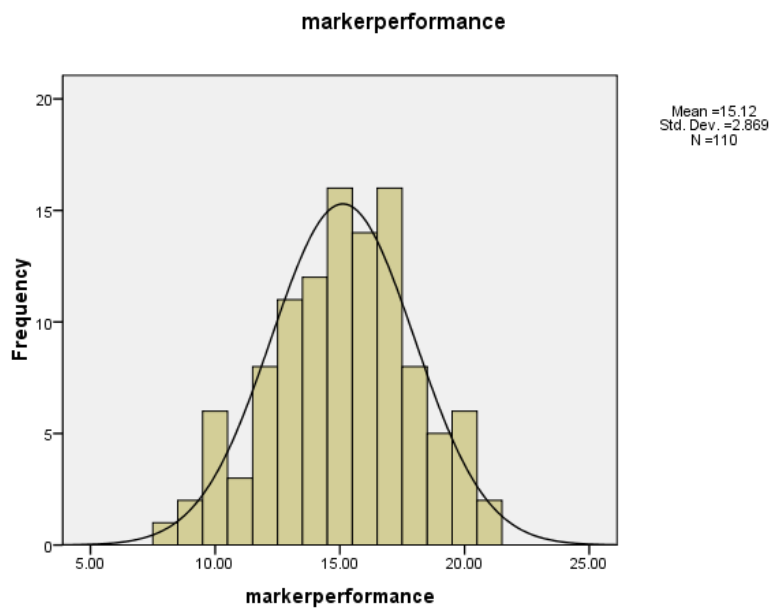
Average, standard deviation:

Statistics

	culture	Destination loyalty	Market performance
N Valid	110	110	110
Missing	0	0	0
Mean	14.5000	8.2636	15.1182
Std. Deviation	2.87906	1.92367	2.86943

The table above shows the average and standard deviation of the answers which was given to the questions. The range of standard deviation shows the data distribution from the average





Frequency based on gender, income, education and age:

Culture as a motivation considering education:

Degree

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	zd	7	6.4	6.4	6.4
	d	24	21.8	21.8	28.2
	l	58	52.7	52.7	80.9
	fl	14	12.7	12.7	93.6
	dr	7	6.4	6.4	100.0
	Total	110	100.0	100.0	

Culture					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	27.470	4	6.867	.823	.513
Within Groups	876.030	105	8.343		
Total	903.500	109			

Considering education table above based on the amount of "f" in 0.05 does not show any links between the variable and the result so there is no appropriate link between the average of the cultural motivation and education.

Culture as a motivation considering income :

income		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	z500000	22	20.0	23.4	23.4
	500000-1000000	36	32.7	38.3	61.7
	1000000-3000000	29	26.4	30.9	92.6
	b3000000	7	6.4	7.4	100.0
	Total	94	85.5	100.0	
Missing	System	16	14.5		
Total		110	100.0		

Culture					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	33.767	3	11.256	1.316	.274
Within Groups	769.690	90	8.552		
Total	803.457	93			

Considering the table and data analysis there is no link between motivating people in a special social class and income. as a result the motivating role of culture does not emphasize on a class of society and does not show its impact on decision making for a high or low income.

Culture as a motivation considering age:

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-20	9	8.2	8.2	8.2
	21-25	20	18.2	18.2	26.4
	26-30	40	36.4	36.4	62.7
	31-40	23	20.9	20.9	83.6
	b41	18	16.4	16.4	100.0
	Total	110	100.0	100.0	

Culture					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	67.121	4	16.780	2.107	.085
Within Groups	836.379	105	7.966		
Total	903.500	109			

Considering the amount of "f" the research shows that culture as a motivation does not belong to any specific age.

Culture as a motivation considering gender:

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	58	52.7	52.7	52.7
	Woman	52	47.3	47.3	100.0
	Total	110	100.0	100.0	

Group Statistics

Gender	N	Mean	Std. Deviation	Std. Error
Man	58	14.7414	2.96506	.38933
Woman	52	14.2308	2.78381	.38605

As the table shows the motivating role of culture does not belong to any gender. The equality for both genders has been approved so the motivating role acts the same for men and women.

the effect of culture on destination loyalty :

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503 ^a	.253	.246	1.67056

a. Predictors: (Constant), culture

the culture variable shows 24.6% variance of destination loyalty

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.950	1	101.950	36.531	.000 ^a
	Residual	301.404	108	2.791		
	Total	403.355	109			

a. Predictors: (Constant), culture

b. Dependent Variable: destination loyalty

as the result of F shows the theory can claim that culture can effect destination loyalty .(hypothesis 1 partially approved)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.393	.821		4.130	.000
	culture	.336	.056	.503	6.044	.000

a. Dependent Variable: destination loyalty

according to T in correlation of 0.01 by each change which occurs in culture degree the destination loyalty changes 0.503. Hypothesis 1 completely approved)

the effect of culture on market performance :

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.454 ^a	.206	.198	2.56899

a. Predictors: (Constant), culture

the culture as a variable shows 19.8 % variance of market performance

Considering the amount of F with correlation of 0.01 the research can claim that culture has the ability to effect on market performance (hypothesis 2 partially supported)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.562	1.263		6.778	.000
	culture	.452	.085	.454	5.290	.000

a. Dependent Variable: market performance

by each increase in culture the amount of market performance increases 0.454. (hypothesis 2 completely approved)

Model relationship analysis:

The relationship between culture as a motivation and destination loyalty or market performance :

Correlations

		culture	Destination loyalty	Market performance
Culture	Pearson Correlation	1	.503**	.454**
	Sig. (2-tailed)		.000	.000
	N	110	110	110

Destination loyalty	Pearson Correlation	.503**	1	.330**
	Sig. (2-tailed)	.000		.000
	N	110	110	110
Market performance	Pearson Correlation	.454**	.330**	1
	Sig. (2-tailed)	.000	.000	
	N	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

According to the data of the relationship between culture and destination loyalty the statistics has shown that culture has influenced the destination loyalty and when the factor of culture rises, the amount of destination loyalty rises immediately. so as a result there is a close relationship between destination loyalty and culture working as a motivation.

at the other hand the relationship between the market performance and destination loyalty in correlation of 0.01 is 0.330 . this shows that the market performance increases by the increase of destination loyalty .

also within the relationship between the destination loyalty and market performance and the relationship between culture and destination loyalty the article can claim that the destination loyalty plays a mediating role between culture as a motivation and market performance.

the data analysis also indicated that the relationship between culture and market performance with the correlation of 0.01 is clear (Pearson correlation of 0.454)

Conclusion

this article is about culture working as a motivating factor and its relationships with destination loyalty and market performance. Last but not least. The article indicates that the hypothesis of the influence of culture on destination loyalty and market performance was approved in the research. Culture can be counted as a motivation for destination loyalty and destination loyalty plays a mediating role between motivation and market performance. So as a result the culture can affect market performance. The increasing rate of working on culture as a pull motivation will end up in an upward trend in market performance. at the end what the article notices is the effect of culture working as a motivation in choosing destinations does not belong to any specific variable such as gender , education, age or income.

Limitations and future:

the research has been done in Shiraz, Iran and of course does not cover all the possibilities so researchers can repeat the case in other cultural areas to see if the case study can be helpful for other destination to be improved or not.

This case study counts culture as a motivation for a cultural are. This variable can be changed or extended to work more properly so the research can be extended to different parts and types of motivations without limitations to see if they can bring positive or negative conditions to the destination .

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“Communication Tourism” and Problem of Tourist’s Psychological Adaptation in Different Ethnic Culture

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Abstract

In the article we have presented our experience of the **“ethno-cultural assimilator for the Tatar culture” creation**. “Ethno-cultural assimilators” are type of situational training to become familiar with the culture of other people through the analysis of situations of interpersonal interaction. Modern situation on tourism market shows increasing tendency to exclusive **character of touristic programs and consistency of these programs with specific consumer’s** internal motivations, which can include not only traditional recreation aspects but also self-overcoming, self-exploration, search for senses. Modern tourists want broad interaction with other culture which can be most easily achieved via intensive inter-personality contacts with local population in areas of work and leisure, holydays, feasts, rituals and traditions. Such kind of tourism could be called **“communication tourism”**. In fact, main aim of this type of tourism is frequently better understanding of one’s own culture which reveals oneself much better in comparison with other cultures customs and traditions. In this situation preparations for the meeting with different culture cannot be ignored. Knowledge of other cultures traditional values can prevent frustration or adverse incidents in contacts with the local population and various ethno-cultural trainings are effective methods of psychological preparation of personality to another culture in tourism.

Keywords: ethno-cultural assimilator; communication tourism; psychological preparation of personality in tourism, Tatar culture.

Introduction

Mentality of modern touristic services consumers is now changing in direction of higher extent of independency, activity and individualization of requirements in various aspects of recreation. Especial values for modern tourists are possibility of free touristic route development, self-reliant choice of times of trips, exclusive character of touristic programs and consistency of these programs with specific consumer’s internal motivations (Limongelli

C., Sciarrone F., Temperini M., Vaste G., 2012), which can include not only traditional recreation aspects but also self-overcoming, self-exploration, search for senses.

We suppose that dominating tendencies in tourism in several future years will be following:

- decreasing of portion of standardized packages of touristic services on market;
- continuing individualization of requests and tastes;
- change of accents from quality of touristic service (which will become more unified) to interest to endemic cultural and heritage features of touristic route region.

In modern time these tendencies already appear in developing new modes of tourism, for example: couch surfing, ecotourism (Zeng W., Cheng L., Ouyang L. 2013), ethno-tourism (agro-tourism, rural tourism, jailoo tourism, festival tourism, backpacker tourism, new age tourism). Popular book **"Eat pray love"** from Elizabeth Gilbert (Gilbert E. 2006) became well-known advertising of touristic escapism for townspeople suffering from existential crisis.

Specificity of such modes of tourism is close proximity of tourists to material and spiritual culture and ecological environment of trip region. Amount of people who are ready to pay for standard set of touristic simulacra of other cultures (trite sites, touristic myths and legends) are continuously decreasing. Modern tourists want broad interaction with other culture which can be most easily achieved via intensive inter-personality contacts with local population in areas of work and leisure, holydays, feasts, rituals and traditions. Such kind of tourism sometimes is called **"assimilation tourism"** but we prefer to call it **"communication tourism"** because word **"assimilation"** can have some negative meanings particularly **"loosing own culture"**. In fact, main aim of this type of tourism is frequently better understanding of one's own culture which reveals oneself much better in comparison with other cultures customs and traditions.

"Deep immersion" tourism has own financial and psychological advantages but on the other hand it has a number of problems. Main psychological problems related to communication tourism are:

- some of cultural elements can arouse shock;
- some counterfeit knowledge about other culture;
- high probability of intra-personality conflicts in cross-cultural contact.

All these problems can be attributed to "acculturation stress" syndrome. In literature acculturation stress described in details for migrants who lived in other culture several years running but for tourists this phenomena is poorly studied yet. The reason is the meaning that psychological and social consequences of **short-term stay in other culture's conditions are not significant.** However, a short-term stay in other culture environment where acculturation **does not pass one's own full cycle**, starting with the cultural shock and following adaptation, may give the most negative stereotypes and inadequate behavior. Preparations for the meeting with different culture cannot be ignored. But this aspect is more often "disastrous" for tourist services, which are limited to the provision of tour package that includes a list of rules and simple guides to legal restrictions and a guide-interpreter. This set is rather not guide in another culture but the promoter of its well-known simulacra. Knowledge of other cultures traditional values can prevent frustration or adverse incidents in contacts with the local population and sometimes even save life and health. Many cases of violence against tourists are linked to their low awareness of traditional values of the host country. For

example, in Pakistan in 2012 tourist was put to death by a mob for suspicion of desecrating traditional religion.

Readiness to meet different culture must be designed in the preliminary work with the client and should include following components:

A) psychological

- the development of creative thinking, flexibility and the ability to navigate in the information flow;

- the development of the communicative tolerance that means improvement of interethnic communication through the overcoming of communicative conflicts between representatives of different cultures;

- strengthening resilience in non-standard situations of communications.

B) culturological

- learning the significant cultural characteristics, beliefs, attitudes;

- developing the ability to distinguish between internal and external aspects of culture;

- knowledge of cultural taboos.

Another aspect that we would like to put on the forefront is the importance of restoring the person's own cultural identity. Usually this aspect is not paid enough attention in context of cross cultural contacts. For person the main objective of many tourism practices is finding **oneself, maintain one's own psychological integrity. In a modern unified world persons tend** to reach self-identify, looking and studying ethnic roots to perceive themselves special, with its own history and deep-seated cultural traditions. Perception of other cultures and ethnic features allows person to develop a comprehensive picture of the multifaceted world of peoples and Nations, unique in its individuality. We believe that the existential sense of tourism practices is that persons return to the roots of their culture and overcoming their cultural marginality in the modern world, afresh feels a commitment to the set of values, beliefs, symbols of their own cultural tradition, through knowledge of other cultural worlds.

Method

Effective methods of psychological preparation of personality to another culture in tourism are various ethno-cultural trainings. These include "ethno-cultural assimilators" created as type of situational training to become familiar with the culture of other people through the analysis of situations of interpersonal interaction.

There are currently a large number of similar trainings, focused primarily on migrant visitors carrying out educational or professional activities in another country. But for tourists, oriented for a short stay in another culture and having rather contingency purpose travel, adaptation technologies are yet waiting to be developed. Moreover, such methods could be used not only for the outside, but also for domestic tourism, particularly in the case of multi-cultural region.

Due to the fact that Tatarstan has acquired the status of an attractive destination of domestic and foreign tourism, and understanding the urgency of developing practical methods to improve inter-ethnic communication, **we have created the world's first model of "ethno-cultural assimilator for the Tatar culture". Status of popular touristic center of Tatarstan have**

been established by great cultural and sports events: commemoration of the Millennium of Kazan - the capital of Tatarstan (2005) and Universiade XXVII (2013).

At the beginning of the 19th century Karl Fuchs, the professor of the Kazan University, who **has studied the life and culture of the Tatars, has stated that:** "... the Tatars, for more than two centuries, conquered and scattered among the Russian people, so amazingly was able to preserve their customs, just as they lived separately" (Fuchs K., 1844). As a subject of the Russian Federation, secular society, Tatarstan has managed to keep its national traditions, and some lengthy interaction between Christianity and Islam on their territory, the Eastern and Western cultural motifs.

The aim of the work with "ethno-cultural assimilator" is to help to individuals adapt to communicating with members of another ethnic group via orientation in the field of specific culture senses. User of the "ethno-cultural assimilator" in work with offered inter-ethnic contact situation must choose correctly attribute to behavior of the different ethnic cultures representatives. The "ethno-cultural assimilator" presents to the user potential-conflict or cognitive duality situations of inter-ethnic communication. For the convenience of users, the assimilator divided into semantic blocks: national etiquette, religiously cultural tradition, gender norms of interaction, etc. Each block is preceded by a small introductory article, which describes the customs and traditions of the people.

Selecting the correct attribution is based on knowledge of culture features (ethnic customs, rules, and regulations). Condition for the selection of the correct attribute for the assimilator is working with informants, the real bearers of culture, acting as experts.

Conclusion

Preparation of the tourist with the use of ethno-cultural training is particularly valuable in domains of ethno-tourism and couch-surfing. Ethnic tourism promotes closer links, exchange of representatives of different nations, inclusion of their culture to the world's cultural heritage. Couch-surfing allows to understand practical household features of different social groups, to familiarize oneself with the host country language and non-verbal elements of communication and acquire unique voyages experience. The important task is also to enhance the cultural competence of tourist guides via the ethno-cultural training aimed at raising awareness about the ethnic characteristics of its culture, its traditional, ceremonial side.

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The Indirect **Effect of Perceived Equity on Tourists' Post-Experience Behavioural Intentions**

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Abstract

The purpose of this paper is to evaluate the indirect effect of perceived equity on tourist behavioural intentions, whereby tourist satisfaction construct acts as a mediator in the relationship between equity perceptions and tourist intended behaviour. The structural model was tested on a sample of 703 tourists staying at six Montenegrin tourist destinations. The empirical validation of the proposed conceptual model supported the validity of the research hypotheses. Precisely stated, the perceived equity positively affects tourist satisfaction, which positively relates to tourist behavioural intentions. Thus, the empirical results showed that perceived equity interacts with tourist behavioural intentions. In a theoretical sense, **the study results revealed that perceived equity, as a 'non-standard' predictor, strongly affects tourists' post-experience behavioural intentions.** In a practical sense, the study results implied that destination managers on all levels should take into account, in order to assure positive tourist behavioural intentions, three very different aspects of perceived equity at the tourist destination level – distributive, interactional as well as procedural. The distributive aspect of perceived equity implies that tourists expect to get what they deserve based on their inputs. Stated differently, benefits from staying at the destination should be adequate to the overall expenses. The interactional aspect of perceived equity implies the relative manner in which tourists are treated in terms of respect, politeness and dignity. Stated differently, during the stay in the tourist destination any tourist should be treated fairly and equally as all other tourists. The procedural aspect of perceived equity implies the relative manner in which the outcomes are delivered to tourists. Stated differently, all tourist facilities in the tourist destination should be available to every tourist under the same condition. Accordingly, all these research results might be taken as an important contribution to the study of perceived equity at the tourist destination level.

Keywords: Equity, satisfaction, behavioural intentions, tourist destination, SEM.

Introduction

In order to predict tourist behavioural intentions, the researchers have proposed and empirically tested several theoretical models (e.g., Baker, Crompton, 2000; Chen, Kao, 2009; Chen, Tsai, 2007; Nowacki, 2009; Wang, Hsu, 2010; Žabkar, et al., 2010). A detailed analysis of

all of them revealed that the most often used predictors are perceived quality, tourist satisfaction, perceived value and destination image. As it should be expected, the actual question is whether 'there might be other factors influencing and interacting with tourist behavioural intentions' (Žabkar, et al., 2010, p. 544)? In this regard, we consider it particularly important to offer one 'non-standard' predictor that affects tourist behavioural intentions. In our opinion, it is worth investigating an indirect effect of *equity* on tourist behavioural intentions, primarily because the equity concept (see Oliver, 2010, p. 211-236, for discussion) has not been widely studied in the field of tourism.

Stated in short, the relevant theory suggests that the perceived equity directly influences tourist satisfaction (Bowie, Chang, 2005), while satisfaction, again directly, affects tourist behavioural intentions (Žabkar, et al., 2010). Accordingly, this implies the existence of the indirect causal link between perceived equity and tourist behavioural intentions – via tourist satisfaction. Therefore, the purpose of the present study is to evaluate the indirect influence of equity on behavioural intentions at the tourist destination level.

Background

According to its elementary characteristics, the equity concept is regarded as 'a fairness, rightness or deservingness comparison to other entities, whether real or imaginary, individual or collective, person or nonperson' (Oliver, 2010, p. 211). As Oliver and Swan (1989b, p. 373) stated, 'the process of equity is thought to apply to any exchange where a focal person invests inputs in a transaction and receives outcomes'. In this sense, equity postulates that consumers in exchange relationships 'compare with each other the ratios of their inputs into the exchange to their outcomes from the exchange' (Huppertz, et al., 1978, p. 250). On the other side, Kimmm (2010, p. 23-24) stated that 'the factors required to realize an equitable situation can be summarized as 1) quantity factor to provide the same quantity, 2) quality factor to consider one's personal needs and 3) psychology factors to reckon one's input.' Therefore, 'equity indicates providing the same quantity, considering personal needs and reflecting one's psychological factor'. It is very important to emphasise that the judgement of equity 'is very individualistic and diverse because of personal value judgements and cultural background' (Bowie, Chang, 2005, p. 309). More precisely, each person 'has some notion of what is fair from a cultural or traditional perspective' (Oliver, Swan, 1989a, p. 24).

Following Fisk and Young (1985), the concept of equity has two common meanings. The first one relates to the 'legal equity' and requests 'fair treatment under the law', while the second one relates to the 'social equity', and 'concerns individual perceptions of fairness irrespective of legal issues' (p. 340). Further, Walster et al. (1978, p. 15) formulated two basic propositions of the equity theory. On the one side, they claimed that 'individuals in an exchange seek to maximize their outcomes relative to their inputs'. Basically, it means 'that humans are selfish'. On the other side, the authors pointed out that 'individuals perceive that they can maximize their outcomes by behaving equitably'. The second proposition means that 'we soon learn that the most profitable way to be selfish is to be fair'. As Fisk and Young (1985) noted, this theoretical concept is both an interpersonal concept (i.e., explaining interactions between

individuals) as well as an intrapersonal concept (i.e., explaining internal psychological processes).

Walster et al. (1978) stated that equity occurs whenever a person, who is a party to an exchange, perceives that his or her outcomes/inputs ratio is equal to the outcomes/inputs ratio of the other party. In order to illustrate the above, many forms have been proposed. One of them assumes the following relations (Szymanski, Henard, 2001, p. 18):

$$\frac{O_c}{I_c} \propto \frac{O_r}{I_r} \quad (1)$$

where O represents outcomes, I inputs, c is the consumer, r relates to the referent person or referent group, and \propto is a proportional operator. However, Oliver and Swan (1989a) defined a 'softer approach' that we completely agree with. Namely, they emphasised that 'it requires only that the outcomes and inputs of both parties be in rough approximation to one another' (p. 25). Following them, the equity is reached when the outcomes/inputs ratio of one person is *roughly equal* to the outcomes/inputs ratio of the other person. With regard to this, Lijlinder (1994) stressed a comparison from two points of view. The first one implies a comparison of what you got (e.g., hotel service) relative to what you gave (e.g., payment for service) and what the other party got (e.g., payment for service) relative to what they gave you (e.g., hotel service). When everything is compared, the key question poses itself: do you feel that: a) you both gained equally from, for example, your stay in a hotel; b) it was a fair deal for both of you? The second one implies a comparison of what you got/gave relative to what the other consumers (tourists) got/gave (p. 131). In the first point of view, as it can be concluded, one party is on the demand side (i.e., consumer/tourist), while the other party is on the supply side (i.e., service provider). Opposite to it, in the second point of view both parties are on the demand side (i.e., at least two consumers/tourists).

Regardless of the type of exchange, the 'equity process is thought to unfold when the consumer forms a perception of his/her outcomes and inputs' and the other party's outcomes and inputs (Oliver, Swan, 1989b, p. 373). The authors continued, 'the consumer is then thought to apply an integration rule to combine the four input and outcome elements' (see Eq. 1). This rule involves two procedural steps. First, the consumer compares his/her outcomes to inputs and then compares the other party's outcomes to inputs. And second, the two outcome-input combinations are also compared. 'The comparison of outcome-input combinations is then judged in light of a distribution rule, which yields an equity cognition'. They concluded that 'the extent to which the exchange is believed to be inequitable determines distress, a type of negative post-transaction affect. The most common interpretation of this form of negative affect has been dissatisfaction'. As Huppertz et al. (1978, p. 250) described, 'inequity is said to exist when the perceived inputs and/or outcomes in an exchange relationship are psychologically inconsistent with the perceived inputs and/or outcomes of the referent'. In order to reduce inequity, and following Adams's (1963) line of reasoning, a person may use several approaches. Namely, a person may: 1) increase inputs if they are low in relation to the outcomes and the inputs of referents; 2) decrease inputs if they

are high in relation to the outcomes and the referent's inputs; 3) increase outcomes if they are low in relation to the inputs and the referent's outcomes; 4) decrease outcomes if they are high in relation to the inputs and the referent's outcomes; 5) leave the exchange module; 6) psychologically distort inputs and outcomes; 7) distort the referent's inputs and outcomes; 8) change the referent.

Consumer equity judgments can take different forms (Halstead, et al., 2007, p. 18-19; Szymanski, Henard, 2001, p. 18). The first one is a distributive justice (i.e., individuals expect to get what they deserve based on their inputs). Then, the second form is a procedural justice (i.e., the relative manner in which the outcomes were delivered). The third and final form is an interactional justice (i.e., the relative manner in which the consumer is treated in terms of respect, politeness and dignity). As Szymanski and Henard (2001) emphasized, 'based in theory on distributive justice, procedural justice and interactional justice, consumers are presented as being satisfied when their equity ratio is proportionately [equal or] greater than the ratio achieved by the referent person or group' (p. 18). This brings us to the first causal relation that we briefly mentioned at the beginning of the paper. Concretely, we come to the relation that could be established between equity and satisfaction. Generally speaking, it is theoretically known and empirically supported that the equity significantly influences satisfaction (e.g., Erevelles, Leavitt, 1992; Fisk, Young, 1985; Halstead, et al., 2007; Huppertz, et al., 1978; Oliver, DeSarbo, 1988; Oliver, Swan, 1989a, 1989b; Olsen, Johnson, 2003; Szymanski, Henard, 2001). Hence, there are no reasons for that to be different at the tourist destination level. As it should be expected, the positive relationship between equity and tourist satisfaction was also supported in the relevant tourism literature (e.g., Bowen, Clarke, 2002; Bowie, Chang, 2005; Chang, 2008; Hutchinson, et al., 2009; Tian-Cole, Crompton, 2003). Based on the previous discussion, we are prepared to formulate our first hypothesis:

H1: At the destination level, perceived equity positively affects tourist satisfaction.

According to Wang and Hsu (2010, p. 832), tourist 'satisfaction can be seen as a tourist's post-purchase assessment of the destination'. Or more precisely stated, tourist satisfaction is 'the extent of overall pleasure or contentment felt by the visitor, resulting from the ability of the trip experience to fulfil the visitor's desires, expectations and needs in relation to the trip' (Chen, Tsai, 2007, p. 1116). Many previous tourism studies have provided research evidence that tourist satisfaction directly affects tourist behavioural intentions (e.g., Baker, Crompton, 2000; Chen, Kao, 2010; Chen, Tsai, 2007; Kozak, Beaman, 2006; Kozak, Rimmington, 2000; Oh, 1999; Sim, et al., 2006; Žabkar, et al., 2010). For instance, Chen and Kao (2010) stated that 'it has been widely accepted that ... satisfaction is a direct antecedent of behavioural intentions' (p. 2083). Additionally, Wang and Hsu (2010, p. 832) stressed that 'supportive evidence exists for tourists' satisfaction on their behavioural intention'. On the other side, within tourism industry 'the concept of behavioural intentions can be captured by a tourist's willingness to revisit and to engage in word-of-mouth (WOM) communications' (Wang, Hsu, 2010, p. 832). Based on this background, we posit:

H2: At the destination level, tourist satisfaction is positively related to behavioural intentions.

Based on the theoretical background discussed above, the resulting conceptual model of the study is shown in Figure 1.



Figure 1: The conceptual model

To summarize, the proposed theoretical framework implies that perceived equity has an indirect effect on behavioural intentions through tourist satisfaction (i.e., H1 + H2).

Methodology

Operationalisation of the constructs

In accordance with Smith et al.'s (1999) research efforts, perceived equity was measured with three items, each representing one main dimension of equity at the destination level – procedural, distributive and interactional. Following Žabkar et al. (2010), tourist satisfaction was measured using a multi-item scale based on an adoption of the Oliver's universal scale, and included four items capturing affective, cognitive as well as fulfilment components of satisfaction. Finally, behavioural intention was measured with two items representing revisit and recommendation intentions (Chen, Kao, 2010; Chen, Tsai, 2007; He, Song, 2009; Nowacki, 2009; Wang, Hsu, 2010; Yoon, Uysal, 2005). Items used to operationalise the constructs are given in Table 1.

Table 1: Constructs and items

Construct	Items
Perceived equity	<i>During the stay in the destination I was treated fairly and equally with other tourists</i> <i>Benefits from staying at the destination are adequate to the overall expenses</i> <i>All tourist facilities in the destination are available to everyone under the same conditions</i>
Tourist satisfaction	<i>The visit to the destination exceeded my expectations</i> <i>I am delighted about this tourist destination</i> <i>I feel satisfaction because of my decision to visit this destination</i> <i>All in all, I really like the destination</i>
Behavioural intentions	<i>If I were to choose again, I would choose this destination</i> <i>I would gladly recommend the destination to friends and relatives as worth visiting</i>

Data collection, questionnaire and sample

Empirical study was carried out from 1st to 12th August 2012. The data were gathered in an intercept survey in six coastal destinations in Montenegro. Based on Žabkar et al.'s (2010) arguments, only those tourists who had been at the tourist destination for at least one night were included in the survey. The exceptions were transit tourists. They were 'excluded from the survey because they tend to pay less attention to secondary destinations' (Prašnikar, et al., 2010, p. 1183). Furthermore, the quota sample was representative according to the tourists' country of residence. The questionnaires were prepared, following the relevant guidelines (see Aaker, et al., 2007; Craig, Douglas, 2005), in Montenegrin language and then translated into the English. Using back translation method, in order to assure the overall translation quality, it was again translated into the original language. The first draft of the questionnaire was tested with 30 randomly selected tourists. The pilot survey revealed several drawbacks that were corrected. Our final sample included 703 staying tourists. Their socio-demographic structure is shown in Table 2.

Table 2: Respondents' profile

Variable	Sample structure	
Gender	Male 48.08%	Female 51.92%
Age	24 years and less 10.82%	25-34 years 19.48%
	35-54 years 43.67%	55-64 years 14.37%
	65 years and more 11.66%	
Country of origin	Serbia 27.92%	Russia 19.44%
	Montenegro 10.97%	Bosnia and Herzegovina 7.78%
	EU countries 19.86%	Other European countries 12.22%
	Other non-European countries 1.81%	
Economic status	Employed 61.61%	Unemployed 1.56%
	Retired 18.92%	Pupil-Student 15.78%
	Other 2.13%	

The majority of respondents were females (51.92%), while 48.08% of them were males. According to the age structure, the sample included 10.82% of respondents under the age of 24, 19.48% from 25 to 34 and 43.67% from 35 to 54 years. The sample consisted of 14.37% of respondents between 55 and 64 years while 11.66% were over the age of 65. Regarding the country of origin, 27.92% of tourists came from Serbia, 19.44% from Russia, 10.97% from Montenegro, 7.78% from Bosnia and Herzegovina, 19.86% from EU countries, 12.22% from other European countries while 1.81% of them came from other non-European countries. Regarding economic status, 61.61% were employed, 1.56% were unemployed, 18.92% were retired, 15.78% were pupils or students and 2.13% were represented by the others.

Data analysis

The relationships between items and constructs, the effect of perceived equity on tourist satisfaction and the effect of tourist satisfaction on tourist behavioural intentions were tested via Structural Equation Modelling (SEM). SEM is a multivariate technique that seeks to explain the relationships among multiple variables enabling the researcher to simultaneously examine a series of interrelated dependence relationships among the measured indicators and constructs as well as between several theoretical constructs (Hair, et al., 2009). Our model was specified with the Amos 20.0.0 programme, where the Maximum Likelihood (ML) method of estimation was applied.

Results

Measurement model

A confirmatory factor analysis (CFA) of the involved constructs (i.e., perceived equity, tourist satisfaction and behavioural intentions) was performed. The goodness-of-fit (GOF) indices are within an acceptable range. **All the measures of the model's fit** are above the common threshold levels (see Bollen, 1989; Hair, et al., 2009; Hoyle, 1995; Kline, 2005, for discussion). Specifically, the measurement model fit, as indicated by the root mean square residual (RMR) = 0.014; goodness of fit index (GFI) = 0.975; adjusted goodness of fit index (AGFI) = 0.960; normed fit index (NFI) = 0.973; incremental fit index (IFI) = 0.984; Tucker Lewis index (TLI) = 0.979; comparative fit index (CFI) = 0.984; and root mean square error of approximation (RMSEA) = 0.045, **appears to be good. On the other side, the model χ^2 -statistic is significant** (cfr., Hair, et al., 2009), which is expected given the large sample size (i.e., $N = 703$). **As a consequence, 'the ratio of χ^2 over df has been recommended as a better goodness of fit than χ^2 ' (Chen, Tsai, 2007, p. 1118). Expectedly, χ^2/df is within suggested guidelines at 2.443.** Furthermore, all of the standardized loadings are significant and support the convergent validity of the measurement model (only one loading is just below the 0.7). The average variance extracted (AVE) estimates all exceed 0.5, while the reliability estimates for perceived equity, tourist satisfaction and behavioural intentions are 0.81, 0.87 and 0.83, respectively. Finally, all AVE estimates are greater than the corresponding interconstruct squared correlations – it indicates that there are no problems with discriminant validity for our model.

Structural model and hypothesis testing

The final structural model was tested using three constructs: perceived equity, tourist satisfaction and behavioural intentions. The fit indices of the model, together with the corresponding critical values, are summarized in Table 3. The overall model has significant χ^2 -statistic. **However, χ^2/df ratio of the model indicates an acceptable fit (3.647). Other indicators of GOF are** RMR = 0.027; GFI = 0.965; AGFI = 0.944; NFI = 0.959; IFI = 0.970; TLI = 0.961; CFI =

0.970; RMSEA = 0.061. Comparing all of them with the corresponding critical values implies that our model fits the data very well.

Table 3: Goodness of fit indices

Indices	Criteria	Values
χ^2 -statistic		153.2
<i>p</i> value	$p > 0.05$	0.000
χ^2/df	< 5	3.647
RMR	< 0.05	0.027
GFI	> 0.9	0.965
AGFI	> 0.9	0.944
NFI	> 0.9	0.959
IFI	> 0.9	0.970
TLI	> 0.95	0.961
CFI	> 0.95	0.970
RMSEA	< 0.08	0.061

As shown in Table 4 below, all hypothesised relations in our model are strongly supported. On the one hand, the structural coefficient for the relationship between perceived equity and tourist satisfaction is strong and with the proposed direction in the formulated hypothesis (0.720). Therefore, perceived equity has a significantly positive effect on tourist satisfaction, thus supporting H1 as correct. On the other hand, the structural coefficient for the relationship between tourist satisfaction and behavioural intentions is also strong and with the proposed direction in the formulated hypothesis (0.693). Accordingly, tourist satisfaction, as hypothesised, has a significantly positive effect on behavioural intentions, thus supporting H2 as correct as well.

Table 4: The results of hypothesis testing

Path	Direction	Coefficients ^a	Result
H1: Perceived equity → Tourist satisfaction	+	0.720	Hypothesis supported
H2: Tourist satisfaction → Behavioural intentions	+	0.693	Hypothesis supported

^aStandardized path coefficients

The obtained study result indicates that perceived equity indirectly influence behavioural intentions – via tourist satisfaction as a mediating construct. Table 5 shows the direct and indirect effects of tourist satisfaction and perceived equity on behavioural intentions. As seen, the indirect effect of perceived equity on behavioural intentions is 0.499, which means that perceived equity is an important variable that indirectly influences behavioural intentions at the tourist destination level.

Table 5: Direct and indirect effect

Path	Direct effect	Indirect effect
Perceived equity → Tourist satisfaction	0.720	—
Tourist satisfaction → Behavioural intentions	0.693	—
Perceived equity → Behavioural intentions	—	0.499

Conclusion

This paper shows that perceived equity influences and interacts with tourist behavioural intentions. Such a result has academic as well as practical implications.

In an academic or theoretical sense, **the study results revealed that perceived equity, as a ‘non-standard’ predictor, strongly affects tourists’ post-experience behavioural intentions.** More precisely stated, we validated that tourist satisfaction construct mediates the impact of perceived equity on tourist behavioural intentions. Consequently, the present study differs from many previous tourism studies by taking into consideration the perceived equity construct in the tourist behaviour model.

In a practical or managerial sense, the study results implied that destination managers on all levels should take into account, in order to assure positive tourist behavioural intentions, three different aspects of perceived equity at the tourist destination level – distributive, interactional and procedural. Firstly, the distributive aspect of equity implies that tourists expect to get what they deserve based on their inputs. Stated differently, benefits from staying at the tourist destination should be adequate to the overall expenses → in order to assure positive tourist behavioural intentions. As it should be expected, all destination **managers are responsible for assuring this ‘benefit-expense’ balance at the overall tourist destination level.** However, this is a very demanding task because a product within tourism industry is always seen as a bundle of different sub-products, services and experience opportunities. Thus, tourist evaluation of the distributive aspect of equity involves a large number of tourism suppliers, individuals and different types of tourism organizations. Therefore, each of them needs to be fully aware of the importance that distributive aspect of perceived equity gives to the ultimate **“tourist destination success”** – positive tourist behavioural intentions. Secondly, the interactional aspect of equity implies the relative manner in which tourists are treated in terms of respect, politeness and dignity. Stated differently, during the stay in the tourist destination any tourist should be treated fairly and equally with all other tourists → in order to assure positive tourist behavioural intentions. **Once again, all destination managers are responsible for establishing this ‘person-person’ balance at the overall tourist destination level.** Nevertheless, this is one of the most challenging issues, which represents the most prominent source of negative inequity. Namely, tourism workers, as across other service industries, tend to pay much more attention to those tourists who are able to spend more money, or to those tourists who belong to the higher social classes. As with the previous aspect, tourism suppliers, individuals as well as tourism organizations need to understand the importance which interactional aspect of perceived equity gives to the ultimate **“tourist destination success”** – positive tourist behavioural intentions. Thirdly, the procedural aspect of equity implies the relative manner in

which the outcomes are delivered to tourists. Stated differently, all tourist facilities in the destination should be available to every tourist under the same conditions → in order to assure positive tourist behavioural intentions. As in the previous aspects, all destination **managers are responsible for assuring this 'demand-facility' balance at the overall tourist destination level.** Accordingly, tourism suppliers, individuals as well as various tourism organizations need to be aware of the importance that procedural aspect of perceived equity provides to the ultimate **"tourist destination success"** – positive tourist behavioural intentions.

Taking together, our research findings might be taken as an initial step in the study of perceived equity at the tourist destination level. As we stated at the beginning of the paper, **most of the previous tourism studies have dominantly focused on 'standard' predictors of** tourist behavioural intentions – perceived quality, tourist satisfaction, perceived value and destination image. Stressing the importance of perceived equity at the tourist destination level, we could expect that our research efforts will contribute to the better predicting of tourist intended behaviour.

As a concluding comment, our study should offer some suggestions for further research. The researchers, aiming to predict behavioural intentions at the tourist destination level, are strongly advised to consider the possibility of extending the proposed theoretical model. **Namely, other 'standard' constructs, additionally to perceived equity as a 'non-standard' predictor, should be included in our tourist behaviour model.** For instance, perceived quality of a destination's offerings or perceived service quality, modelled as a formative construct (see Prašnikar, et al., 2010; Žabkar, et al., 2010, for detailed discussion), could be added to our conceptual model.

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Socially Responsible Aspect of Public Relations in Organizations in Serbia: Case Study of Travel Agency “Go2&Max Travel”

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Abstract

The area of this paper is the concept of corporate social responsibility as part of the PR activities of organizations operating in the Republic of Serbia. The aspect of social responsibility has been brought in connection with the activities of public relations in organizations in Serbia and its role and importance was discussed in achieving business results of organizations.

CSR is a concept according to which the organization on a voluntary basis integrates the care of social issues and environmental concerns in their business activities and relationships with stakeholders (owners, shareholders, employees, customers, suppliers, government, media and the general public).

The essence of the work is to identify public relations activities in order to socially responsible business in organizations in Serbia. By carrying out primary research was examined how companies operate in Serbia, report the general public about the activities of corporate social responsibility and whether these activities are used as a sort of PR tool in their business.

The work provides a basis for further research in this area on the example of successful companies on the domestic market.

This paper presents a detailed analysis of case studies related to the tourist agency "Go2&Max Travel", which operates with great success on the Serbian market for six years and which is the leading travel agency in the field of youth tourism.

Key words: public relations, corporate social responsibility, organizations in Serbia, travel agency “Go2&Max Travel”.

Introduction

Critical period in which the global economy found itself at the beginning of the twenty-first century has shown that the current principle of business is unsustainable and that is more than necessary to make a change in the mode of operation and use of resources. Corporate social

responsibility (CSR) is based on mutual trust and development and joint investment in the future, and making the bridge between business and the community in which it operates. For this reason it is only in recent business history given its rightful place.

Due to the increasing level of awareness of society about the impact that business participants have through doing business on their environment, there is a lot of pressure on the organization from the community and civil society organizations. Boycotts and numerous social movements resulted to about-turn in the way of business and changing business focus from profit to the society.

As a product of the social climate, a new paradigm appeared which at its core had three main lines: competition in the form of common struggles and aspirations in achieving positive changes, the cooperation between undertakings which have moved to the point that all parties bring the benefits and co-creation that encompasses the best of both, competition and cooperation by establishing balance between the objectives and the ways they achieve (Joba, 1993).

Corporate social responsibility has a positive effect on the image and reputation of the company. Corporate social responsibility is first recognized thanks to the activities of public relations. The main goal in this sense is to improve the quality of operations, based on respect of the rights of employees, customers and the community, and gaining the public and create long-term relationships with the target public, based on trust and loyalty.

Specified quality of work, among other things, can be provided by running the scholarship program or job training in order to improve education and the quality of those who are applying for a job. This closes the circle of connections of social responsibility and public relations in relation to a particular area (Ferguson, 1993).

The concept of corporate social responsibility

Corporate social responsibility (CSR) is a concept that is still in the making and for which has not yet been precisely determined and commonly accepted set of specific criteria in terms of what it all involves.

Bearing in mind that the primary role of business is to create positions and raise the material well-being in society, CSR is generally seen as a way for companies to achieve a balance between economic, environmental and social imperatives, simultaneously achieving their business objectives and expectations of its owners / shareholders. Socially responsible action is a requirement which is placed in front of companies regardless of whether they operate on a local or global market. The way the business treats to its, particularly minority, shareholders, employees, customers, government, NGOs, international organizations and other actors with whom, directly or indirectly come into contact, usually stands out as the main feature of this concept. Compliance with regulations is a legal and official minimum of expectations that society places in front company. However, being socially responsible means not only fulfill what is expected of the company law, but also go a step further and invest "something more" in social development and environmental protection (www.smartkolektiv.org).

The European Commission in its *Guidelines for the policy of corporate social responsibility (EC White Paper on Corporate Social Responsibility, 2003)*, corporate social responsibility of enterprises is

defined as "a concept whereby the company on a voluntary basis integrated care about social issues and the environment protection in their business activities and relationships with stakeholders" (owners, shareholders, employees, customers, suppliers, government, media and the general public).

Organization of *World Business Council for Sustainable Development (WBCSD)* the concept of social responsibility of entrepreneurs describe as "the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and the whole society to improve the quality of life" (www.wbcsd.org).

Furthermore, the Organization of *International Business Leaders Forum (IBLF)* consider that social responsibility is "promotion of responsible practice in the economy that benefits the economy and society and facilitates the achievement of social, economic, ecological sustainable development maximizing positive economic impact on society, while minimizing negative consequences to a minimum" (www.iblf.org).

CSR is one of the key tools for achieving sustainable development, since it is an active contribution to the harmonization of relations between the business sector as the main provider and generator of development and a society entirely whose needs also should not be ignored (www.smartkolektiv.org).

Corporate Social Responsibility in Serbia

Corporate social responsibility in the form in which it is defined here, in Serbia came with large multinational companies which operate on the Serbian market. The most common element of CSR in Serbia are still donations and various forms of philanthropy, because most of the companies in our country have not yet strategically incorporated CSR into all aspects of the business. However, the strategic approach to CSR, involves long-term commitment of the company's responsibility to the community, environment, employees, customers and partners on the market.

Research conducted by the Smart Collective in 2005 as part of the RBI project, and then in 2006 in collaboration with the World Bank showed that, in Serbia there are activities in the area of CSR. However, a big part of these activities are not strategically designed and structured and reported adequately. Many of them occur without awareness of their true meaning, even within the companies and business people do not understand the long term benefits of a socially responsible approach. On the other hand, the public is not sufficiently aware with the values of CSR, which applies equally to consumers, the media, NGOs or the professional community.

After initial efforts to promote the idea of CSR and identify key issues and constraints, Smart Kolektiv has turned its attention to raising awareness of CSR, which is basic requirement for future progress. Therefore, in order to spread knowledge and conscious attitude and impose systematic approach of promoting this concept, Smart Collective has launched the project "*Introducing CSR*" with the aim to inform the general public and all relevant stakeholders within Serbian society with this concept - the media, business, academics, NGOs and governments - primarily through a series of lectures, educational workshops and public events. To this end, several programs have been

developed, specific to each of the target groups, with an emphasis on sharing experiences from countries that went on in this regard.

The ultimate aim of this project is to create a network of “sensitive” individuals and organizations adequately familiar with the basic principles of CSR and its importance, willing to continue engaging and practical implementation of social responsibility through their daily work (www.smartkolektiv.org).

Corporate social responsibility from the perspective of the citizens of the Republic of Serbia

Two thirds of the population of Serbia has not heard for the term "corporate social responsibility", or do not understand what does it mean, while 11% could name an example of corporate responsibility, according to a survey conducted by Synovate Agency in cooperation with the NGO Smart Collective.

According to the survey, 84% of respondents did not know to name some of companies that apply the principles of corporate social responsibility. Among those who responded to this question, the highest recognition have Delta Maxi, eight percent, Holcim, seven, Coca Cola, six, and Hemofarm, six percent.

Among the examples of corporate social responsibility are listed grants of health care facilities, support to the local community, actions to protect the environment, but also an investment in the Serbian industry (Gazprom, Simpo), job creation and employee care (FIAT) and the investment in sports development (Gazprom as a sponsor of Red Star).

The citizens have, as the most important topics in the field of corporate social responsibility recognized health and safety of employees (63%), providing stable and secure jobs (61%), protection of the environment and corruption. At the same time, more than two-thirds of the population assessed situation in those areas as bad or very bad.

A small percentage of the population, 5 to 15%, found the company and civil sector the most responsible for the common good of society, and more than 84% seen the role of the Government, Parliament and local authorities as a crucial, but the distrust in companies and NGO's are slightly less than in the state.

Three-quarters of respondents believe that corporate social responsibility, contrary to the usual belief, should be governed by law and not left to the will of the company.

Also, 68% of people said that they are willing to boycott the product of company which is poorly related to the environment, while a third said that they would buy a product of the company regardless of whether it is acting socially responsible.

The qualitative part of the research shows that there are large differences between the ways in which CSR is understood between citizens and experts. The survey shows that for citizens social responsibility means any kind of donation, regardless of whether it is strategic, and the sponsorship equate with social responsibility.

The survey was conducted via telephone survey on a sample of 2,241 respondents which is representative on the national level, during July and August.

Research results are not surprising nor is that companies which behave socially responsible should realize as a defeat, but they should do more to educate citizens about the importance of the problem, where the role of the media very important (Milutinović, 2011).

Corporate social responsibility in practice - case study of travel agency **"Go2&Max Travel"**

Application of public relations implemented in work of travel agencies has certain specifics. All of them are related to the characteristics of tourism as an economic activity. In view of that it exists as such through its six sectors which combines (catering industry, travel agencies, transportation, trade, manufacturing, public utilities) and all of them travel agency associated with a large number of heterogeneous consumers (tourists), it can be concluded that employees in public relations have a wide scope of work in the tourism industry. The workload increases when it comes to agency leaders in a particular field of tourism. It is such a "Go2&Max Travel". Its function of leader in organization of travel for young people in the so-called "tourism value chain" refers to the selection of packages elements, their promotion and distribution, providing information about destinations, providing adequate access to destinations, the introduction of quality standards, organization of excursions, entertainment and recreation, management of relationships with suppliers and others. To be listed functions were successfully implemented, they must establish a positive business relationships with all target groups of supply and demand and on which depends the success of a tourist package.

The agency "Go2&Max Travel" was established in 2007 in Belgrade. Since its foundation, the agency has the form of a limited liability company. Shortly after its foundation, created the first arrangements for group tours at home and abroad. Group trip of students to the Greek Islands Ios and Mykonos in 2008, made the first successful form of work. Autumn 2008 was remembered by professionally organized group trips to Italy and Spain.

As a leader in organization of travel for young people in our country, which serves about 10,000 passengers per year, is primarily focused on international business and directs the movement of ten thousands people to many countries of the world. All of them served by the agency staff of about 20 full-time people. In this regard, there are over 20 countries in the agency's offer throughout the year, including the way in Thailand which is in the offer since 2011, and is planned to be launched a trip to Brazil by 2014.

"Go2&Max Travel" agency is a member of Euro Jet Group. In the Serbian market with great success operating for six years. The agency is specialized for organizing trips for young people and from the very beginning is recognized as the leading agency in this field. Every year introduce new destinations and old program complements and enriches and because of that young people believe them and they always show their trust again.

In recent years, "Go2&Max Travel" were the official organizers of the ABD excursions for several Belgrade University. Number of formal education institutions with which agencies cooperate increase every year. During the 2013 year on undergraduate school trips, organized by "Go2&Max Travel" agency, traveled over 2,000 young people, and equally number of young people show **them trust during the summer holidays. This year New Year's offer include more destinations than** ever and is expected more than 1,000 young people who will spend the craziest night of the year in their organization. Since 2010 in their organization have traveled students from Nis and Novi Sad University and they plans to cooperate with other universities across Serbia.

In the Serbian market perform through brand "Go2". At the beginning of this year was conducted a large survey among young people aged 18 to 30 in Belgrade, which showed that as many as 80% of respondents knew the answer to the question "What is the Go2?", it proving that their brand is well positioned in the Serbian market. Their services, prices and program wants to make a perfect combination of cheap travel and good times. Their brochures and website, participation on various tourism fairs and catering, are sufficient indications that "Go2&Max Travel" is not a regular travel agency, but a brand that has a future.

After a successful operating results related to foreign tourism, it has been established incoming department dealing with inbound activities for foreign tourists in Serbia. Tourism brand Go2 Serbia is a refreshing novelty in the tourist offer of Belgrade and Serbia. It aims to present tourist potential of Serbia through special sightseeing tours and excursions in a specific way: by plane, cruise boat, speedboat, train, bus, walk and through the underground. Every week they have over 30 guaranteed departures with minimum of 2 persons, which means that domestic and foreign tourists have an adequate program every day during which they can explore the beauties of the capital and the entire country with professional service. Tourism brand Go2 Serbia is part of Travel Agency Eurojet with 20 years of tradition.

In the department of marketing is service of public relations of travel agency "Go2&Max Travel". Service, but not in developed form like it is today, has been there since the beginning of the agency, since 2007. Today, the Department of Public relations has employed only one person, Iva **Santrač, who has a position of manager for public relations. Informally, in the performance of this** domain, also participating director of the agency, Mr. Darko Vojnovic. Service exists only in Belgrade, while other offices rely on its work. Relationship between it and the top management is binding advisory, which means that the marketing manager required to listen opinions and suggestions to manager of Public Relations and after that subsequently make decision together. Relationships with partners are established in the country, and with partners abroad. Still, it could be said that greater efforts and activities are aimed at gaining publicity and public support in the country because of initiative tourism character.

The practice of public relations in this travel agency includes four steps:

1. Encouraging the desire of the public to visit a place;
2. Organizing the arrival of passengers to the place;
3. Providing conditions for the visitors to be comfortable, have fun and good treatment when they get there and
4. Protect the safety of passengers.

Specificity of working in travel agencies imposes an obligation to the department of public relations which takes highest attention to two audiences - potential and constant customers, tourists (holders of tourist demand) and complementary businesses, (holders of tourist attractions). The importance and role of other target groups such that support the building of positive relationships with the two mentioned (Sector for Public Relations of "Go2&Max Travel" agency, 2013).

Relations with employees

Building a positive relationship with employees is one of the very important public relations activities within "Go2&Max Travel" agency because of them directly depends on visitor satisfaction, and therefore the success of the implemented arrangements. The main way to reward employees for results is through a raise and bonus. If the season was successful or a monthly amount exceeded expectations, based reward is given to all employees. Besides raises and bonuses in order to increase motivation and performance of employees, each employee is entitled to two free trips per year. This method of rewarding employees is one of the sales promotion, but oral communication by the employees, it spreads a positive opinion on the management of the agency and the agency itself.

In addition to permanent staff, "Go2&Max Travel" in order to form a good collective, constantly has announced a competition for new employees to the company. The aim of the competition is to improve the knowledge, skills and abilities of employees to meet the demands of numerous clients. Every year, twice a year, in spring and autumn are advertised competition for new tourist guides. The competition is open for one month. After the closing competition, there are series of interviews for a period of seven days, after which the selected candidates under go training and testing for a period of two months. Management, in order to provide better guidance on the agency's work, meeting regularly with staff members (Sector for Public Relations of "Go2&Max Travel" agency, 2013).

Connection with consumers

Customers are the widest target audience of public relations of travel agency "Go2&Max Travel". Building a good relationship with them is critical because of their satisfaction or dissatisfaction will depend the rating of agency in a competitive environment. Quality and variety offer is priority for communication with potential and actual customers.

Department for Public Relations of "Go2&Max Travel" agency relationship with the consumer builds in several ways. The first and most important way to reach these goals is the formation and execution of quality tour package that will get loyal customers. At each stage of construction arrangements built the relationship with the consumers. The initial phase involves market research that gives the basic information on the number and structure of the consumers, as well as insight into their needs and expectations, the information about education, income, and employment positions. This is done through a variety of questionnaires that are completed at the end of the trip, as well as the monitoring of global trends in the tourism market. After passengers are sorted into categories listed above, access to the installation package. It includes itinerary, choice of means of transport, the duration of the arrangement, the arrangement during the trip,

the type, extent and quality of services, the number of participants in the arrangement and package price. Tourist satisfaction will depend on successful realization of each of these elements. If one link in the chain fails or is not done properly, it will reflect negatively on the other, before a job well done. For example, the last day of the performance package was scheduled to visit an important gallery that was closed when the tourists come to visit. Although all the other parts of the trip were taken back without fail, due to the aforementioned galleries, visitors will be disappointed in the highest percentage will blame the travel agency that is not check on the time whether the gallery will work at a time when they come. This and similar cases make bad publicity for the agency and the situations that department for public relations must be solved with care. One way is to disgruntled tourists get money back or to replace the services promised to someone else. In any case, travelers should provide an apology from the agency. After the trip is still going on building good relationships with customers by sending different arrangements notifications by e-mail, mobile phone, etc. In "Go2& MaxTravel" agency, the manager for public relations, meets each customer in resolving any complaints. Also, when organizing after parties, other celebrations and ceremonies taken into account that all passengers are invited to the same.

Another way of building customer relationships is intertwined with the sales promotion and entails splitting off different name using a specific arrangement. For example, often are organized games in which the prize winners receive a free trip. One of the example is a contest called " Find Go2 arrow and fend for sea on your own". In fact, back in 2007 one of the first forms of advertising done by the agency were graffiti in the form of go2 logo all over Belgrade. Today, six years later, these graffiti are on a lot of places in the city. In this regard, this year has made action where you can win a trip to the Summer Fun Resort in Greece. All you need to done is to find Go2 logo somewhere in the city, take a picture with him, send a message with a photo in inbox facebook page, follow Go2 Travelling - official page and wait to start voting. Photo with the most likes wins a trip to the HIT PARTY summer destination - Summer Fun Resort and got a chance to spend thec raziest summer in the organization of the "Go2&Max Travel" agency. Another example is the prize competition to design go2 shirts, where is the best proposal also won free holiday organized by "Go2&Max Travel" agency. Another example contests in order to obtain free travel is to select a mask the fifth Go2 Halloween in the organization of "Go2&Max Travel" agency, when the winners won a free trip to a thematic journey "GoTo Snowballing" on Kopaonik mountain. These examples have a lot in arrangements of agency. It strengthens the reputation of the agency with oral communication "word of mouth" and increases the number of passengers.

Contact which potential tourists are maintained with utility service is of great importance and could be an important factor in deciding to purchase arrangements. For this reason, "Go2&Max Travel" aims to ensure the most professional staff and in this regard has contracts with the High School of Tourism in Belgrade. Help staff to achieve adequate communication provides the latest technology that allows access to the database. In addition to the contact "face to face", interested people can inform about agencies service over the phone and the Internet. On the social network "Facebook" is also open agency profile, and individual profiles for some of the brands like "GoTo Snowballing", "GoTo New Year", "GoTo Regatta".

Agency website is one of the most effective ways to inform passengers about what interests them. On it you can find many useful information and advice which is regularly updated. For all

those interested, the agency offers the possibility of electronic applications in the database (mailing list) to be regularly submitted information on programs and other events of interest.

"Go2&Max Travel" agency has developed a network of promoters (over 50 active promoters) involved in the sale of the current arrangements and for that they get a certain commission.

Agency fosters a special relationship with loyal passengers, so each passenger who traveled three times get the card with which you get a discount of 10% on each subsequent trip (Sector for Public Relations of "Go2&Max Travel" agency, 2013).

Relations with competitors

Mutual cooperation with competitors in the agency is poorly represented. The main global agency's competitor is "Rapsody Travel", then "Jungle Travel," "Puzzle Group", "Fun Group Travel Company".

The most prominent form of cooperation is reflected in the assignment of unfilled seats by "Go2&Max Travel" agency to some of the competitors, as well as the organization of joint excursions and parties on destination. With a few reputable travel agencies in Serbia and the Tourist Organization of Serbia, "Go2&Max Travel" agency participated in tourism fair in Berlin in 2011.

Participation in local communities

Corporate social responsibility is one that is characterized by existence of the agency. "Go2&Max Travel" is a donor of humanitarian organizations and various actions several years ago. Certainly one of the most important is the participation in humanitarian action "Buddies for Lydia." Humanitarian action was aimed to assist a student in the second year of master academic studies Faculty of Architecture Lidija Stojanovic, who was suffering from an autoimmune disease of the liver. University of Belgrade wholeheartedly supported the students in their efforts to help their colleague and took an active part in implementing humanitarian action "Buddies for Lydia." At the initiative of the University of Belgrade, humanitarian action that was conducted on behalf of the University Endowment Dragoljub Marinkovic opening humanitarian SMS number 1626 was supported by the company MTS, Telenor and VIP Mobile. Charity number was active for users of all three mobile operators and the price of message was symbolic 50 dinars. Also support was given by the City of Belgrade, Serbian Business Club "Businessman" and the Serbian Association of Managers. In addition to sending text messages, help was consisted in organizing a series of concerts and other activities, and the greatest resources are gathered by organizing humanitarian tournaments in basketball, volleyball, football and tennis on the Ada Ciganlija.

Corporate Social Responsibility, the agency has shown its participation in this year's charity event "Help the little Victor." In cooperation with the Foundation "Smile as a gift" held a charity tournament in basketball, volleyball, football and tennis on the sports field of Ada Ciganlija. All funds are intended to help Victor (23 months) to the stem cell treatment, the only way, cope with cerebral palsy that affects his whole life.

Relations with the Government and the State

The main impact from the environment to travel agencies have government and special travel organization and they are also the two target groups of the agency. Under state authorities include relevant ministries that directly affect on determination of the basic requirements in the conduct of business activities of travel agencies. In Serbia, the general terms and conditions defined by the tourism law. Also, travel agencies are in direct contact with the special tourism organizations at the level of municipalities, regions and the country as a whole.

A relationship with the state is reflected in the membership of the "Go2&Max Travel" organized by the National Organization of Travel Agencies (YUTA). This fact guarantees the standards of all passengers in travel organization which agencies are required to adhere to, and which are in accordance with the Law of Tourism. To be familiar with these standards, passengers get general travel conditions before departure time in which they listed all their rights and obligations, and the rights and obligations of the agency. Also mutual cooperation was established with TOS (Tourist Organization of Serbia). This contact is primarily focused on joint efforts to promote tourism and advertising at various spatial levels. Certainly his most important form manifested through joint participation of world-renowned tourism fairs. The agency has presented since establishment in the International Tourism Fair in Belgrade and in 2011 its offer was presented at Tourism Fair in Berlin (Sector for Public Relations of "Go2&Max Travel" agency, 2013).

Media Relations

Media relations are a set of activities within the public relations industry, which is planned, organized and continually establish and maintain mutually beneficial relationships between organizations and representatives with different media. The main objective of this function is to create positive publicity, as a specific form of communication between an organization's target audiences. Also, the goal of building relationships with the media is to create sympathy of journalists and specific partnerships between organizations and the media, who will intercede on your way in business communication between an organization and its target audiences, both in **the normal course of business and in the period of crisis for the organization (Filipović, Kostić-Stanković, 2008).**

Relationship with the media can be defined as the relationship with the creators of public opinion.

Major media companies with whom they have established cooperation are "Studio B", "MTV", "Radio S", "TDI", "TOP FM", "Radio City." Also, the agency has its own production of newspapers, as well as its channel on social networking you tube - Go2 YouTube chanel.

Relations with financial institutions

Relations of PR sector of "Go2&Max Travel" agency with financial companies is reflected in the cooperation with different type and number of them. Equal importance for the work has a contract with the banks and insurance institutions as two important target groups. Banks first

made accumulation of funds in the accounts, while reasons why the agency deposited with banks are: the performance of current transactions, the establishment of cash reserves, holding deposits as a basis for obtaining a loan, security interest income, accumulation of deposits to form certain investments, etc. Second, the bank lets you perform the transfer of funds on the basis of non-cash payment instruments, transferring funds from one to another account of customer. This business is reflected in the payment services of agency to participants in tourist offer, as well as the payment for services rendered by the consumer to agency. "Go2&Max Travel" has signed agreements for these types of jobs with "Intesa" and "Piraeus" banks.

Insurance companies are financial institutions for compensation of damages resulting from the exercise of various emergency events and accidents which are exposed to society, various economic and non-economic organizations and individuals (Bakić, 2000). In addition, insurance companies perform other jobs of insurance, such as insurance against weather and other woes that could hamper the execution of the arrangement or provision of credit of agencies that they provide travelers for purchase of arrangements. "Go2&Max Travel" agency has an obligation that all its passengers informed about the possibilities of securing an insurance policy during their stay abroad, as well as travel insurance package (baggage insurance, accident insurance, trip cancellation insurance, etc.) to travel abroad and in Serbia. This leads to the conclusion of contracts with insurance companies for which the agency is an insurance broker.

Passengers of the agency are provided with "Delta Generali" insurance. All passengers have included health insurance. Detailed information relating to insurance are set out in a separate brochure, which may be received in the offices of "Go2&Max Travel" agency. In case of organizers inability to pay the cost of emergency accommodation, meals and return passengers to the place of departure due to insolvency or bankruptcy organizers, travelers found on the trip, should on the quickest way to contact the "Delta Generali" non-life insurance that will provide this service instead of the organizers. Therefore it is necessary that passenger specify the number of his contract and place of travel, passengers' names, address and telephone number through which insurer can contact them in case of necessary accommodation, meals and return passengers.

Building a good relations with that insurance company is reflected in its advertising on the website of agency, as well as in printed promotional material. In turn, the "Delta Generali" insurance in its business activities points out that the agency is her business partner, also through its promotional material.

Connection with educational institutions

One of the target groups of public relations are educational institutions and staff that they give to agency. In this way, the agency encourages public opinion to create a positive image of her as someone who gives the opportunity to young people to find a job. In some extent, this technique of public relations can be identified with the creation of positive reviews in the local community. As a member of the National Association of Travel Agencies (YUTA), "Go2&Max Travel" is able to recruit the necessary human resources through this association. However, for many years, the agency relies in this respect on the Higher School of Tourism in Belgrade. This educational institution their most successful students recommend to management of agency, and often

students are offered a job on the basis of their commitment to work part-time during the summer practice. Due to the continuous placement of new instrumentation in the agency "Go2&Max Travel" is often a need for hire additional staff, and consequently twice annually announces a competition for co-workers in this agency. Required only for students who are offered gaining more experience, the opportunity to travel for free, paid internship and gain to achieve a number of other benefits. Workplace of students is work on promoting new travel programs for youth and student excursions. Entries on the competition were provided by personal contact or by e-mail.

Sponsorship and celebrities in public relations

Sponsorship present a specific activity of public relations that lately developing rapidly and becoming one of the most present forms of communication with the target public (Filipović, Kostić-Stanković, 2008). Sponsorships are mostly related to the sponsorship of sporting events, festivals, fairs and cultural events. It was created in America when the company felt the need to advertise and reach certain markets, and the need of event organizers to identify additional or sole revenue sources. Sponsorship is more valuable if the event organizers are able to offer exactly that target group, which coincides with the marketing objectives of the respective sponsor. The increase of sponsorship was caused primarily because of company needs to advertise and find alternative marketing channels to inform, promote and sell their product or service. In recent years, the number of events that require sponsorship also increases. Without this type of funding, many events would not be feasible at all, while others do not be able to provide the expected quality of the participants (Urošević, 2006).

"Go2&Max Travel" agency has sponsored several sporting events, children's manifestations, and also a few music spots of old and new music stars were recorded thanks to the sponsorship of the agency.

The power that can be achieved by using the publicity of celebrities has also been observed in the techniques of public relations. For famous people of the public sector in Serbia, such as actors, singers and other, agency selected travel discount. In return, the celebrity is required that after travel give an interview the press about their impressions and realized arrangement organized by "Go2&Max Travel" agency. Some of many celebrities who traveled with the agency are pop star Kiki Lesendric, Galija music band, rock band Riblja Čorba, and many Djs of Belgrade scene, such as Marko Nastić, Marko Milićević, Dejan Milićević, Darko Panić and others.

Conclusion

Good, experienced and visionary leaders in the business sector are aware that striving to get a mere accumulation is short-term success. On the market you need to survive. The social responsibility brings more prestige to the company, more prestige creates a better image, and it is well known that better image delivers higher profits. In the countries of Western Europe and North America, CSR becomes imperative. Doing business on a socially responsible way is important for all the companies which one of the key components of doing business is trust. Most of the potential partners in the very beginning will rather work with a company that has a reputation as an active promoter of social responsibility in the EU, but not yet to a great extent in

our country. The companies produce a positive effect of overall marketing profits when having a responsible business to the community, the environment, employees or the market. This is one of the safest ways to create a positive image, and in the modern business world a good image often represents a thin line between a successful and an unsuccessful expansion into desired markets. A path to building a good image and recognition of the company is not easy and simple for the company to be recognized in the community as a socially responsible. Through research, we tried to show how the companies which operating in Serbia inform the public about the CSR activities and whether these activities are used as a sort of PR tools in their business. Looking at the results of the survey, companies operating in Serbia have a high awareness of the application of the CSR concept, 73% of companies were involved in some of the CSR activities in recent years, and 53% did so because CSR activities corporate were considered as its strategic orientation. Of course, these are encouraging results for the economy and the country we live in. In terms of reporting about implemented activities, results are significantly worse, 52% of respondents think that CSR activities in the media are used partialy, and 56% do not prepare a report on implemented activities in terms of media coverage and promotion of CSR activities. In these results the causes of research named "Corporate social responsibility from the perspective of citizens" from October 2010 could be found, implemented by the company Synovate and Smart organization, in which on representative sample of 2,241 respondents of Republic of Serbia, 66% has not even heard of the term corporate social responsibility.

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Analysis of Factors Influencing the Behaviour and Brand Loyalty of Summer Season Tourists in Serbia

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Abstract

There are many factors influencing tourist behavior and brand loyalty. The presented study is an attempt to analyze mutual relation between key personal and lifestyle factors (age, daily spending, length of stay), and their effect on the brand loyalty to Serbia as destination. Separate marketing strategies should be devised for different groups of tourists, regarding the loyalty level to the destination. Health tourists make the core loyalty base, while Culture and Business tourists, although very valuable segments of the market are the least loyal tourists.

Keywords: Motivation, behavior, loyalty.

Introduction

1.1. Purpose of the study

The study is a contribution towards designing tourism marketing strategy based on hard data. In that sense, the primary beneficiary of the study should be academic, private and public institutions dealing with marketing in the tourist markets. The data can also be used by museums and galleries, as one of the identified weaknesses of museums in Serbia is lack of modern managerial skills, and particularly marketing function (Milic, Besermenji, & Jovicic, 2011). The study performed statistical tests with a goal to analyze the relations between different factors influencing tourist behavior: age, length of stay, daily spending, and loyalty to the brand in order to gain deeper understanding of the Serbian tourist market. The study results and recommendations should be used as a contribution towards designing national and regional destination marketing strategies.

1.2. Delimitations

The survey was conducted during summer season only. In that sense, the data should be approached with caution. On the other hand, the samples were, weighted according to the official statistics in order to gain more reliable data.

2. Review of the Literature

2.1. Global growth and diversification of tourism markets

Tourism has had a stable growth and continued diversification for over 60 years now, which was facilitated by new technology, especially the development of new communication and transportation technology. New technology allows us to communicate face to face to people from almost any point on earth, and to travel further while paying an ever less price for this services. (UNWTO (World Tourism Organization), 2011) Cheap supply of energy resources, and particularly oil, has made mass transportation possible, first through introduction of jet passenger aircrafts, and more recently through low cost passenger airlines. However, **according to the “Peak Oil” theory, when oil extraction reaches 50% of world resources, the production will fall, and this will have far reaching consequences for both transportation industry and tourism.** (Leigh, 2011)

The last two decades saw the diversification of the supply side of the passengers airlines market, through entering of many new privately owned low-cost airlines. This developments drove out many national airlines out of business, and many other re launched its operations to reflect the shifting business model of the airline industry. The main characteristic of the present airlines business model is cutting costs. In the contemporary low-cost airlines, all the amenities in the cabin are still available, but are now sold separately, each one with a premium price attached: extra space, extra luggage, food, drinks. Magazines have turned into selling catalogue, and economy seats and luggage departments have become smaller. (Kilinc Izzet, 2012)

Diversification of the tourism market has shifted the focus from production (destination) based tourism to marketing based tourism. Consequently, understanding the tourism market **is essential in today's competitive environment. UNWTO estimated there is around 200** country destinations, and even larger number of region destinations inside of those countries. All of these destinations participate at international tourism fairs, the most notable being the one in Berlin in London. (UNWTO (World Tourism Organization) and ETC (European Travel Commission), 2011) Each one of these large number of destinations is trying to understand their markets, and create, promote and sell tourism products. The diversification trend has led to the situation where landlocked countries are competing side to side with Sun, Sea and Sand destinations. As Elakovic noticed, mature destinations are witnessing transformation **from “vacation industry”, to “industry of experience”.** Tourists are not interested only in **“baking in the sun”, which is forced by the tour-operators.** In contrast, modern tourists are looking for dynamic vacation, socializing, adventure, sport activities, etc. (Simo, 2006. Third edition)

Consistent with these findings is the rise of the „green tourist“, which is a subgroup of the green consumer. This trend reflects the rising social and political power of groups concerned with environmental issues and biodiversity conservation (global warming, animal welfare, wildlife conservation, organic food, pollution, and recycling of waste products). Similarly green tourist is concerned with issues related to transport, wildlife, conservation, resources use, and pollution, operational practices of tourism organizations, new buildings, and recreational activities. (Swarbrooke John, 2007)

2.2. Global trends on the demand side of the market

Three major global trends shaping the demand side of the market are (UNWTO (World Tourism Organization), 2011):

- Growing number of tourists from Asia and the Pacific to advanced economies.
- Growing number of tourists from Asia and the Pacific to emerging economies.
- Growing number of tourists from Europe to emerging economies.

	Market shares of tourists by region of origin (in %)				
	Actual data			Projections	
	1980	1995	2010	2020	2030
Share of tourists from Asia and Pacific in advanced economies tourism	5.1	8.2	8.8	9.9	10.7
Share of tourists from Asia and Pacific in emerging economies tourism	3.8	8.4	12.9	16.4	19.2
Share of tourists from Europe in emerging economies tourism	13.7	15.8	19.7	20.9	21.2

Source: Adapted from the (UNWTO (World Tourism Organization), 2011)

Advanced economies will see the rise of the market share of tourists only from Asia and the Pacific. Market share of tourist from Africa will remain at the same level, while the market shares of tourists from Americas and Europe will drop. Tourists from Europe will however continue to dominate the tourism of the advanced economies. (UNWTO (World Tourism Organization), 2011)

Emerging economies, on the other side, will see the rise of the market share of tourists from Asia and the Pacific, and from Europe. The market shares of tourists from Africa and the Middle East in emerging economies, although small in volume, will also be on the rise. The share of the tourists from Americas in emerging economies will drop. The predominant market share of European tourists in the emerging economies will be contested by the tourists from Asia and the Pacific in the next 15 years. (UNWTO (World Tourism Organization), 2011)

2.3. Destination marketing process

Various stages of the marketing process are usually very separated and bureaucratized in large organizations serving country destinations. However, this process has alternatives and can be changed and improved. One innovative example is web portal The Bank of Tourism Potentials in Slovenia, which was started in 2006 by Slovenian Tourism Board. This portal is a place where individuals, tourist boards, public institutions and companies can contribute ideas and knowledge in the form of an online brainstorming process. It also serves as a matchmaking broker between individuals with ideas, experts with experience and knowledge in tourism, and individuals with financial assets. (UNWTO (World Tourism Organization) and ETC (European Travel Commission), 2011) Information technology is changing the ways and means the tourism markets communicate by eliminating time and place constraints. It gives marketers more flexibility and enables them to become more efficient and effective. New information technology (PHP, ASP.NET) enables major hotel and airline businesses (Hilton, Sheraton, British Midland and American Airlines) to start a two-way communication with their customers through their websites. (Metin Kozak, 2011) There has been only a small amount of research in the field of tourism on IT network analysis. (Baggio Rodolfo, 2010) However, the potential of the web based networks and communities in tourism marketing are evident through use of websites with 2-way communication channels, social media, tourism blogs, tourism forums, etc.

Because new destinations appear every day, and the competition is fierce, destinations have to position themselves on the tourism market. In order to do that, destinations have to focus on those buyers that are most likely to be interested in experiencing it. (Ivo, 2010) Detailed knowledge of all the dimensions of motivation underlying consumer decisions lies at the very heart of effective management. (Kamenidou Irene, 2009) In that sense, market segmentation has to take into consideration growing minority groups, such as women, disadvantaged, or homosexual groups.

Gender of the tourist is important, since women and men exhibit different characteristics across cultures. These differences are exhibited for every gender independently, as well as in

the interaction of genders in the society. All tourism market niches are influenced by the changing role of women in tourism markets. Destinations should align their research, product development, and promotion efforts in order to account for the growing power of women in all purchasing decisions in Europe. (Jose Barles, 2010) Although research done by Barles has focused on Spain, there is a growing power of women in purchasing decisions in other European nations as well.

Seville is one of the destinations that promotes itself as completely accessible to the **disadvantaged persons. A step in that direction is the “Guide to Accessible Tourism in Seville. Seville, open to everyone”, which presents specifically services adapted to fit the needs of** people with different disadvantages. Seville is also an example of destination targeting gay population. They have created **“Guide for Gay Tourism”, with all the typical places where gay** population gathers or just gay friendly services. (Diez, 2011)

Market research is a first link in the tourism marketing process. However, sources differ in terms of how to proceed after obtaining market information. UNWTO proposes a following continuum: market research-product development-marketing. (UNWTO (World Tourism Organization) and ETC (European Travel Commission), 2011) Kotler and Armstrong on the other side, view market research and product development as an integral part of the marketing process, rather than being 2 phases before the start of the marketing process, as in UNWTO model. (Philip Kotler, 2006) However, UNWTO elaborates product development in more detail than Kotler and Armstrong, whose **model is based on the 4 P's of marketing:** product, price, place, promotion.

Dunjic conducted a research on conference attendee's satisfaction in Belgrade, Serbia. The total researched sample size was 75, so the results have to be taken with caution. The results of the t-test and ANOVA showed that there were no statistically significant differences in the satisfaction level of attendees, with regards to gender, age, education level or origin. The author concluded that the conference attendees were overall satisfied with the destination, and considered Belgrade an attractive destination. (Dunjić Jelena, 2012)

There are different components of tourism brand, which influence the consumer decision-making process at different stages. Balakrishnan found that for creating a choice set in consumer mind, a destination should focus on tourist attractions, history or culture and experience knowledge. For helping the consumer finalize a decision, destination should provide the information on destination accessibility, economic value, comfort (accommodation), communication and safety. Reinforcing the information on heritage, culture and people can also help consumers reach a decision to visit the destination. (Balakrishnan Melodena Stephens, 2011 Vol. 5 No. 1)

Research design

The research was designed to answer 6 research questions:

- RQ1: What is the relation between age and daily spending of tourists in Serbia?
- RQ2: What is the relation between age and length of stay of tourists in Serbia?
- RQ3: What is the relation between age and loyalty to Serbia as a tourist destination?
- RQ4: What is the relation between daily spending and length of stay of tourists in Serbia?
- RQ5: What is the relation between daily spending of tourists and loyalty to Serbia as a tourist destination?
- RQ6: What is the relation between length of stay of tourists in Serbia, and loyalty to Serbia as a tourist destination?

In order for this answer these 6 research questions, the Pearson correlations and t-tests of significance were calculated in the SPSS software. It should be noted that not all data were available in the form needed for this research, so that is why in the N number of columns in the SPSS output report it says 7, instead of full sample size: 1500. We used the data for 7 groups of tourists, grouped by core motive for travel, and groups were mutually exclusive and collectively exhaustive.

Collection of the Data

The data was collected during Serbia Guest Survey 2011. This survey has been conducted as a **component of the EU financed project: “Support to implementation of the National Strategy for Tourism”**. **Only one portion of the data collected was used in the presented study.** The objectives of the survey were to assess tourist profiles, core motives for travel, booking habits, expenditures, satisfaction and image perception of Serbia.

The questionnaire was filled by tourist themselves, with the instruction and help of the interviewers. The interviewers were positioned on central locations on each tourist destination. Target group were domestic and foreign tourists in Serbia, aged over 14 years, staying overnight, but no longer than 30 days (holiday trip), or 90 days (business trip). The database was weighted by overnight stays and country cluster (Western Europe and the rest of the world, CEE, Ex-Yugoslavia, Serbia) based on official statistics.

Total sample was 1500 respondents on the following locations in Serbia: Belgrade, Novi Sad, Zlatibor, Guca, Kopaonik, Fruska Gora, Zaslavica, Vrdnik, Erdevik, Sremska Mitrovica, Divcibare, Valjevo, Banja Vrujci, Sokobanja, Vrnjacka banja, Banja Koviljaca, Niska banja, Nis, Subotica, Vrsac, Palicko jezero, Belocrkanska jezera, Srebrno jezero, Ečka, Skorenovac.

The fieldwork was done only for the summer season: from July 11 2011 to September 5 2011.

The author of the study was engaged on the position Office Manager on the project, which was implemented by consortium led by public consulting company HD-European Consulting Group.

Report of Findings

Correlations

		Age	DailySpendin g	LengthOfSta y	Loyalty
Age	Pearson Correlation	1	-.275	.218	.342
	Sig. (2-tailed)		.550	.639	.453
	N	7	7	7	7
DailySpendin g	Pearson Correlation	-.275	1	-.520	-.870*
	Sig. (2-tailed)	.550		.231	.011
	N	7	7	7	7
LengthOfStay	Pearson Correlation	.218	-.520	1	.674
	Sig. (2-tailed)	.639	.231		.097
	N	7	7	7	7
Loyalty	Pearson Correlation	.342	-.870*	.674	1
	Sig. (2-tailed)	.453	.011	.097	
	N	7	7	7	7

*. Correlation is significant at the 0.05 level (2-tailed).

2.4. Testing Hypothesis $H1_0$

The null and alternate hypotheses were created:

- $H1_0$: There is no statistically significant relation between age and daily spending of tourists in Serbia.
- $H1_A$: There is statistically significant relation between age and daily spending of tourists in Serbia.

The calculated Pearson correlation coefficient between the two variables: age and daily spending, is (-0.275), and the results of the t-test show that there is no statistically significant correlation between the two variables. The decision was to accept the null hypothesis $H1_0$.

2.5. Testing Hypothesis $H2_0$

The null and alternate hypotheses were created:

- $H2_0$: There is no statistically significant relation between age and length of stay of tourists in Serbia.
- $H2_A$: There is statistically significant relation between age and length of stay of tourists in Serbia.

The calculated Pearson correlation coefficient between the two variables: age and length of stay, is (0.218), and the results of the t-test show that there is no statistically significant correlation between the two variables. The decision was to accept the null hypothesis $H2_0$.

2.6. Testing Hypothesis $H3_0$

The null and alternate hypotheses were created:

- $H3_0$: There is no statistically significant relation between age and loyalty to Serbia as a tourist destination.
- $H3_A$: There is statistically significant relation between age and loyalty to Serbia as a tourist destination.

The calculated Pearson correlation coefficient between the two variables: age and loyalty to Serbia, is (0.342), and the results of the t-test show that there is no statistically significant correlation between the two variables. The decision was to accept the null hypothesis $H3_0$. It should be noted however that there is moderate positive relationship between these two variables.

2.7. Testing Hypothesis H_{4_0}

The null and alternate hypotheses were created:

- H_{4_0} : There is no statistically significant relation between daily spending and length of stay of tourists in Serbia.
- H_{4_A} : There is statistically significant relation between daily spending and length of stay of tourists in Serbia.

The calculated Pearson correlation coefficient between the two variables: daily spending and length of stay, is (-0.520), and the results of the t-test show that there is no statistically significant correlation between the two variables. The decision was to accept the null hypothesis H_{4_0} . It should be noted however that there is moderate negative relationship between these two variables.

2.8. Testing Hypothesis H_{5_0}

The null and alternate hypotheses were created:

- H_{5_0} : There is no statistically significant relation between daily spending of tourists and loyalty to Serbia as a tourist destination.
- H_{5_A} : There is statistically significant relation between daily spending of tourists and loyalty to Serbia as a tourist destination.

The calculated Pearson correlation coefficient between the two variables: daily spending and loyalty to Serbia, is (-0.870), and the results of the t-test show that there is statistically significant correlation between the two variables. The decision was to accept the alternate hypothesis H_{5_A} .

2.9. Testing Hypothesis H_{6_0}

The null and alternate hypotheses were created:

- H_{6_0} : There is no statistically significant relation between length of stay of tourists in Serbia, and loyalty to Serbia as a tourist destination.
- H_{6_A} : There is statistically significant relation between length of stay of tourists in Serbia, and loyalty to Serbia as a tourist destination.

The calculated Pearson correlation coefficient between the two variables: length of stay and loyalty to Serbia, is (0.674), and the results of the t-test show that there is no statistically significant correlation between the two variables. The decision was to accept the null hypothesis H_0 . It should be noted however that there is moderate positive relationship between these two variables.

3. Analysis of Findings

The correlation between the variables in the RQ5: daily spending-loyalty to Serbia (-0.870) was strongly negative, and with statistical significance.

The correlations between the variables in RQ6: length of stay-loyalty to Serbia (-0.674), RQ4: daily spending-length of stay (-0.520), and RQ3: age-loyalty to Serbia (0.342), were all moderate, but with no statistical significance.

The correlations between variables in the RQ1: age-daily spending (-0.275), and RQ2: age-length of stay (0.218), were all weak and with no statistical significance.

Conclusions and recommendations

There is statistically significant negative correlation between daily spending of tourists and loyalty to Serbia as a tourist destination (-0.870). In other words, the more the tourists spend on the daily basis, the less loyal they are to the destination Serbia. The conclusion is that cultural and business tourists, which are the groups that have the highest daily spending are the least loyal tourists to Serbia. Health tourists, which have the lowest daily spending are the core of the most loyal Serbian customers. This is consistent with the findings that the 89.5% of Health tourists are domestic tourists.

Serbian tourism policy and marketing decision makers should take into account different factors influencing tourist behavior, as well as mutual interdependence between these factors. Separate marketing strategies should be devised for different groups of tourists. For Health tourists, which make the core loyalty base, there should be some form of loyalty program put in place. Culture and business tourists, while very valuable segments of the market, are the least loyal tourists. The approach to these two segments of the market needs to be devised to give them as much value as possible, as they are willing and able to pay for additional value. In that sense, government policy should not be that cultural goods are subsidized public goods with low price in order to be accessible to everyone. Cultural goods should have market prices attached (or nearly market price), with major subsidies only for

certain targeted groups of Serbian citizens. This approach will make public investments in the culture possible.

Regarding international tourists, the focus should be on researching in more detail the demand side of the market in Asia and Pacific and designing suitable products, pricing and promotion strategies specifically for this markets.

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Session 5: Hospitality

Evaluating Economic Viability of the Lodging Industry. Independent vs Chain Hotels

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Abstract

Purpose: the purpose of this paper is to evaluate the economic results of the independent hotels in comparison with the chain hotels as well as report good practices for the viability of the lodging industry. **Methodology:** an empirical survey took place in Greece and it concerns the period 2008-2011. The study was conducted via on-line questionnaires and the sample consists of 165 hotel units. Thirty five of them are independent hotels and the rest (130 units) belong to 35 hotel chains. The hotel classification varies from 2 to 5 stars and most properties are resort and city hotels. **Findings:** the main findings of the survey show that for the period 2008-2011 the independent hotels are more profitable compared to the chain hotels. **The sector's best practices include conducting a market and financial feasibility study before developing any property; purchase of assets in different cities and regions so that a drop in one market will not affect the others; developing mixed-use enterprises; balancing the needs and expectations of the hotel chains' various stakeholders; environmental certification and commitment; continuous investments and sufficient working capital to support the penetration in new markets; carefully planned and effectively implemented strategies contributing in the success, profitability and viability of the enterprise.**

Research limitations: this research was limited to the Greek hotel sector. Another limitation was the reluctance of some hotel managers to share the financial data of their property. Despite this fact, the sample is enough for reliable findings and conclusions, since the **sample's size (bed capacity equal to 76.777 that accounts for the 10,85% of Greece's total 2*-5*capacity)** is considered representative.

Originality/value: a financial analysis, the application of both benchmarking and empirical analysis for the hotel economic assessment, as well as the identification of good practices for **the hospitality properties' viability are among the main contributions of this study.**

Based on the findings of the survey, investors and hotel operators may have a clearer picture of whether it is preferable to invest their funds in the development of an independent hotel or they should turn to chain ownership.

Keywords: economic viability, lodging industry, independent hotels, chain hotels, good practices.

Introduction

Economic viability (sustainability) in hospitality involves using the assets of the property optimally and efficiently so as to allow it to continue functioning profitably over the longer term.

The viability of individual tourism enterprises depends on the ability to identify markets that will continue to deliver business in the long term; to understand what potential consumers are looking for; and to adapt to trends and changes in source market conditions, travel patterns and tastes. This requires effective and on-going market assessment to guide development in the hospitality properties (UNEP, 2005).

Few studies concerning the economic viability of the independent and chain hotels exist in the contemporary literature and thus, we decided to conduct a survey in hotels located in Greece so as to identify answers to the research problem.

The purpose of this study is to evaluate the economic results of the Greek independent hotels in comparison with the chain hotels as well as report good practices for the financial viability of the lodging industry.

In order to achieve the study purpose, the following procedures take place. First, we present the Greek hotel supply as well as the total market size in value (turnover) of the Greek hotel enterprises for the years 2008 – 2011 (Tables 1 and 2).

Then we quote the branded hotels operating in Greece in 2009 (Table 3), and, separately for **the independent and chain hotels the sample's key data, such as the number of** hotels, their classification, the total bed capacity and number of employees, the location and the total market share in terms of the overall amount of beds (Table 4).

Second, benchmarking as well as empirical analysis is performed and the mean for several key indicators of the sampled hotels for the period 2008-2011 is shown in the Table 5.

Third, selected good practices that have been identified through this study are presented as suggestions for the viability of the lodging industry both in Greece and worldwide.

Literature Review

Hotel properties can be grouped by ownership and affiliation into two basic equity structures: independent hotels and chain hotels. An independent hotel has no affiliation with other properties. Chain hotel ownership may take a number of forms, including management contracts, franchises and referral groups (Kasavana, Brooks, 2005).

When new hotels are developed and planned feasibility studies are conducted usually by independent consultants. A feasibility study can help investors decide whether the hotel project they are considering is economically viable. Among other elements the study includes competition analysis and financial estimates (Angelo, Vladimir, 2007).

Furthermore, prospective owners can use academic surveys, such as the one included in this paper in order to determine their ownership and affiliation.

The decision to be a franchise or chain affiliated hotel is one of the most critical decisions in a hotel investment. For many hotels the costs associated with purchasing and maintaining a franchise (6-8% or more of revenue) represents the 2nd largest (after labour) expense category. While for many hotels affiliation can represent the difference between financial

viability or failure, affiliation does not ensure successful financial performance. And in fact, certain types of hotels, depending upon their market positioning and segmentation, perform much better as independents (Raleigh, 1999).

The economic viability is part of the sustainable development strategy of many hotels. The objective is to create superior value to their shareholders and guests and the strategy is based on the concept of the “triple bottom line,” which combines economic viability (profit) with social responsibility and environmental protection. A company must use sustainable development principles to grow revenues and save on costs thus remaining profitable to be sustainable (Houdre, 2008).

Hotels’ reason to go sustainable is not limited to the pursuit of an environmental friendly approach. These environmentally friendly actions in hotels are usually related to economic benefits, competitiveness, brand image and meeting customers’ expectations (Rahman, et al., 2012).

Whatever the origin is, the hospitality industry pays more attention to be sustainable because of the multiple benefits discovered. But the main motivation to be sustainable seems to be minimizing cost for economic benefits (Ozdogan, et al., 2013).

The pattern of concentration in the European hotel industry reflects the structure of the economies. Experience and market service economies (e.g. the UK and France) have the highest hotel concentration (chain room percentage of the country’s total room capacity), while industrial economies such as Greece and Portugal have the lowest structural scores in the EU (Slattery, 2004).

Table 1: Hotel supply in Greece (2008-2011)

Hotel Capacity / Indicator	2008	2009	2010	2011
Hotels	9.385	9.559	9.732	9.648
Rooms	375.100	383.000	397.700	397.322
Beds	715.857	732.279	763.407	763.668
Distribution of beds per class	5* 78.464 4* 183.900 3* 169.941 2* 227.146 1* 56.406	5* 91.770 4* 187.494 3* 171.202 2* 226.707 1* 55.106	5* 102.428 4* 196.862 3* 177.923 2* 230.358 1* 55.835	5* 108.552 4* 193.381 3* 180.365 2* 226.539 1* 54.831
International arrivals per bed	22,3	20,4	19,7	21,47
Average hotel size in rooms	41	40	41	41,18
Average occupancy	56,7%	51,1%	48,1%	N/A

Revenue available (RevPAR)	per room	N/A	15.328 €	13.274 €	14.491,2 €
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Sources: SETE, Greek Chamber of Hotels, ICAP& ITEP (2008 - 2012)

The hospitality sector is the pillar of the Greek tourism industry but nonetheless, the large (over 1.000 beds) hotel groups and the international hotel chains operating in Greece in 2011 control only 228 hotels and 116.400 beds (ICAP 2012).

Aimed at understanding the structure of the Greek hotel industry we quote below some key figures and indicators for the Greek hospitality sector (Tables 1-3).

The Greek hotel supply in the years 2008 - 2011 was as follows (Table 1):

The market size (in value) of the upper class hotel enterprises is equal to the total sum of turnovers (sales) of all the Greek 5, 4 and 3-star hotels. The total market value of the Greek hospitality industry for the years 2008-2011 is presented in the Table 2.

The market size (in value) of the 5*-3* Greek hotels has increased by 8,8% in 2011 in relation to 2010. The revenues of the 4-star hotels represent the largest share (about 46%) of the Greek hospitality sector total value.

Table 2. Total market size in value (turnover) of the Greek hotel enterprises 2008-2011

Year	Market size (in € 000) (5*- 3*hotels)	Change (%)
2008	3.430.000	5,2
2009	2.980.000	-13,1
2010	2.850.000	-4,4
2011	3.100.000	8,8

Source: ICAP, Hotel Enterprises (2008-2012)

According to the latest Greek Hotel Branding Report, branded hotels in Greece account only for 4% of the total number and 19% of total availability of rooms, while in other European countries this figure lies between 25 and 40% (<http://www.msolutions.gr/projects/tourism/>).

The Table 3 below shows the branded hotels operating in Greece in 2009.

Table 3. Branded hotels operating in Greece (2009)

	No. of hotels	Share of the country's hotels	Total room capacity	Share of the country's total room capacity	Average no. of rooms per hotel
International Hotel Brands	104	1,1%	21.667	5,4%	208
National Hotel Brands	155	1,6%	31.639	7,9%	204
Local Hotel Brands	167	1,7%	23.267	5,8%	139
Cypriot Hotel Brands	26	0,3%	6.723	1,7%	259
<i>All Branded Hotels of Greece</i>	<i>431</i>	<i>4%</i>	<i>77.464</i>	<i>19%</i>	<i>180</i>

Source: Koutoulas Hotel Database

Methods and data

In order to gather the required information as well as analyse the hotel companies financially **and identify the industry's best practices towards** viability, we applied a methodological approach that includes the following steps:

- We grouped the lodging enterprises operating in Greece into two major segments: individual properties and chain hotels.
- We then developed and sent an on-line questionnaire to 200 independent hotels and to the headquarters of 250 hotel chains (the latter publish consolidated balance sheets), aiming to collect key financial data for the period 2008-2011 as well as identify those practices having contributed to their viability. The hotel categories vary from 2-5 stars (although the responses from 2-star hotels are quite few) and the vast majority are city and resort hotels.

The questions included in the questionnaire can be classified into three basic groups:

- (a) Those concerning the hotel key data, such as: number of hotels (included in the chain); classification, bed capacity; number of employees; location;
- (b) Questions asking for the property's economic performance in the last four years; and,
- (c) Questions identifying good practices for the viability of the hospitality sector.

The technique used for selecting the 450 recipients of the questionnaire was the cluster sampling (independent/chain hotels) and then a simple random sample of these two groups was selected.

The questionnaire was sent in January 2013 and by May 2013 we received 35 completed questionnaires from individual hotels and 42 from chain hotels. From the 42 answered questionnaires, seven were not complete and were excluded from the sample, therefore the final number of the hotel chains is 35. The response rate to the questionnaire was 17% and the sample's size (bed capacity equal to 76.777 that accounts for the 10,85% of Greece's total 2* - 5* capacity) is considered representative.

Whenever necessary, the data collected through the questionnaires were compared against published balance sheets and performance data and in case of variations the hotel managers were contacted again for further clarifications and additional information.

For the economic assessment of the sampled hotel properties we used the variables *efficiency* and *profitability*. More specifically, for the purposes of this study the efficiency of hotel enterprises is assessed by using the indexes Return on Equity and Return on Capital Employed. For the assessment of profitability the indexes of Gross Profit, Operating Profit, Net Profit and EBITDA margin are used (ICAP, 2012)⁴. Therefore, the hoteliers were invited to provide the above data for the period 2008-2011.

⁴The indexes used for the assessment of the sample's efficiency and profitability are calculated as follows:

Efficiency indexes

$$\text{Return on Equity} = \frac{\text{PROFIT BEFORE TAX}}{\text{EQUITY}} \times 100$$

$$\text{Return on Capital Employed} = \frac{\text{PROFIT BEFORE TAX}}{\text{LIABILITIES}} \times 100$$

Profitability indexes

$$\text{Gross Profit} = \frac{\text{GROSS PROFIT}}{\text{SALES}} \times 100$$

$$\text{Operating Profit} = \frac{\text{OPERATING MARGIN}}{\text{SALES}} \times 100$$

$$\text{Net Profit} = \frac{\text{PROFIT BEFORE TAX}}{\text{SALES}} \times 100$$

$$\text{EBITDA} = \frac{\text{EBITDA}}{\text{SALES}} \times 100 \text{ (EBITDA is the total resulting as the sum of Operating margin + Financial costs + Accounted depreciation costs), ICAP, 2012.}$$

EBITDA (earnings before interest, taxes, depreciation and amortization) can be used to analyse the profitability between companies and industries because it eliminates the effects of financing and accounting decisions (Ransley, 2004).

- Following the collection of the answered questionnaires, elaboration of the answers and calculation of various financial indicators took place.

The sample's key data are presented in the Table 4.

Table 4: Sample key data

Independent Hotels (35 hotels)			Chain Hotels (35 chains: 130 hotels)			
Number of Hotels	Classification	Total Bed Capacity	Number of Hotels	Classification	Total Bed Capacity	
19	5*	19.623	40	5*	57.154	
16	4*		61	4*		
Total Number of Employees:4.837			25	3*		
			4	2*		
			Total Number of Employees:13.052			
Location: City hotels (7) Resort hotels (28)			Location: City hotels (21) Resort hotels (108) Airport hotel (1)			
Total market sharein terms of the overall amount of beds (Hotel Categories 5*& 4*): 6,55%			Total market sharein terms of the overall amount of beds (Hotel Categories 5*, 4*, 3* & 2*): 8%			

Source: author's own elaboration

For the economic assessment of the sampled hotels we benchmark and set out in the Table 5 below the indicators: Efficiency (Return on Equity & Return on Capital Employed) and Profitability (Gross Profit Margin, Operating Profit Margin, Net Profit Margin & EBITDA Margin). The results of the analysis are presented in two separate columns per year, one for independent hotels and one for chain hotels. In this way, the comparison for each index and year is more distinct.

Table5. Benchmarking of sampled Hotels' Key Indicators (Mean 2008-2011)

Index	2008		2009		2010		2011	
(%)	INDEP.	CHAIN	INDEP.	CHAIN	INDEP.	CHAIN	INDEP.	CHAIN
Return on Equity	-2,50	-3,41	-5,81	-29,47	-11,02	-12,47	-12,68	-2,09
Return on Capital Employed	-1,48	0,45	-0,205	-1,62	-2,618	-1,80	-0,835	-0,74
Gross Profit Margin	17,37	15,84	15,66	14,93	14,19	9,52	18,77	15,27
Operating Profit Margin	-1,48	-7,83	-6,20	-11,19	-9,94	-12,59	-2,77	-7,91
Net Profit Margin	-4,96	-5,48	-6,92	-11,76	-11,43	-12,49	-3,68	-9,23
EBITDA Margin	22,69	18,70	21,26	17,76	19,71	15,02	25,40	20,02

Source: author's own elaboration

The benchmarking analysis of the sampled hotels' key indicators (Table 5) shows that for the period 2008-2011 the Greek independent hotels are more profitable compared to the chain hotels.

Conclusion

The decision to be an independent or chain affiliated hotel is one of the most critical decisions in a hotel investment. The present study has proved that the independent hotels in Greece perform better than the chain hotels.

All the Efficiency and Profitability Indexes of the independent hotels for the period 2008-2011 are much improved in relation to the respective indexes of the chain hotels. The EBITDA Margin in particular of the individual hotels is much higher in 2011 (25,40%), a year during which the Greek upper class hotels increased sales and market size (in value).

Irrespective of a hotel's development process, both chains and unaffiliated (independent) hotels should focus on sustainable earnings and value. Towards this goal effective asset

management is expected to be applied in the complete cycle of a property's development and operation.

The Greek as well as all the hotel enterprises in the world perpetually struggle for profitability and viability.

The identified through this study good practices that follow below can be applied by the hoteliers towards revenues enhancement and viability of their property:

1. Before developing any property, prospective owners should conduct a market and financial feasibility study. Among other information, the feasibility study will provide the project promoters with answers such as whether the investment is profitable and viable.
2. A number of local and global factors (e.g. international tourist arrivals, economic growth, the stock market, etc.) have broad profitability consequences for hotel operators who manage an international portfolio of hotels. One strategy that hotel investors might use for minimizing risk would be to purchase assets in different cities and regions, on the theory that these investments would not be correlated, and a drop in one market should be offset by a boom in another (Liu, Moulton & Quan, 2013).
3. Mixed-use developments incorporating retail, entertainment, bars and restaurants, residential and hotel accommodation are increasing in number and scale (Ransley, 2004). It has been found that the mixed-use enterprises operating in Greece had a much higher volume of turnover (sales) in the last 4 years (2008-2011) in comparison to the averages of the total Greek hotel industry (Kapiki, 2012).
4. Some very successful and well-known hotel chains report that in order to remain financially viable and operationally sustainable, their properties balance the needs and expectations of various stakeholders (owners, investors and shareholders, colleagues, guests, business partners, suppliers, local community representatives and all others they work closely with) while aiming to contribute to the sustainability challenges facing our world (Shangri-La Asia Limited, 2010 Sustainability Report & Sarmaniotis et al., 2013).
5. Environmental certification (e.g. the Green Key, the EU Eco-label, the ISO 14001, etc.) contributes significantly in the enhancement of revenues and viability of the hospitality industry. Various surveys show that the majority of the profitable hotels are environmentally certified and apply successful sustainability initiatives. These hotels are committed to economic viability, and social and environmental responsibility (Kapiki, 2012).
6. Due to the economic crisis, the hotel companies can replace the loss of the internal market by attracting more foreign tourists. In order to achieve this, they have to develop or adjust their product to the demands of new guests. Therefore, continuous investments (e.g. in renovations and/or new facilities) are needed and also sufficient working capital to support the penetration in new markets.
7. At the operational level, carefully planned and effectively implemented strategies contribute in the success, profitability and viability of the enterprise. The strategies that **have been identified as successful towards the sector's profitability (in order of significance)** are: corporate expansion and continuous investments; guest-centred philosophy; teamwork, highly motivated, productive and competitive staff; exceptional

and personalised services; contemporary technological systems; effective marketing techniques; and, several strategic alliances.

Limitations and Future Research

A limitation to this study was the fact that it concerns only the Greek hotel sector. Another limitation was the reluctance of some hotel managers to share the financial data of their property. In spite of this, the sample is enough for reliable findings and conclusions, since the **sample's size (bed capacity equal to 76.777 that accounts for the 10,85% of Greece's total 2*-5*capacity)** is considered representative.

Future research is suggested to include both international and local companies, for more objective conclusions. It should also include and analyze more variables, such as the hotel effectiveness and more specifically the indexes Average annual occupancy, Turnover, Revenue per available bed (RevPar) and GOPPAR (gross operating profit per available room) for a long period (e.g. a decade) and benchmark them with the industry averages. The analysis and comparison should be made by the hotel class and location and among several countries.

This is likely to provide a more precise perspective on why and to what extent companies should invest in affiliated or non affiliated hotels.

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Location and Exterior as a Quality Element

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Abstract

The paper examines location and exterior as elements of quality in hospitality facilities. There are shown: models for measuring the quality of services and the selection and deployment of location; locating criteria and factors; site planning for construction of hotel; accessibility, transport, political environment, resorts and relation between resorts and hotels; the effect of physical surroundings on customers and employees. Also, there is presented a survey in which the respondents were asked to rate the quality of given elements that are related to the location and hotel exterior. The goal of the research was to assess how the location and exterior are important in the choice of hotel. The survey was conducted on a random sample. In this essay are presented the results of the given research and it is explained using descriptive statistical analysis of individual variables. The paper presents comprehensive analysis of the location and exterior as elements of quality, with very detailed description of the items that were taken as relevant in assessing the analysis of the location and exterior.

Keywords: location, exterior, quality.

Introduction

Changes in the global market and technology development have contributed to the development of competition and the more difficult it becomes sales of goods and services in the market. Hoteliers are very much looking to attract and retain guests and create the conditions for business success in the long term. Because of growing competition, hoteliers compete quality service. It has become inevitable to provide quality services. Looking at the location and exterior as well as the essential elements of quality hotel services, it can be argued that more attention is paid to the design, construction, equipping and maintenance of catering facility. Considering these facts, the main objectives of this study were to establish how location and exterior as well as the quality elements influence the choice of the establishment where and what factors (influences from the environment) relevant to potential visitors, which are less important, and certainly that most influence the final decision. Modern tourists in tourism this time looking for new experiences that will have the opportunity to experience, retold again and they come back, also the task of this paper is to get the data that you are with the emergence of new trends in tourism is changing and needs

to change the exterior (changes in the sense of something ekstravagantnog) or need to change a location, or whether despite all the trends in the tourism industry, simplicity, security and proximity to the city and yet still has a significant role.

Were performed using a consumer survey. For data analysis is a statistical method used descriptive statistical analysis.

Choice of collocation and locations, and location factors

Hotel's attractiveness to visitors is largely dependent on where the hotel is located, that is, the volume of turnover, the cost of services, income, and the effectiveness and profitability of investments. For that reason it is necessary to choose the appropriate layout and location. Collocation is the planned system of optimal hotel location. It will cover the maximum number of available that is, possible locations. Collocation of hotel is conditioned with numerous general and specific factors of a smaller or greater importance (close to tourist resources and facilities, transportation terminals, road, sports and recreational facilities, resorts and other hotels, etc), which are subject to changes in time and space. Based on the identification and analysis of factors collocational and appropriate methods (ie, transparent overlay method) is possible to construct a homogeneous model of optimal spatial distribution of the hotel, that the system of optimal locations. (Čerović and Čomić, 2011).

The optimal location of the hotel is element of a system of optimal locations (collocation). It is a place where they will build a new hotel. This is the best of all sites. The choice of optimal locations is affected by a number of location factors, for example, the position of the resources, roads, towns, points of penetration into the region, tourist facilities, then labor, land, infrastructure, construction costs and supply, land policy, security and business continuity, competition, environmental factors, etc.. Appropriate location is possible to determine by using complex, substitutional and selective methods. Location of the building is essential, integral part of the total hotel product in marketing terms and condition of business success of each hotel. A successful hotelier said that there are three basic rules for successful business: location, location and location. Although this view is excessive simplification, it points out the significance of the location of activities with a high investment in fixed capital (building), that can not ship your product to market. The buyer has to come to the scene, the place of production, in order to buy the hotel product and spend what is offered. Once when it is built, hotel can not be moved or transported, it can not follow potential buyers and it can not send its product to the world (as the building and the location of important integral part of this product), the only way that the product gets "closer" to the customers is the selection of the location that can be maximally adapted to the needs of target segments demand. Thus, the choice of location is vital for business and financial balance of each hotel. All the elements that make up a company and their products contribute to achieving the ultimate business goal. However, the overall impact of hotel operations will be compromised if the location is incorrectly selected. (Čerović and Čomić, 2011).

To choose the best off all the available locations, it is necessary to determine the differences between the two competing locations. For determining those differences, some mutual criteria are required to evaluate the optimality of each location. These criteria are in fact the location factors. Therefore, the optimal location in this respect is the most suitable

accommodation for the hotel in relation to all relevant locational factors. As for the different types of hotels there are different factors, or the same locating factors have different meanings, one of the basic requirements for the selection of optimal locations to determine the general and specific location factors and criteria. It should be noted that all location factors do not apply in all cases. Some, for example, one is relevant to one type of hotel and the other for the second and so on. This means that in addition to the general, common, for each specific type (type) hotel should allocate special (specific) location factors relevant to them. Hotel in the winter tourist center depends on the proximity to ski lifts and ski slopes, slope characteristics at a given location, etc.; city hotel often requires proximity to the center; motel looking for easily accessible, **conspicuous location near the road, and so on.** (Čerović and Čomić, 2011).

Professor K. Čačić (2010: 208-209), the author stated that the location of hotel and other accommodation and catering facilities are strongly influenced by factors that are largely related to the characteristics of the tourism market. These factors are closely related to one another, including their relation to the macro and micro aspects, and have a lasting impact on the business results of companies that belong to specific objects. The costs of construction and functioning of hotel are corrector of each combination, and among the many economic factors that influence the choice of location of the hotel, other accommodation and restaurant facilities, particularly to single out the following:

- The development of the market and distance to the customer;
- Target groups (segments) of consumers and their preferences;
- The proximity of competition;
- The type, category and size of the object;
- The development and proximity to the market vendors;
- The development and proximity to the labor market (human resources);
- Attractiveness, accessibility and interior decoration;
- Development of overall tourist attractions of the destination;
- The objectives of growth and development of companies which belong to a particular object.

There is also the question of how, (by which method) based on the identified location factors to reach an optimum location. In practice, the most common first identifies a list of potential rivals in location, and then perform their comparative analysis, ie. Ranking operational benefits of a tourist facility (hotel). This is usually achieved by evaluating and scoring the relevant locational factors for each competing location.

Scoring indicates the relative importance of each individual factor and its numerical value (from 1 to 10) indicates the quality and / or quantity of this factor on competing sites. Adding up the number of all relevant factors, for each of the possible locations, will be received a certain numerical hierarchy of locations. Location with the most points is the optimal location **for a new facility (hotel).** (Čerović and Čomić, 2011).

The project implementation begins with choosing the hotel room to build. Until then, the entrepreneur and the architect may have an idea of the hotel whose construction is planned, but planning a real (external) appearance of the building can not begin until the designated space (land) where it will be built. Hotels are usually built on some of the following areas:

- Rural and undeveloped landscapes (usually hotels in tourist areas primarily for vacation)

- The suburbs (or small towns) and the area near roads,
- The urban landscapes.

Each type requires the use of certain criteria selection and planning of the visual appearance of objects and spaces in which they are located. Location city hotels should be in the center, near the station of commercial and administrative points. Desirable proximity to parks, garages and parking (especially if the hotel does not have its own). Bustling areas should be avoided and constructors should look for a quiet zones. However, experience suggests that tourists and business people easily give up quiet but central location. The best solution is to find a quiet street in the city center. This choice is clear because the center is the most interesting for tourists and business people, and in every respect (cultural - historical monuments, shops, culture, entertainment, etc..) and is able to satisfy the needs for which they came, as is not the case **with the periphery**. (Čerović and Čomić, 2011).

Coastal hotels should be as close to the shore or beach, that is. water, whether at sea, lake or river. Tourists prefer these sites because they are most attracted to the contact line supply - water. Of environmental, social and other reasons it is not possible to ensure that all of the hotels are near the sea, and exactly in such a location they have greater comparative advantage because they allow tourists to be close to the main tourism resources, the main attractions for which they came. If you are not on the coast, these hotels may be at a prominent location, a hill which offers a nice view of the sea and the environment, which is also very attractive to tourists. Mountain hotel in the winter tourist centers should be as close to the point of departure funicular and trails, and along with it should have a prominent location in order to provide a nice view of the surroundings. In addition, there is need to find stable ground, protected from landslides and avalanches.

Motels should be close to the road, but close to its border, in order to avoid the noise, pollution and other negative effects of intensive traffic. Location should not be too tucked because motel should be easily visible from a moving vehicle, so constructors should look for a prominent place or elevations (deficiencies in this regard may be offset by appropriate architectural design of the building). Airport hotels are mainly intended for transit accommodation of passengers, eating, meeting, daily holiday, etc.. These hotels will be located around the airport to a diameter: 2 - 6 km. Attention should be paid to the selection of locations that are less exposed to aircraft noise. When building is constructed sound insulation of the building should be used. Harbor hotels are mostly located near the ferry terminal points of loading and unloading, and marina facilities intended water sports. (Čerović and Čomić, 2011).

External landscaping around the hotel - exterior automobile parking and garage

In urban centers and tourist areas providing parking space depends on the location of the hotel and business center. Convention and tourism market can be identified with the airport or train station for example. Good local taxis and public transport reduces the need for high standards of car - parking.

Security parking is expensive. In places outside the city that includes a large area of land for access roads and parking alone, requires a large excavation, foundation, cover the surface of

asphalt or concrete slabs, drainage, etc indicate. In the cities, the high cost of land, it may be necessary to build a multi-storey underground or overhead garage site or adjacent to it. One possibility is to use a nearby commercial garage. (Čerović and Čomić, 2011).

Garage would be built at a suitable location that the vehicle would not bother the guests. This can be in a separate building or in the basement of the hotel. The garage can be built as a single large room for multiple vehicles or to build more boxes for one or two cars, and preferably near the sea and be a mechanical workshop for minor repairs. (Čerović and Čomić, 2011).

Design parking lots often affect the first and last impression of the hotel, which acquires a guest. Motels entrepreneurs know that they must provide one parking space per room, and most hotels have to provide a parking place for their employees, and any other facilities - restaurants, bars, meeting rooms, or recreational centers to attract local residents. Otherwise, a hotel which has been operating successfully, and that there is not enough space for parking can be a handicap, you may deduct the locals to organize commercial banks. Land costs are a growing problem in suburban and rural locations, where parking is at the level of the hotel, and takes up more land than the building itself, which requires that contractors carefully planned parking space. However, the most critical of parking spaces in the city hotels, where high duties restrict a larger area of land for parking or construction often require a garage under the hotel. (Čerović and Čomić, 2011).

In addition to planning for the parking area, designers have to think about the impression it makes on guests. Designers should think about the benefits, safety and possible claustrophobia.

- **Vehicle entry:** locating the entrance so that it has direct access to the site until the guests arrive.
- **Access to the hotel:** to provide safe and direct access from the garage to the hotel lobby, mainly elevator.
- **Safety and security:** design your garage to a great pass, set up security cameras to monitor the area.
- **Comfort Guest:** finding solutions to minimize feelings of claustrophobia, plus light, increasing the height of the ceiling, painting the walls of bright colors, wall decorations, or speakers for music.

Guidelines: set clear direction signs for directions (toward the entrance) and pedestrians (to the lobby or street). (Čerović and Comic, 2011).

Table 1.-NUMBER OF PARKING PER ROOM

<i>HOTEL TYPE</i>	<i>NUMBER OF PARKING PER ROOM</i>
Business hotel	0,4 – 0,8
Boutique hotel	0,3 – 0,8
Suburban	1,2 – 1,4
Airport hotel	0,6 – 1,0
Motel	0,2 – 1,4
Resort hotel	0,8 – 1,4

Convention hotel	1,0 – 1,3
Conference hotel	1,2 – 2,0
Apart hotel	0,8 – 1,2
Residential hotel	1,0 – 1,2
Mega	1,0-1,2
Mixed hotel	0,6-1,2
Casino hotel	0,8-2,0

Source: Čerović, Čomić (2011): Design and construction of the hotel

The following example shows how to calculate how much is needed parking spaces for hotels with specific capacity.

Example 1 - Calculate the required number of parking spaces at the hotel

Rooms	400
Occupancy capacity	85%
Number of guests per room	1,4
Guests arriving by car	40%
Number of guests per car	1,5
Number of parking spaces = $(400 * 85\% * 1,4 * 40\%) / 15 = 127$	

Source: Čerović, Čomić (2011): Design and construction of the hotel

Landscape and urban planning

The area around the hotel, which is regulated depends on the hotel and its location, many hotels and motels offer facilities such as a heated outdoor swimming pool, for example, in the tourist areas it is necessary equipment. Individual hotels with a relatively large space can offer a variety of recreational opportunities (golf, tennis, private beach, horseback riding), while in **other cases there is no interior for recreation (swimming pool, sauna, solarium).** (Čerović and Comic, 2011)

In addition to these, functional - recreational needs of the area around the hotel is necessary for aesthetic reasons to improve the appearance of the building and the whole complex more attractive. However, the landscaping around the hotel does not have a visual effect (trees, flowers, fountains, statues). A country that is excavated while digging the foundation, instead of being transported (which is very expensive), formed in different elevations and vegetation cover, which in addition to aesthetic reasons and to protect property from heat, wind and noise.

(Čerović and Čomić, 2011).

Landscaping around the building can not compensate unattractive appearance of the building and the wider environment. Landscaping can also be drawn into a building to allow opposite attraction inside the building, especially in hotels whose rooms face inward.

Landscaping opportunities are very different from the paved paths, various trees, plants, shrubs, flowers, fountains, sculptures, decorative animals walk freely, such as peacocks and swans. Landscaping around the hotel should emphasize and enhance the individual character of the building and to provide specific functional requirements. Adequate preparation, grading, drainage fields and selection of materials for soil cover that is able to withstand use are very important factors. The combination of natural vegetation and hard paved, paths, terraces and certain areas, usually is the most effective combination of the area around the hotel.

(Čerović and Čomić, 2011).

Areas outside catering facility intended performance of hotel operations and that are directly related to restaurants (food and garden, terrace) must:

- 1) have a surface made of durable material;
- 2) be landscaped and fenced or otherwise marked;
- 3) provide outlet for atmospheric precipitation.

The external appearance of the catering facility, floors, walls, ceilings, windows, appliances and equipment must:

- 1) be maintained;
- 2) be in good condition and functional.

(Ordinance on the minimum technical, sanitary - hygienic conditions for planning and catering facilities, 41/2010).

Entrance and lighting of the hotel

The modern hotel has several entrances: main, secondary, economic port and bringing luggage. Appearance of the main entrance, and his approach is very important because they tend to classify and categorize the hotel. The main entrance shall be designed to accept guests arriving:

- On foot,
- by car,
- by bus,
- Or in a wheelchair for the disabled.

As a rule, the area outside the entrance should be at least 5.5 meters wide to allow the simultaneous passage of two vehicles, a canopy must be sufficiently high (5m from the road) in order to pass the high tourist bus. If the access road and the area in front of the curved, they should be expanded. Čerović and Čomić, 2011).

Elevated entrances reached by stairs seem impressive, but creates difficulties when luggage is carried in and out of the hotel. If the stairs are unavoidable, it should be provided a separate entrance storage at street level. Above the entrance of the hotel are always a canopy that form an integral structural part of the building. They provide protection from rain, snow and wind for guests that are leaving the car or waiting for a car to come. Some hotels put additional canvas canopies over the sidewalk entrance to the roadway, increasing the protected area above the entrance, while increasing the visibility of the entrance of the hotel. For this extension canopy outside the line of the building requires a separate license, and it is prohibited interference with pedestrian traffic. (Čerović and Čomić, 2011).

Lighting of the hotel is a very important aspect of the overall design of the hotel. In the hotels in the city center, as well as motels, many guests are arriving in the evening. Lighting is used to highlight the main entrance, to show the interior and to provide greater safety and security. In order to facilitate adjustment of the eye, the light intensity should be increased gradually from the entrance to the reception lobby, to concentrated lighting above the reception desk. Color grading of light at the entrance is also important. Slightly yellow light gives the impression of warmth and intimacy, and much more convenient than bright white light and fluorescent lamps. Fluorescent light, which should be protected indirectly or ceiling panels, most preferably as a supporting light near the area early, for example over the reception desk. Čerović and Čomić, 2011).

The impact of physical surroundings on customers and employees

The effect of atmospherics, or physical design and décor elements, on consumers and workers is recognized by managers and mentioned in virtually all marketing, retailing, and organizational behavior texts. Managers continually plan, build, change, and control an organization's physical surroundings, but frequently the impact of a specific design or design change on ultimate users of the facility is not fully understood. The ability of the physical environment to influence behaviors and to create an image is particularly apparent for service businesses such as hotels, restaurants, professional offices, banks, retail stores, and hospitals.

INDIVIDUAL BEHAVIORS

Environmental psychologists suggest that individuals react to places with two general, and opposite, forms of behavior: approach and avoidance. Approach behaviors include all positive behaviors that might be directed at a particular place, such as desire to stay, explore, work and affiliate. Avoidance behaviors reflect the opposite, in other words, a desire not to stay, explore, work and affiliate.

ENVIRONMENT AND COGNITION

The impact on people's thinking about a place or product may change. In that sense, the environment can be viewed as a form of nonverbal communication, imparting meaning through what Ruesch and Kees (1956) called "object language". For example, particular environmental cues such as the type of office furniture and décor and the apparel worn by a lawyer is successful or not successful, expensive or not expensive, and trustworthy or not trustworthy. Another study showed that a travel agent's office décor affected customer attributions for the travel agent's behavior.

ENVIRONMENT AND EMOTION

In a long stream of research, Mehrabian and Russell and their colleagues have programmatically explored emotional responses to environments (e.g., Mehrabian and

Russell 1974; Russell and Lanius 1984; Russell and Pratt 1980; Russell and Snodgrass 1987). Through their research they have concluded that the emotion-eliciting qualities of environments are captured by two dimensions: pleasure-displeasure and degree of arousal (i.e. , amount of stimulation or excitement). Research shows that emotional response measured on those dimensions can predict behaviors with respect to the environment. For example, environments that elicit feelings of pleasure are likely to be ones where people want to spend time and money (Donovan and Rossiter 1982; Mehrabian and Russell 1974), whereas unpleasant environments are avoided. Similarly, arousing environments are viewed positively unless the excitement is combined with unpleasantness (Mehrabian and Russell 1974).

Compatibility in the natural settings refers to how well a place blends in with its surroundings and is related inversely to contrasts (in color, texture, size, and shape) with the natural background; in urban settings compatibility results from replication of features such as materials, style and overall shapes (Nasar 1989). Other research has shown that people respond positively to nature and prefer natural to manmade elements (Kaplan and Kaplan 1982), whereas the presence of what Nasar (1989) terms environmental “nuisances” has been found to reduce preference and perceptions of quality in urban settings. In urban settings such things as poles, wires, signs and dilapidated buildings and vehicles are classified as nuisances.

Research methodology

The authors created a questionnaire which containing 20 questions. The questionnaire consists of two parts - the first part collects the data on gender, age, education level, and occupation of the respondents. The second part of the questionnaire measured the degree of agreement of the respondents with certain claims. To measure the attitudes of respondents used a five point Likert scale. The survey was conducted on random sample in Vojvodina. The survey was anonymous.

Table 2. SIGNIFICANCE RATING SCALE ON A FIVE POINT LIKERT

RATE	SIGNIFICANCE OF THE RATING
1	„I do not agree“
2	„Somewhat disagree“
3	„Undetermined“
4	„Mostly agree“
5	„I absolutely agree“

Source: Prepared by the authors

Description of sample survey

The study was conducted in 3 cities of Vojvodina: Subotica, Novi Sad and Vrbas, in July 2013. The Respondents were surveyed by personal examination or using the 'face to face'. The survey was attended by four examiners. A total of 51 subjects were questioned.

Some authors believe that the assessment of the application of statistical methods to be good only if the sample contains a minimum of 51 units (Blešić et al. , 2009, retrieved from: Bagozzi,

1981). Analyzing the structure of respondents allocated the following: the proportion of female respondents in the sample was 56.9% male and 43.1%. Most of the respondents belong to the age group of 21 to 40 years, followed by the age group of 41 to 60 years. Those with 61 or more years have a participation in the sample 5.9%. Regarding the level of education, most respondents said that they had completed high school, and the next dominant group was respondents who have completed college or high school. Most of the respondents belong to the working population, or 42.9% of the respondents were employed, and a group of students occupied a share of 23.2%. Students, unemployed and pensioners groups whose percentage share is a much smaller. 82.1% of respondents said they are occasional visitors to the hotel, 5.4% as regulars and 3.6% of respondents said they have never visited a hotel. The most frequent reason for visiting hotels is holiday.

The authors present the results of research using the program for statistical analysis of data SPSS version 20.

Table 3. –THE AGE OF RESPONDENTS

	Frequency	Percentage	Valid percentage	Cumulative percentage
Up to 20 years	5	9.8	9.8	9.8
21-40	29	56.9	56.9	66.7
41-60	14	27.5	27.5	94.1
61 and over	3	5.9	5.9	100.0
Total	51	100.0	100.0	

Source: prepared by the authors based on data analysis in SPSS 20

Table 4 – OCCUPATION OF RESPONDENT

	Frequency	Percentage	Valid percentage	Cumulative percentage
Pupil	3	5.9	5.9	5.9
Student	13	25.5	25.5	31.4
Employed	24	47.1	47.1	78.4
Unemployed	5	9.8	9.8	88.2
Pensioner	6	11.8	11.8	100.0
Total	51	100.0	100.0	

Source: prepared by the authors based on data analysis in SPSS 20

Data analysis and results interpretations

Descriptive statistical analysis was used to calculate the average score on the issues and the quality determinants. By using this method were calculated: mean, mode, median, and standard deviation.

Table 5 - DESCRIPTIVE STATISTICS CLAIM

Claim	Mean	Mediane	M	Std. deviation
Hotel should have good accessibility.	4.5882	5.0000	5.00	.77914
The accommodation facility must be well connected with other parts of the city (bus stops, subways ...).	4.3725	5.0000	5.00	.82367
Approaching the hotel to be decorated and well lit..	4.5294	5.0000	5.00	.70294
Facade of the building has to fit into the environment.	3.7843	4.0000	5.00	1.22170
Hotel should be located in a safe end.	4.4706	5.0000	5.00	.75771
Nicely arranged parking and garage spaces are an important factor when deciding on the choice of hotel.	3.3529	3.0000	3.00	1.09222
The rooms should not be felt unpleasant odors from the environment.	4.9216	5.0000	5.00	.27152
The rooms should be noise from the street.	4.8431	5.0000	5.00	.41821
Employees must be able to refer guests to the desired location.	4.8235	5.0000	5.00	.47774
Attractive exterior object creates the impression of a visitor on quality service.	4.5490	5.0000	5.00	.64230
The external appearance of the hotel creates the first I mains info.	4.4314	5.0000	5.00	1.00509
It is essential that the view from the room is nice and relaxing.	4.1176	5.0000	5.00	1.27510
When choosing a hotel, an important role is played by landscaping, close to parks and attractively landscaped gardens.	3.4314	4.0000	4.00	1.15334
Location is crucial to the choice of hotel.	3.9412	4.0000	5.00	1.08465

Source: prepared by the authors based on data analysis in SPSS 20

Means range from 3.3529 to 4.9216. The lowest score received claim that the well-kept parking and garage space is an important factor when deciding on the choice of hotel. Highest score received argument to the hotel room should not feel unpleasant odours from the environment. Mod of the twelve questions is 5, mod of one question is 4 and mod of one question is 3. The median values of ten questions are 5, with three questions is 4, and in one question is 3. The standard deviation of 6 questions exceeds the value of 1, while in others the values range from 0.0 to 27152.82367.

Table 6 – COMPARISON OF CROSS-AGE AND LOCATION

	LOCATION					Total
	I do not agree	Somewhat disagree	Undetermined	Mostly agree	I absolutely agree	
Up to 20 years	2	3	0	0	0	5
AGE 21-40	0	0	10	17	2	29
41-60	0	0	0	0	14	14
61 and over	0	0	0	0	3	3
Total	2	3	10	17	19	51

Source: prepared by the authors based on data analysis in SPSS 20

Analyzing the results, it can be concluded that the people who belong to the group of 41-60 and persons aged 60 years location is very important factor in which the object they will reside, while younger, or persons under the age of 20 locations find it as mostly irrelevant factor.

It is very important to every guest to stay in the hotel which is safe and which is located in an area that is not dangerous and is in every way provided, both in the hotel and nearby its surroundings. It is important that the buildings are provided with fire extinguishers, alarms and other devices to help in emergencies, for the benefit of the customer and caterers.

Table 7 shows that by females in a 100% response the most important element of staying is being in a quiet and safe area.

Table 7 – CROSS-COMPARISON OF GENDER AND SECURITY ELEMENTS

			GENDER		Total
			Male	Female	
QUIET AND SAFE NEIGHBORHOOD	Undetermined		8	0	8
	Mostly agree		11	0	11
	I absolutely agree		3	29	32
Total			22	29	51

Source: prepared by the authors based on data analysis in SPSS 20

Noise is any unwanted and unpleasant sound. Although it is featured like the sound it is different in that it bothers and disturbs most of the people. Different people have different attitudes towards the wanted and unwanted sound, so that a sound for someone can be a pleasant and desirable, and for someone else the opposite. Also, guests staying at the hotel would not like to hear the noise from the street and from the environment and they hope for a quiet room. Noise is an element that is the level of importance for the guests to another place with an average score of 4.84.

Beautiful and comfortable room is important when person is on the road, but if the sight from the room is not appealing, overall impression could be really bad. On the other hand, a nice view of the small room can make beautiful impression. Hotels whose rooms have great views, can relate to that charge, and guests to whom the look outside is important are often willing to pay higher prices. The results obtained in this study just confirms the facts above. Respondents were very much a view from the room, both male and female patients, regardless of education and age structure.

The first indicator of the hotel's service quality is its exterior, which tells what service quantity and quality can be. There is always a presumption that the potential guest already has a certain image in his head and certain expectations regarding to the level of service. In order to outdo these expectations, it is extremely important that the hotel leaves an excellent first impression on the guest, so he would decide to stay there. From the survey it can be concluded that the respondents based on first impressions judge the extent and quality of services they will receive in a hotel. All the more reason that they pay attention to the level of service quality is on par with the very outer appearance.

Conclusion

The hotel industry is "industry" that the subject is to change and monitor trends. Trends from day to day changing and hoteliers are somehow forced to change certain elements in their facility in order to be in trend to meet the needs of demanding guests. Guests today are not satisfied just with regular rooms, but the rooms and services are expected to have much more. Hotel managers improve their product in order to ensure long-term loyalty of its guests, but also to be better than competing hotels.

Formed on the basis of the survey that the authors wanted to examine how the location and exterior are important when choosing a hotel. During the survey, the authors of the individual respondents received answers to questions that were not included in the questionnaire. When asked why not visit the hotels, most of the respondents said that the reason is lack of funds. It is expected that the site is of crucial importance for the choice of hotels, but this survey showed a different. To tourists of the third age and middle aged, the location is crucial when choosing a hotel. It is assumed that the older tourists find that the location is important because of years of health, and because they need peace. Also, tourists of the third age do not choose hotels in city centers, they prefer objects that are located in the beautiful horticultural environment because they like the contact with nature.

Experience has shown that younger tourists and business people easily give up quiet but central location, so the best solution is to find a quiet street in the city center. This choice is

clear because the center is the most interesting for tourists and business people in all respects and it is able to satisfy the needs for which they came, as opposed to the periphery.

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The Concept of Service Quality in Exceeding Customer Expectations in Nigerian Hospitality Industry

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Abstract

In today's competitive environment in the hospitality industry scenario, service quality is one of the vital competitive policies to keep customer loyalty and build great brand image. Hospitality organizations are trying to win customer loyalty by providing quality services. This paper examines the concept of service quality management in Nigerian hospitality industry. After reviewing related literature, a total of 250 surveys were administered to staff and customers of hospitality services who were staying at five hotels drawn randomly from the Nigerian hotels. The results showed that Service quality has been linked with the success or failure of hotel organization. The winning strategy for hotel industry is to deliver excellent quality service to customer. The service quality dimensions such as reliability, responsiveness, assurance, empathy and Tangibility significantly predicts customer loyalty. Monitoring customer loyalty has become an important focus for all managers in the hotel industry. Failure to recognize the power of customer satisfaction, especially their emotions, could destroy the power of customer retention and loyalty. This paper implies that hospitality industry in Nigeria should consider the sequence of the service quality concept and model from customer orientation, customer satisfaction, service design and delivery, understanding the components of the service and human resource issues as it affect service quality in the service industry and the service failure and delivery summed it up to achieve customer satisfaction and exceed expectations to win back their customers' loyalty.

Keywords: Hospitality, Service Quality, Loyalty, hotels, service quality dimensions.

Introduction

Service quality continued to divert the attention of business **organisations in today's** competitive and ever dynamic business environment (Grzinic, 2007, Presbury, et al 2005, Naseem, et al 2011). The hotel organisations are globally more competitive than it has ever been, establishments are under closer scrutiny than ever before, product and services markets are enormously competitive and customers are becoming increasingly sophisticated and discerning in the establishments and the quality of services they expected and received, customer are travelling more widely, returning with new ideas and new standards regarding accommodation and other hotel services (Presbury, 2005). It is against this background, the need for hotels organisations to carry out customer survey to assess the quality of their product and services is self-evident. Service quality is one of the ways hotel industry use to

manage business processes in order to ensure total satisfaction to the customer on all levels (internal and external). It is an approach that leads to an increase of competitiveness, effectiveness and flexibility of the entire company (Grzinic, 2007, Wong, et al., 2003). Hotel industry needs to provide not only the services but also a kind of standardised and excellent services in order to be active and remain proactive in meeting the needs of their customers. Presbury, et al (2005) Service quality involves a comparison of expectations with performance, it is the tangible and intangible aspect of product that bring customer experience which can be determine by the fitness of product and service for use by the internal and external. Naseem, et al (2011) described service quality as a measure of how well service delivery matches the overall customer expectations, customer is need to be placed at fore front in any service quality goals because satisfying customer needs is very important for enterprise to survive. Usually a customer is expecting a service at the service interface where the service encounter is being realised, and the service is provided by a particular service provider and consumed by the customer instantly. Antony et al (2004) Service quality is derives from the field of marketing which values the human interaction between a business and its customers. Renganathan (2011) service quality incorporates the concept of meeting and exceeding customer expectations and it is generally accepted that better service quality impacts **positively on an organisation's performance and competitive positioning**. The main reason for service quality is to meet the customer needs and expectation without compromising economically competitiveness. This paper aimed at examining the concept of service quality of Nigerian Hospitality industry. To achieve the aim, the paper try to evaluate the customer, customer satisfaction, service design and delivery, components of the service, human resource issues and measurement of service quality as it affect business enterprises.

Hospitality industry in Nigeria

The hospitality industry has been facing intensive global competition, hotel are required to offer not only accommodation and catering services, but also a kind of customer satisfaction through a wide range of standardized excellent services (Kotler and Keller, 2006, Kotler et al, 2010). Narangajavana and Hu (2008) observe that, hotel cannot survive in this competitive environment, until it provides a satisfactory service to their customer. However, this becomes a challenging task for many hotel organisations because the hotel industry is dramatically dynamic, competitive, increased customer sophistication and rapid technological advancement (Tavitiyaman, et al, 2010). Hotels in Nigeria identify an increasing need of customers in the market to be innovative always on creating brand image to their services and continued to launch and re-launch new brand services that will capture the potential customers, they believe in global service quality rather than service quantity (Okoli, 2010). As the market needs continue to shift research suggested the need for a product development, market segmentation and diversification to enable guest match their needs with a particular style or environment of a hotel (McDonald, 2011, Tavitiyaman, et al, 2010). The service quality is the service corresponding to customer satisfactions and can be won by any hotel through satisfying **customers' needs. When new and improved quality of services is developed for customers, then it is vital to meet customers' expectations** (Naseem et al, 2011). Hotels should

respond to the environment by identifying the needs of the customers and try to offer unique services to the customers.

Hotels are required to mix business with pleasure in all their services, boast a unique style and character as well as a host of services and facilities for business events, conferences and team building, from quality corporate dining to total WIFI coverage throughout the venue. One of the features of the Hotels meeting rooms is the natural daylight available throughout (Mcdonald, 2011). Hotel services are classified into four unique attributes as reported by Wong, et al, (2003) namely; Intangibility, heterogeneity, inseparability and perishability. Hotel establishment provide both tangible and intangible product and services together with service atmosphere and the type of customers, for instance the service required by leisure travellers may differ from the business travellers. Hotel industry needs to assess the requirement of each category of customer and provide a matching products and services that will promise their satisfaction. Resbury, et al (2005) service quality **is dependent on customers'** needs and expectations, and whether the level of services meets these needs and expectations. Service quality is identified as the gap between customer satisfactions and customer expectations and the performance they actually receive. Customer decide when they are satisfied and the satisfaction is influenced by certain factors, such as the quality of tangible facilities, responsiveness and empathy of staff to customer needs and request; the consistency of service quality; the accuracy of information provided and the location of the hotel. A smaller gap between expectations and perceptions lead to the service being perceived as a higher quality and to customer satisfaction being increased (Resbury, et al., 2005). One of the hotel organizations that embrace the concept of service quality is Mcdonald Hotels and Resorts. They identified the needs of their customers through constant survey using online guest review approach, and respond to these needs with individual considerations. Mcdonald Resort is a place to have great holiday for holiday makers, from relaxed and friendly beachside apartment villages on the Malaga coast, to luxury lodges in the Scottish highlands, with a self catering to choose holiday from. For wedding and social events Mcdonald hotels provides a charm and grace perfectly for the occasions. Mcdonald has excellent award winning chefs and always select from finest and freshest produce, working from the whole raw ingredients to create an outstanding food in their restaurants. An AA Rosette award is always the sign of a good restaurant and Mcdonald Hotels and resorts restaurants have gained over forty, with two of the restaurant achieved the highest accolade of three Rosettes. Mcdonald also embraced green approach, they have already won a carbon trust awards and focusing on area like; lowering energy consumption through efficient lighting, minimizing waste and promoting recycling, purchasing more efficiently, travelling in a greener way, have plan in place to prevent pollution and always looking to sign of improving the quality of their services (Mcdonald, 2011).

Service quality has been linked with the success or failure of hotel organization. The winning strategy for hotel industry is to deliver excellent quality service to customer (Presbury, et al, 2005, Naseeb, et al, 2011 and Yoo et al, 2006). Service quality is an integration of facilities and human resources to deliver excellent quality service to satisfy the expectations of the sophisticated hospitality customers. Hospitality industry in the world have since identified the importance of human resource management in ensuring excellent quality service to customers and place empathy on sourcing and employing quality employee to deliver a

professional service to customer and individual training programmes have also been set in response to widespread industry shortages of experience managers, chefs and other service staff as well as apprentice programme. Training boosts employee morale and provides excellent quality service. It is believed that, if you take good care of staff they will in turn take good care of their customer (Hammer, 2007). In culture change the hospitality industry introduces mystery guest programme which has had a significant impact on the conduct of every member staff, ensuring that guests are made to feel valued and welcomed in the hope that they will return at a later date or recommend the hotel to someone else (Hammer, 2007).

Component of Service quality

Service quality is divided into three components: technical, functional and image and Parasuraman et al (1988) viewed that functional quality as the most critical aspect. It is commonly said that what is not measured is not managed. Without measurement, managers **can't be sure whether service** quality gaps exist, measurement is needed to determine whether goals for improvement are being met after changes have been implemented (Lovelock et al. 2001). In general it is difficult to measure and quantify service quality. The main purpose of measuring service quality is to ensure whether service is provided as per the expectations of the customers. Hotels can identify this by customer loyalty. Ramzi and Mohamed (2010) viewed that **'customer loyalty is seen as one of the major facilitators of service quality, customer loyalty happens when there is repeated purchasing by the same customers and their willingness to recommend the product to other customers without any outright benefits'**.

Service Quality Model considers service quality from the viewpoints of both provider and customer, the model enables perceptual gaps to be identified. The scale which enables actual service delivery to be measured is the criteria used by customers in moulding their expectations and perceptions which fit in five dimensions of service quality: the first is the Tangibles physical evidence, appearance of physical facilities, personnel, and communication materials. Second is the Reliability, the ability to perform the promised service dependably and accurately. Thirdly is Responsiveness which is the willingness to help customers and provide prompt service. Forth is the Assurance which is the knowledge and courtesy of employees and their ability to convey trust and confidence. And finally the Empathy in provision of individualized caring attention to customers. Service quality model claims that the consumer evaluates the quality of a service experience as the outcome of the difference between expected and perceived service. The model also highlights the main requirements for delivering high service quality and is a useful framework to assess the quality of hotels. The service quality model identifies five gaps that cause unsuccessful delivery. These five quality gaps are the result of inconsistencies in the quality management process. Gap 1 the **management perception gap. Manager's perceptions of customer's expectations may be different from actual customer's needs and desires, suggesting that management perceives the quality expectations inaccurately.** Gap 2 the quality specification gap. Divergences in service quality specifications might signify that, even if customer needs are known, they may not be translated into appropriate service specifications. Gap 3 the service delivery gap. This is referred to as the service performance gap and denotes that quality specifications are not met by the performance in the service production and delivery process. Gap 4 the market

communication gap. This gap indicates that promises given by market communication activities are not consistent with the service delivered. Gap 5 the perceived service quality gap. This gap results when the perceived service falls short of the expectations of customers (Zeithaml et al. 1990).

Monitoring customer loyalty has become an important focus for all managers in the hotel industry. Failure to recognize the power of customer satisfaction, especially their emotions, could destroy the power of customer retention and loyalty. Ramzi and Mohammed (2010) opined that the greatest challenge for managers in hospitality industry lies not only on influencing customers to patronized, but specifically on identifying customer satisfaction individually. Customers may perceive the hotel services high but not necessarily agree that the hotel ensures high satisfaction. For instance if prices are perceived to be high, this may still have a negative effect on customer loyalty. Higher levels of quality are only meaningful to the extent that customers believe that value is being enhanced. Responding to this hospitality organizations should keep their prices of all their services affordable and moderately cheaper than other competitors (Mcdonald hotels, 2011). Service quality correlates with the business performance, the more the service quality the likely success of an organization. The measurement approaches adopted by the hotel chain over service quality are explained by Murasiranwa et al. (2010) service quality can be measure by branding guest experience through research, sustaining service consistency through brand standards, balanced Scorecard to tracks performance over 7 key Indicators (team turnover, health and safety, brand standards, guest recommendation, like for like sales growth, occupancy versus budget and hotel profit), provides balance between financial and non-financial measures and these can be achieved through unconditional service guarantee, critical differentiation strategy, introduces tangibility to service, reduces purchase risks, forces managers to focus on quality, empowers staff to act proactively, performance incentive scheme, encourages and rewards appropriate behaviours and actions. Service quality can also be measured through process and outcome measures such as: Brand audit-evaluates staff competency and the entire guest journey, guest recommendation surveys-informed by a Harvard study that suggests recommendation is best predictor of repeat business and guest comment cards. **When the measured service delivery falls short of customers' expectations a service failure occurs.** Yoo, et al. (2006) posits that service industries must have service recovery strategies to **offset service failures. Service recovery is action taken to seek out customers' dissatisfaction as a response to poor service quality and failure.**

Methodology

This paper examined the concept of service quality as it affect customer satisfaction which results in success of the hospitality industry. To explore the problem of the research, staff and **customer's experience was examined. It is believed that satisfied customers would continue to re-patronize and lead customers to revisit and this will result in organizational success.** After reviewing related literature, a questionnaire was administrated that contained 18 items related to service quality and personal particulars of the respondents. In the instrument, items **like the respondent's personal profiles related to gender, educational qualification, profession, purpose of visit, level of satisfaction, intention to re-patronize again and general customers' impression were observed.**

The study used Liker-scale to measure all responses, where 1=strongly dissatisfied, 2= dissatisfied, 3= not sure, 4= satisfied and 5=strongly satisfied.

Data Collection

Data was collected from 5 hotels drawn randomly one from each of the five geopolitical zone in Nigeria. Questionnaires were distributed among the staff and customers of the hotels and requested them to complete the surveys that are designed for research purpose. A total of 300 questionnaires were distributed out of which 250 questionnaires were collected back for analysis. The data was extracted from questionnaires and analyze using SPSS 21.0 version. Simple frequency, correlation and t-test tables were formulated to find relationship of service quality parameters.

Results

A structured questionnaire was used to obtain data for the analysis. The valid responses are 250 and there is no missing value in them. The missing values cases were omitted from data analysis. The gender, age, educational qualification and profession of respondents were observed. Out of the 100 per cent (n=250) valid responses without missing value in all categories. The missing values cases were omitted from data analysis. The genders, age, educational qualification, profession of the respondents were observed. In gender variable, 72 per cent were male (n=180), 28 per cent (n=70) were female, Four categories were defined for age description ranging from less than 20 years to more than 51 years. Percentage of less than or equal 20 years respondents is 5.6 per cent (n=14), 21-30 years is 25.2 per cent (n=63), 31-40 years is 53.2 per cent (n=133), 41-50 years is 12.8 per cent (n=32) and more than or equal 51 years is 3.2 per cent (n=8). While determining the educational qualification of respondents, more percentage was observed of graduates visiting the hotels with 65.2 percent (n=163) and 34.8 percent (n=87) acquire education below university degree. Only 35.6 per cent (n=89) non-hospitality professional were recorded on profession, while 64.4 percent (n=161) were hospitality professional.

Table 1: correlation Table of Overall Impression of Hotel services and Customer's expectations

	Customer expectation exceeded	Overall impression of the Hotel services	Overall staff empathy on customer	Overall reliability of Hotel services	Overall responsiveness of Hotel services	Overall assurance/ courtesy of Hotel staff
Customer expectation exceeded	1					
Overall impression of	.354**	1				

the services	Hotel						
Overall empathy on customers	staff on	.196**	.240**	1			
Overall reliability of Hotel services		.257**	.060**	.520**	1		
Overall responsiveness of Hotel services		.292**	.320**	.410**	.035**	1	
Overall assurance/courtesy of Hotel staff		.630**	.057**	.271**	.271**	.089**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Table 1 shows correlation among the service quality Parameters and were observed to interpret that the service encounter and the overall impression created are the important factors in hotel service quality that affect the customer satisfaction and exceed their expectation.

Table 2 One Sample T- Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Customer expectation exceeded	98.569	249	.000	3.96400	3.8848	4.0432
Overall impression of the Hotel services	83.996	249	.000	3.78400	3.6953	3.8727
Overall staff empathy on customers	81.200	249	.000	3.78000	3.6883	3.8717
Overall reliability of Hotel services	83.892	249	.000	3.79200	3.7030	3.8810
Overall responsiveness of Hotel services	86.346	249	.000	3.76800	3.6821	3.8539
Overall assurance/courtesy of Hotel staff	82.154	249	.000	3.75600	3.6660	3.8460

Table 2 shows one sample T-Test on data collected. T-Test results indicated significant differences between test variables. The overall impression of hotel services that include staff empathy, reliability of services, responsiveness and courtesy of the hotel staff are the most important factors of achieving customer satisfactions and exceed their expectation.

CONCLUSION

This study examined the concept of service quality in hospitality industry in Nigeria that **influences the customers' satisfaction and exceeds their expectation and gained their loyalty.** The results of this study conclude that service quality in the hospitality industry should consider the sequence of the service quality concept and model from customer orientation, customer satisfaction, service design and delivery, understanding the components of the service and human resource issues as it affect service quality in the service industry and the service failure and delivery summed it up to achieve customer satisfaction and exceed their expectations. The concept of service quality can be widely used by hotel, not only in theory but also in practice in all aspect of services. The theory guides the managers on the best possible ways to win customer satisfactions and gain their loyalties. This approach can help hotel managers in assessing the competitiveness of the hotel and in decision making.

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Session 6: Gastronomy

Gastronomy as a Cultural Heritage in Relations with Culture Tourism

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Abstract

Gastronomy is widely defined as the relation of food and culture. This relation is set by historical development of the Gastronomy. The culture tourism is a part of culture representation of the region in question, whether it is a matter of one town, or the entire country, or even several countries in the specific region. Region used in this research is that of The Republic of Serbia, Province of Vojvodina. Over the ages, this region had numerous invaders, as well as peaceful migrations. Amongst the invaders are six empires: Roman, Byzantine, Bulgarian and Serbian medieval, Ottoman and Austrian. Amongst the peaceful migrators are the famous nations in Europe, i.e. Slovaks, Germans, Polish, Russians, Romanians, etc. Cuisines and drinking habits of the people that over the centuries occupied this area, have influenced culinary and the gastronomy image of today Vojvodina. The future of Vojvodina cuisine is not yet determined, since the plan has not been set by the relevant institutions. This article deals with relation of gastronomy as a cultural heritage acceptable for use in tourism. The approach taken is consideration of direct, indirect and potential impacts and influences of the gastronomy offer towards the results made through the culture tourism.

Keywords: Culture tourism, gastronomy, food tradition, Vojvodina, Serbia.

Introduction

Vojvodina is a multi-ethnic and multi-confessional area with highlighted tolerance in all aspects of the society. The same case is with the eating habits. Vast differences between the gastronomical habits of different peoples, however their commons are through tolerance interconnected. This creates a special symbiotic version of the Gastronomy of Vojvodina. Vojvodina is populated with about 2 million inhabitants. It was the most important bread-wheat growing area in every country it was in during its tumultuous history. Vojvodina is an **agricultural region with over 1.5 billion € annual income. It has more than 1.5 million hectares** (about 3 million acres) of agricultural land. For a long time (since the 18th and 19th centuries) developed network of channels (i.e. Danube-Tisa-Danube system). It has high biodiversity and flora and fauna is very rich. In Vojvodina there are numerous attractive hunting grounds, large amounts of hunting game and with wetland deer as an endangered species. This all presents

an exceptional basis for development of a gastronomy which is both unique and above-average. Gastronomy is recognized as one of key tourism attractions of Serbia in all SWOT analyses (i.e. (Štetić, 2008) or (Čerović, 2003)).

Theorists and practitioners of gastronomy prefer traditional in comparison to contemporary gastronomy. Application of new solutions, technologies and produce, in gastronomy goes slower than in any other science or industry. The reason is the wrong interpretation of the word **“tradition”**. Etymologically it derives from Latin word *traditio* which means giveaway, delivery, takeaway, etc. However, in Serbian language it means long inherited way how people think and act. It is wrongly interpreted in gastronomy as application of unchanged characteristics from the past. On the other hand, through traditionalistic approach in organization, offer and other elements of gastronomy, it should be checked through contemporary trends in that same one. The implementation of new in traditional is best to be done with menu engineering in accordance with Kasavana and Smith (1982) or by Pavesic (Pavesic, 1983). In that manner it may become integrated the result of up to date business and introduction of new elements in menus by the usage of these methods.

Literature overview

There have been some changes in humane understanding of cultural effect of taste. As Conrad Lashley, Alison Morrison and Sandie Randall (2004) provided a fascinating insight into influences on contemporary culinary taste through a study of the dining experiences. The use of taste acquisition by the socially aspirant; the achievement of cultural legitimacy through expressions of taste; and the role that taste plays within struggles for class domination. Using **semiotic analysis**, Lashley et al. reveal the meanings hidden within the students' narratives about their most memorable meals. Their analysis displays the powerful cultural and social associations which exist within the students' commentary and, to an extent, the subordinate role of food within the meal experience. On the other hand, tastes and culinary skills do in fact reflect a group mentality – **‘Tell me what you eat and I will tell you what you are.’** Despite progress, people with strict moral standards will tend to live on a sparse diet: examples are the famous black broth of Sparta, the frugal diet of even the richest Mormon communities in modern America, or the vigorous manner in which theologians tackled nutritional issues at the time of the Counter-Reformation (Toussaint-Samat, 2009). The transmission of gastronomic culture has, to a large extent, been confined to, associated with, and fostered by a small but socially prominent ‘elite. This ‘elite has banded together in many European countries to promote eating as a social activity, which cultivates refined taste in the pleasures of the table. Gastronomy as an activity is highly stratified, and takes the form of a hierarchy headed by gastronomes, who are much more than gourmets, for gastronomes have a distinctive social role. In general they are arbiters of taste and also theorists of the social role of food and eating, and as Mennell (1985) succinctly stated, they are usually though not always **‘propagandist concerning culinary taste’** (Gillespie, 2001).

Serbian American cooks like other Balkan immigrants, attempt to replicate the white cheese so important in their cuisine with some combination of cottage cheese, feta, sour cream, or

cream cheese. Different combinations may be used for different purposes, but nothing tastes quite right. Other substitutions are for the sake of convenience. Interestingly, a distinctive **lettuce dedicated to Gauas (the Cypriot Adonis), and later known as “Cyprian” during the Byzantine period**, was discovered in a Serbian monastery by the U.S. Department of Agriculture in the early twentieth century and is preserved in several American seed banks.

Serbia, one of the oldest European countries, is located in southeast Europe, mostly on the Balkan Peninsula. It also covers a part of the rich, fertile Pannonian Plain drained by the Danube River in the north-east of the country. It has mountains in the southeast and limestone basins in the east. Serbia covers an area of 88.361 km². Official data shows that the population of Serbia is 7.186.862 people (Statistics Republic Comitee of Serbia, 2013), excluding Kosovo and Metohija, a Serbian province which has been under temporary UN administration since 1999. Largest city and capital of Serbia is Belgrade, with 1.659.440 inhabitants (urban area). Major ethnic group are the Serbs (83.32%), followed by Hungarians (3.53%), Gypsies/Roma (2.05%), Bosniaks (2.02%) and 17 more ethnic minorities which consist of more than 2000 members each. Major religions are Christian Orthodox (84.59%), Roman Catholic (4.97%) and Islam (3.1%). Official language is Serbian and Serbian Cyrillic alphabet is the official script. In many municipalities other minority languages are also in official use.

Serbian history is one of the richest in Europe, starting more than one and a half thousand years ago. It is documented that the Serbs have lived along the Danube, as well as in Balkan Peninsula, since at least Roman times. During the sixth and seventh centuries A.D., **first Serbian states were created in areas of today's Serbia, Croatia, Montenegro and Bosnia and Herzegovina**. During the centuries Serbian feudal states grew in power and, when united under Nemanjic dynasty in 12th century, flourished to become one of the leading European powers under the Emperor Stefan Dusan the Mighty, between 1331. and 1555. A.D. However, **Ottoman expansion into Europe caught Serbia divided after Emperor Dusan's death, which** allowed the Ottomans to finally take control of Serbia in 1459. Next three centuries saw Ottoman domination in Balkans. That forced a significant part of Serbian population to resettle south Pannonian Plain (today's Serbian province of Vojvodina) as well as western, mountainous part of Balkans which came to be known as Military frontier, or Vojna Krajina. The 17th and 18th centuries saw several major Austro-Ottoman wars. During that time parts of Serbia were temporarily liberated from the Ottomans, but final liberation process started in 1804, when the First Serbian Uprising began. At the end of 19th century Serbia was a young, prosperous, sovereign kingdom, a Piedmont for other South Slavs. Eventually, after winning both First and Second Balkan wars and First World, it formed the Kingdom of Serbs, Croats and Slovenes in 1918, soon renamed the Kingdom of Yugoslavia. This country was defeated by Axis forces in Second World War, but during 1943 new Yugoslavia (Democratic Federal Yugoslavia) was formed by communist government and in 1945 fully succeeded the Kingdom **of Yugoslavia. It was renamed two more times before it's breakup in 1992, caused by civil war** started by separatists in Slovenia and Croatia the previous year. In 1992 Serbia and Montenegro formed Federal Republic of Yugoslavia, which lasted until 2006, when the people of Montenegro voted by small margin in favor of independence. Since 2006, the Republic of Serbia is once again a sovereign country. With well-distributed rainfall, Serbia has

a long growing season for the production of fruit, grapes, and cereals as well as for livestock and dairy farming. The fertile plains of Vojvodina produce 80 percent of the cereals and most of the cotton, oilseeds, and chicory; Vojvodina also produces fodder crops to support intensive beef and dairy production.

Serbian cuisine is largely heterogeneous with heavy Mediterranean (Byzantine/Greek), Oriental (Turkish), and Hungarian influences. The cuisine is varied because of the turbulent historical events influencing the food and people, with each region having its own subtle peculiarities and differences in traditional dishes. A number of foods, notably pickled fruits and jams, are made at home in Serbia. Accompaniments such as Rakia (fruit brandy), slatko (fruit or rose petal preserves), jams, jellies, various pickled foods (notably, kiseli kupus, or sauerkraut), ajvar (eggplant and pepper relish), and even sausages are all Homemade.

Influences on food Serbian cuisine is based on Slavic traditions with influences during centuries of domination by Rome, Byzantium, and Turkey. Neighbouring Balkan countries have also influenced food here. The many Christians frequently eat pork. Muslims do not consume pork. Usual foods are kajmak (clotted cream), sir and kačkavalj (sheep's milk cheeses), yogurts (from cow's milk and luxury kiselo mleko from sheep's milk), and slatko (syrupy fruit conserve), offered with water and Serbian (Turkish) coffee to the afternoon visitor. Vojvodina, the province north of Belgrade, shares a border with Hungary and Romania and supplies grain, sugar, beef, pork, and fresh-water fish. Settled by Serbs, other Slavs, Hungarians, Romanians, and Slovaks, it has varied cuisine with Central European influence, especially in Hungarian- or Viennese-like cakes and pastries. Bread and cereals Corn, wheat, rice; porridge, rice dishes, leavened wheat bread, pita bread (thin, round bread with pocket), wheat flour pasta, pies, dumplings, and filo dough (paper-thin pastry). Most meals include bread. Meat, poultry, fish Chicken, eggs, pork, lamb and mutton, beef and veal, goat, fish; ham, sausage. Dairy products Milk (cow, sheep, goat), buttermilk, cream, sour cream, yogurt, cheese. Fats and oils Butter, margarine, vegetable oils, olive oil. Legumes Chickpeas, fava beans, black beans, white beans, lentils. Vegetables Potatoes, olives, cabbage, cucumbers, mushrooms, tomatoes, eggplant, onions; sauerkraut. Fruit Apples, berries, cherries, peaches, pears, plums, grapes, lemons. Fruit juice is important. Nuts and seeds Almonds, walnuts, pistachios, poppy seeds, sesame seeds. Seasonings Garlic, dill, mint, cardamom, cinnamon, oregano, parsley, pepper, paprika, lemon juice. Dishes Soups often with legumes as important ingredients. Wheat or cornmeal porridge. Steamed wheat kernels. Boiled rice. Meat and vegetable casseroles such as moussaka (baked minced lamb, eggplant, onions, and tomato sauce). Veal stew with paprika. Fried fish. Dumplings and pies filled with meat, cheese, eggs, vegetables, nuts, or fruit. Cabbage stuffed with meat or rice. Serbian cheese and egg pie (gibanica). Special occasion food Serbian Krsna Slava (Patron Saint's Day) Krsni kolač (ritual bread decorated with the religious Serbian emblem and other designs made in dough). Sweets Honey, sugar. Fruit preserves. Fruit compote. Slatko (fruit cooked in heavy syrup). Fruit filled dumplings and strudels. Baklava (baked pastry of filo dough layered with nut filling, soaked in flavoured syrup). Potica (sweet yeast bread rolled in walnut, butter, cream, and egg filling). Serbian koljivo (wheat kernels cooked with sugar, dried fruit, and ground nuts). Beverages Coffee (strong, thick, sweet, often flavoured with cardamom; made in a long-

handled metal briki), tea (sweet), fruit juice, wine, plum brandy (šljivovica). The Balkans are well known for their wines and distilled spirits. Meals Three meals a day, with the main meal at midday, and frequent snacking is typical. Snacks Pastries, ice cream, small kabobs, meat balls (ćufta), vegetable salads, coffee, wine, plum brandy (Brittin, 2011).

Oriental influence is most strongly felt in the great variety of pastries, which have always been an important part of festive meals in all Balkan countries. Among the most popular are different pastries drenched in sugar syrup, and strudels. Most of the sweets contain walnuts and almonds, which are also put into stuffed apples (tufahije), or fill walnut pies, cakes, and the famous baklava cakes made from paper-thin dough. Nuts are sprinkled on sweet noodles (kadaif). **Žito, wheat with walnuts, is a festive dish from Serbia. On Christmas and Easter, which** are among the most prominent holidays in the region, different kinds of cakes are still served; one of them is the pinca from the Croatian coastal area, or Greek melomacaroni, and another is kourabiethes. **Vasiljica or badnjača are prepared in Serbia and Bosnia. Tables filled with** festive dishes display a great variety of the Balkan cuisine and a strong attachment to the traditional culinary tradition. Byzantine paximadion, or barley biscuit, makes the perfect link from the ancient, via the Byzantine, to the modern period. A classical Roman invention, popularized in the Byzantine Empire, it has many modern descendants: the Arabic bashmat, baqsimat, the Turkish beksemad, the Serbo-Croat peksimet, the Romanian pesmet, and the **contemporary Greek paximadi. In the 1970s, after Canada's newly entrenched multicultural** policy, immigrants streamed in from Hong Kong, Vietnam, Somalia, Ethiopia, Croatia, Serbia, India, Sri Lanka, the Middle East, and other countries. Ontario had long served up a meat, potato, and root vegetable table, but the influx of new people and their culinary traditions meant a developing and rapidly changing gastronomy in Ontario, led by Toronto. In analogy to the Regimen sanitatis for healthy adults, which used the six non-naturals as its ordering principle, regimens for pregnant women evolved as a genre of medical writing in Byzantium and the Arab world in the early Middle Ages. They built on the medical knowledge found in Hippocrates and Galen but also may have been influenced by Hindu medicine (Weiss Adamson, 2004).

Consistency and growth in food production, processing, and distribution and in food-safety control are real challenges in the process of Serbian economic development, with the food industry making up 60–80 percent of primary agricultural production; the favourable natural and climatic conditions represent a solid basis for agricultural development.

Climate and geography have a significant influence on Serbian food production. Serbia has a continental climate of cold, dry winters and warm, humid summers with well-distributed rainfall and a long growing season, as well as mountainous terrain. This facilitates extensive cereal production as well as fodder crops to support intensive beef and dairy production. **The fertile plains of Vojvodina supply much of the nation's grain and sugar beets, while the hilly** central areas of Serbia specialize in dairy, fruit, and livestock. Key foodstuffs include grain, cotton, oilseeds, maize, sugar beets, wheat, potatoes, chicory, grapes, plums, vegetables, tobacco, olives, rice, and fodder. Livestock include sheep, cattle, and goats.

The swift collapse of the Yugoslav federation has been accompanied by bloody ethnic warfare, the destabilization of republic boundaries, and the breakup of important inter-republic trade flows, resulting in serious impingements on the development of a sustainable food industry in Serbia. Consequently, current food production in Serbia is variable, closely following fluctuations in political and economic stability. Largely, Serbian food-production levels meet both direct consumption and demand from the food-processing industry, with sufficient surpluses to allow for exports. However, the low standard of living and purchasing power of the Serbian population prevent significant growth in demand for agricultural products and foodstuffs.

Despite impingements on growth, the agro industries represent one of the most important economic footholds in Serbia, accounting for approximately 35 percent of the gross domestic product in 2005, with agricultural production at 14.5 percent and the food-processing industry at 20 percent. Crop production dominates the gross agricultural product (58%) with livestock production at 42 percent.

Different dishes made with beans are popular, as well as peppers and sour cabbage (sauerkraut) leaves stuffed with ground meat, rice, and spices (sarma). There are various salads: The most popular, *srpska*, is made of tomatoes, peppers, onions, and dressing; the variation with cheese is called *shopska*. Pitas are made with many fillings, salty or sweet, the most common sort being *gibanica* (pita leaves filled with cheese, cream, and eggs); those filled with paprika, cheese, and sour milk (yogurt) are also a popular cooking choice both at home and in local restaurants. Peppers are a common ingredient in many dishes. Meat is eaten in all forms (boiled, fried, roasted), in many kinds of dishes. Traditional sausages and meat-based dishes are made of pork, beef, mutton, kid, or chicken, all of which Serbs prefer roasted on a spit. Fish is also popular, and regions along the Danube are famous for their **fishermen's pots (alaska corba)**. **The national dish, called ćevapčići, is a small meat patty, highly spiced and prepared on a grill.** Other Serbian specialties include *proja*, a type of cornbread; *gibanica*, a thin, crispy dough often filled with cheese and eggs; *sarma*, cabbage leaves **filled with meat**; and *djuveč*, **a vegetable stew**. **Pita (a type of strudel) and palačinke (crepes) are popular desserts.** After a meal, coffee is prepared in the Turkish style, boiled to a thick, potent liquid and served in small cups.

Family meals play an important social role in Serbian culture, with food preparation having a strong part in Serbian family tradition and the women are generally responsible for preparing meals. Food preparation often involves daily trips to the markets, where fresh ingredients are easy found. Families and friends use the meal as a celebration feast and an opportunity to exchange ideas, celebrate friendships, and often sing traditional Serbian folk songs. Daily meals are often improvised in a simple manner, with lunch (the main meal) consisting of maize bread and cottage cheese, and two or three types of pork sausages with peppers, onions, and boiled eggs. *Slatko* and sweet bread is also common.

Celebration meals or meals for special occasions tend to be copious and consist of numerous dishes from entrée-style soups in winter to cabbage salads during summer or the *shopska*

salad—a salad of tomatoes, cabbage, and cheese. Main dishes generally consist of grilled meats cooked on wood fires and fish such as carp, perch, and trout from the rivers of Serbia.

Serbian cuisine is to some degree influenced by almost all Balkan and Central European cuisines. Despite these strong influences, Serbian food items and dishes have evolved, achieving their own culinary identity. Food preparation is a strong part of the Serbian family tradition. Serbia has its own gastronomic tradition founded in processing of milk into white cheese and kajmak (a kind of cream cheese similar to clotted cream). Other specialties include **proja** (cornbread), **kačamak** (corn-flour porridge), **gibanica** (cheese and kajmak pie), **pršuta** (local smoked ham), **čvarci** (cracklings), and **pihtije** (meat aspic). Staples of the Serbian diet include bread, meat, fruits, vegetables, and dairy products.

The majority of Serbians consume three meals daily, breakfast, lunch, and dinner, with lunch being the largest, following Mediterranean fashion. In rural areas, up to five meals are consumed particularly during the exhausting summer work in the fields. Breakfast generally consists of eggs, meat, and bread, with a dairy spread called kajmak. Lunch is the main meal of the day and usually is eaten at about 3 p.m. in the afternoon. A light supper is eaten at about 8 p.m. Serbs eat a lot of wheat bread, made with or without yeast. Bread is the basis of all Serbian meals and is part of everyday meals as well as special celebrations and when hosting guests. Although pasta, rice, potatoes, and similar side dishes have entered everyday Serbian cuisine, bread is still served with these meals. Bread is often made in the home or purchased from bakeries and shops; making bread at home using barley, millet, and rye is more common in Serbian rural households. A traditional Serbian welcome is to offer guests bread and salt. Bread also plays an important role in religious rituals. Some people believe that it is sinful to throw away bread regardless of how old it is.

Dining out in Serbia is considered a serious opportunity for social bonding and a feast, with Serbs having a strong passion for eating meat in as many ways as they can think of cooking it. A typical restaurant meal might begin with kajmak—a salty cream cheese spread—on bread. This is followed by smoked meats such as ham and meat preserves such as jellied pork and garlic. For the main course, the most popular dish is meat patties, grilled and served with onion and mixed vegetables. This is usually accompanied by vegetable dishes such as chopped tomatoes with onion and cheese. Fish dishes are rare and are significantly more expensive given that the fish has to be brought in from the coastal regions. Dessert is usually a choice of fresh fruit, sweet pastries, and cakes.

Food plays a central role in the cultural life of Serbians, particularly during ceremonial occasions such as Christmas, Easter, religious holidays, and weddings. The Christmas feast is an elaborate occasion. On Christmas Eve, people eat Lenten foods (no meat or dairy products) and drink hot toddies (warm brandy with honey). The following day, the meal generally consists of roast pork and a round bread called **česnica**. On **Krsna Slava**, a family's patron saint's day, another round bread, called **kolač**, is served, as well as **Žito**, a boiled, sweetened wheat dish. For Easter, boiled eggs are a traditional food. The shells are dyed and decorated in elaborate patterns. **"Wedding feast cabbage"** is a special dish consisting of large chunks of cabbage mixed with many different kinds of meat and spices, which is boiled for many hours.

On feast days or special celebrations an abundance of different dishes are prepared and can include cheese, kajmak, boiled eggs, and ham (smoked or dry), which are all served as starters. These dishes may be followed by soups such as the famous Backa soup, which is made with four kinds of meat. Vegetable dishes made of string beans, potatoes, and cabbage are very popular. **Dessert includes a variety of cakes accompanied by šljivovica (plum brandy), served hot or cold depending on the season; local wines; homemade fruit juices; and coffee.**

Since the early 1990s Serbia has undergone considerable demographic, economic, and **nutritional transitions that compromised the population's food supply, especially for low-income socioeconomic groups.** Reliable food production, processing, and distribution and food safety are real challenges in the development of the Serbian economy. Consequently, during the last decades many demographic, social, economic, and political changes influenced the food supply as well as dietary patterns in Serbia and resulted in a nutrition transition with an increase in the number of non-communicable diseases. These have been the leading causes of morbidity, disability, and mortality for decades. The available data clearly indicate that smoking, hypertension, and physical inactivity as well as obesity are responsible for the greatest mortality burden, contributing 5.5 percent of total years of life lost in males and 7 percent in females. Diet represents one of the most relevant lifestyle risk factors contributing to the double burden of diet-related non-communicable diseases. Overweight and obesity represent important public health challenge in Serbia. Prevention of nutrition-related disorders is one of the major concerns of the Ministry of Health. There are several health-promotion and prevention programs in which regulation of body weight is an important issue; therefore, prevention of overweight and obesity is included as one of the high-priority objectives. According to the findings of the 2006 Serbian Health Survey, based on the body mass index (BMI), 38.3 percent of adult Serbians had an optimum body weight, while one in two adults in Serbia was overweight or obese (54.5%), with 36.2 percent categorized as pre-obese and 18.3 percent as obese.

In 2005 the Ministry of Health set up an expert task force to develop the **"Nutrition Action Plan for the Republic of Serbia."** Key objectives of this action plan with respect to diet and health include ensuring a safe, healthy, and sustainable food supply and promoting healthy nutrition for all age groups. The key focus is to stop the increasing tendency toward obesity in children and adolescents, to eliminate micronutrient deficits across the population, and to monitor dietary habits. The most frequent intestinal infectious diseases in 2006 in Serbia were diarrhoea and gastroenteritis (44.55%) followed by bacterial intestinal infections (26.51%), bacterial alimentary intoxications (12.06%), and salmonellosis (9.41%) (Meynink, 2011).

Discussion

It is reasonable to assume that cuisine falls into the cultural heritage category, since the *"Creole cuisine falls into two camps: elegant dining in restaurants that reflect a classical French heritage where meals are composed of several courses, and the cooking of the predominately black Creole neighbourhoods with the dishes that reflect the diverse cultures of New Orleans as well as the "soul" food of the American south"* (Leistner & Camel, 2011). This gives a premise to include gastronomy, in its entirety, in a list of local heritage. Even though it is immaterial, it still represents something that: *"is our legacy from the past, what we live with today, and what*

we pass on to future generations. Our cultural and natural heritage are both irreplaceable sources of life and inspiration" (UNESCO, 2013). And since "Outside of publications, it is well known that the Crows have a rich tradition of plant use. Because generations of the Crow people have inhabited their lands continuously, this information is steeped in cultural heritage" (Castle, 2006) it may be assumed that other authors believe that a gastronomy may be considered as heritage. The main result is the examination of cultural element of Serbian and Vojvodina gastronomies. Contents and statistics of food and drink consumption is the best indicator of local cultural preferences, regarding gastronomy.

The proper procedure for taking some action towards better application of gastronomy as part of culture tourism offer is the assessment of terms in which foodservice industry and other stakeholders in gastronomy are existing. As first, the comprehension of gastronomy as tourism business system is necessary. It will improve the knowledge of both gastronomy and its cultural value, as well as tourism value in terms of business. The connection between public and private sectors is key to unlocking of potentials that these two spheres of humane action must be achieved and it must bring enough results as it is needed. The public sector must get more flexible, and private sector must become more tangible and socially responsible. This must become a subject of further debates. Competitiveness of the offer that **is literally "on the table", considering the gastronomy of Vojvodina, should be improved with** interconnection of public sector, private sector and Universities that deal with problems such as gastronomy of Vojvodina.

Secondly, the Integrated Quality Management system should be established through two segments: implementation of the newest and the most successful of all the systems in the world; and implementation of IQM in the gastronomy of Vojvodina.

The implementation of IQM is done through development of partnerships both vertically and horizontally. Afterwards, the gastronomy of Vojvodina must create a programme on which it will found the IQM process. **It doesn't end there, since it is important to continue with implementation of IQM through action plans and direct "on premise" actions.** Services that are offered, gastronomically speaking, should become unified and implemented countrywide with use of newest adequate scientific improvement. In the end the evaluation, supervision and indicators tests should be established. These come out of action plans and tactics programme. The continuous follow-ups with the newest developments in other countries should become an extensive project for the future.

The last segment of planning the IQM implementation of gastronomy of Vojvodina should be determined by the very application of the IQM. It may come through the mission, vision and goals, but it should appear as a strategy of formation of gastronomy as a tourism product. The strategy of improvement of results and competitiveness of gastronomy of Vojvodina should be done with coherent and simultaneous work of theorists, practitioners and policy makers. Finally the long-term goals with strategies of market positioning and further development, together with mapping of and control of the IQM system in the Gastronomy of Vojvodina should be brought to life through newly formed Gastronomy Management Network.

Conclusion

After deliberation of gastronomy as a culture, it is certain that it may only be used as an **additional tourism offer when it isn't totally exotic for the incoming guest. The difficulties of** the last few years have convinced some observers that there are important, and perhaps irremediable, flaws in gastronomy application in tourism. Such flaws were major contributors to the current problematic period in both tourism and foodservice industry of Serbia. In this paper, we show the need to project and devise a plan for restitution of gastronomy as a part of culture tourism. At first we should distinguish between the culture tourism need of adjustment toward accepting the gastronomy as a cultural heritage and decisions about presenting and serving the right food that, although maybe boring and usual to domestic people, is reasonable to make them at the time of tourism necessity. To help in making this distinction, the paper also identifies a number of different ways to define what food and where to offer it. In addition to **choosing the wrong food to promote (i.e. "Slow food Serbia" campaign)**, tourism decision makers can fail to communicate their assessments about tourist preferences and otherwise provide effective guidance to boards and public sector in charge of tourism policies. And once decision makers has used that information to determine appetite and strategy for gastronomy use in tourism, tourism managers can also fail to **monitor tourist's preferences and maintain the targeted tourism market positions.**

On the other hand if tourism management has been mistakenly identified as a problem in many cases, there is no question that local tourism practice can be improved by taking into **account the lessons from other countries and past and present cases inside one owns'** experience. Such problem with implementation of gastronomy in tourism have occurred with enough frequency that those conditions may be modelled, at least to some extent. And when models reach their limits of usefulness, tourism policy makers should consider using scenario planning that assesses the implications of troubles for both financial and operational health and survival. Rather than relying on past data, scenario planning must use PEST analysis to evaluate the expected impact of sudden lack of tourists and the associated feedback effects that are common in doing business in times of lower revenue rates. But, to serve as an effective part of a tourism strategy, scenario planning and the analysis that comes out of it must be rooted in use of gastronomy as culture as well as the strategic thinking of decision makers.

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Hot hors-d'oeuvres in Hospitality and Tourism Offer in Novi Sad

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Abstract

Hors-d'oeuvres are opening snacks whose taste, aroma, color and flavor encourage the stomach to digest and prepare it for the enjoyment of the meal afterwards followed. Depending on the method of preparation and serving order, they are divided on cold and hot. Hot hors d'oeuvres are served after cold hors d'oeuvres and soups, or before the main course. They are prepared with different ingredients, typical for the region. It is characteristic for the region of Vojvodina that they are prepared and served for breakfast. The paper starts from the assumption that in the restaurants of Novi Sad, as the granary of the region, the most common dishes are those made from dough (cooked dough, pasta, pies, strudels). The task of the study is to explore the offer. The research has been conducted in 30 restaurants. The aim is to determine which of these typical Vojvodina's hot hors d'oeuvres are represented as well to show, how and what ingredients have been prepared. This is important, because, authentic dishes can be attractive to foreign tourists, through which they can learn about the basic natural and social characteristics of the region.

Keywords: Hors-d'oeuvres, gastronomy, hospitality, tourism, Novi Sad.

Introduction

Food is an important tool in the tourism industry (Kearns and Philo, 1993) which has had to make an offer that would satisfy the demands and needs of all travelers in order to continue growing and developing.

In this paper we analyzed group meals, i.e., appetizers whose name suggests that it is a food that is first brought to the table and we start the meal with it, and often is consumed for fun. This group of meals with their versatility, color, appearance, smell and taste has a roll to promote appetite and therefore they represent small meals or snacks, which can be either cold or hot, and they are considered as "instigators of appetite (Tešanović, 2009).

As Vojvodina represents breadbasket of the country, it started from the assumption that in the offer of hot entrees, Vojvodina authentic pasta dishes dominate, such as pasta with cheese, cheese pies, pies and corn breads, so the aim of this study was to determine which of the typical Vojvodina hot appetizers are presented in offer of Novi Sad restaurants and to what extent, how, and by whom are the ingredients prepared, as domestic, regional and authentic dishes can be attractive to foreign tourists, through which they can learn about the culture of a nation.

Literature review

Importance and use of hors-d'oeuvres in hospitality

Hors-d'oeuvres are small dishes that are prepared with different food, serving as a prelude to lunch or dinner, and as such need to meet the following criteria:

- to favorably affect on the client (the first course as an introduction should not overshadow or dominate the main course)
- to be in perfect harmony with the next meal (concept of refinement, value, quantity, quality, taste and consistency of nutrients)
- to appetite (a large variety of ingredients, color settings and dishes)
- to contribute patience guests, **while waiting for the main course (Tešanović, 2009).**

Depending on the method of preparation and the order of service during the meal they are divided into: hot and cold.

Features of hot hors-d'oeuvres

As the title itself says it is food that is made by thermal treatment of foods that are processed for the sake of changing the composition, structure, taste, smell, flavor and appearance of ingredients. Ingredients are thermally processed by grilling, roasting in the oven, boiling, frying in shallow fat in a pan, frying in deep fat fryer, boiling, simmering, cooking, steaming, stewing or braising (Popov-Raljić, 1999; Tešanović, 2009).

Hot appetizers mainly have dough as a basic (pies, strudels, pancakes), but they are also prepared from eggs, vegetables, cheese, fish, crustaceans and mussels, different kinds of **meat and other foods and are often served with a sauce (Tešanović, 2009).** They represent gastronomic products that can be served as a first course, and as a course between other courses in the expanded menu. In order to stimulate the appetite and that body properly use all the nutritional matters, they must satisfy the most important senses such as: the eyesight with beauty and proper color matching; refined sense of smell with a pleasant smell and **sense of taste (Portić, 2011).**

Traditional vojvodina hot hors-d'oeuvres

Dodic (2011) and Radulovacki (2004) reported that pasta dishes are popular in all parts of Vojvodina, and that they are mostly served as hot appetizers. Many of these pastas originate from German, Hungarian and Slovak cuisines. There are basically two types of pastas - for immediate and later use. Pastas for later use are: *trganci* (domestic ripped pasta, cooked in salted water), *tarana* (grated homemade pasta, cooked in salted water), flakes (homemade dough cut into small cubes, cooked in salted water) and noodles. Famous pasta dishes are flakes with cabbage (German: *Krautfläckchen*) flakes with ground ham (German: *Die Schinkenfläckchen*) flakes with sour cream, noodles or dough with potatoes (German: *Der Grenadiermarsch*), dough with cheese.

Every nation in Vojvodina has something specific, so on the dining table of a household one can find *Brindza haluski*, patches, Ruthenian *peljmeni*, *trganci* with eggs, ham *trganci*, old Vojvodina noodles with cheese, milk and dough *tarana* with various types of dumplings.

Division of dishes in hospitality by origin of the recipe

Generally all dishes that can find in offer of catering facility based on their origin are divided into: local/domestic, **national and international dishes (Tešanović, 2011)**. **Domestic dishes** are created in some households or are the specialties of specific restaurant or are recognized in one city and are made of authentic local foodstuffs. National dishes are sets of regional dishes that have taken root in the wide territory of a country, no matter from where they were brought from in the past, as well as dishes originated in the territory. While international dishes are already well-established and accepted dishes of various world cuisines, these are **dishes that are famous around the world (Tešanović, 2009); these dishes are classified in a great deal of gastronomic literature and can be found in the offers of international restaurants (Tešanović et al., 2009, Kalenjuk et al., 2011)**.

Significance of the offer structure in hospitality for tourism development

Recognizing the importance of the connection between food and tourism, many tourism destinations have begun to offer and promote their specialties and local cuisine (du Rand et al., 2003; Henderson 2004; Kivela and Crofts, 2005; du Rand and Heath, 2006; Hashimoto and Telfer 2006; Okumus et al., 2007; McKercher et al., 2008) through the formation of a unique offer within their restaurants.

Every city, county and state have historical, cultural and other specificities and traditions, whose restaurants unless they have been subjected to modernization, may be the best **reflection of the image of a nation and the region where they lived and still live (Gajić, 2008)**.

The literature on restaurants with national motifs has already proved that service users who visit restaurants with national motifs often seek authentic national cultural experiences and authenticity of restaurants crucially affects the customer satisfaction (Gaytan, 2008; Ghirardelli, 2004; Sukakakamala and Boyce, 2007; Roseman, 2006; Villanen, 1999; Wood and Munoz, 2007). Literature also suggests that in addition to food, other aspects of the restaurant

as decoration, music, uniforms and services contribute significantly to experienced authenticity (Ebster and Guist 2004; Molz, 2004). In the paper Sukalakamala and Boyce (2007) is noted that service users are more interested in the authenticity of the food but the overall atmosphere. Further, they want to learn about different cultures when visiting national restaurants (Tsai and Lu, 2012).

The concept of authenticity is considered an important factor in attracting guests (Boyle, 2003; Sims, 2009; Sims, 2010). Guests look for "authenticity" in the hope that they will not only experience the authentic dishes, but also will expand their cultural knowledge (Lego et al., 2002; Lu and Fine, 1995; Molz, 2004). Ebster and Guist (2004) point out that visitors in national restaurants have difficulties to evaluate an authentic cultural experience, but if they have a positive impression of the national restaurant, it is likely that they will return to such a restaurant.

National cuisine can represent national cultural characteristics and food and cooking styles do not play a significant role in different regions, but also represent characteristics of different countries, and may even be international brands. This cuisine therefore forms the link between food and country and helps creating of marketing strategies (Okumus et al., 2007).

METHODOLOGY

Location of the research was the city of Novi Sad in whose territory there are the total of 226 restaurants involved in the production and service of food and beverages, of which 57% (125 objects) are restaurants, the other fast food outlets, pizzerias, pastry shops, etc.

Research conducted in thirty restaurant facilities, based on written offers or menus in 2012, and included national and local restaurant kitchen.

Results of survey have been obtained:

- using a variety of domestic and foreign literature sources;
- fieldwork;
- statistical and graphical data processing.

RESULTS AND DISCUSSION

Analysis of hot hors-d'oeuvres by type of foodstuffs

Analyzing the offer of hot entrees in Novi Sad restaurants, there are a surprising findings that dishes of vegetables are the most frequently used group of foods in preparation of hot entrees with a share of 21%, followed by meat of poultry and meat of cattle for slaughter (beef, pork) whose share of 19%, while the dishes of milk products have share of 17% and are in third place, followed by pasta dishes with 15%, while food of river and sea fish, shellfish, crustaceans and mollusks have 9% (Figure 1). What our assumption that pasta dishes dominate the offer have not been confirmed.

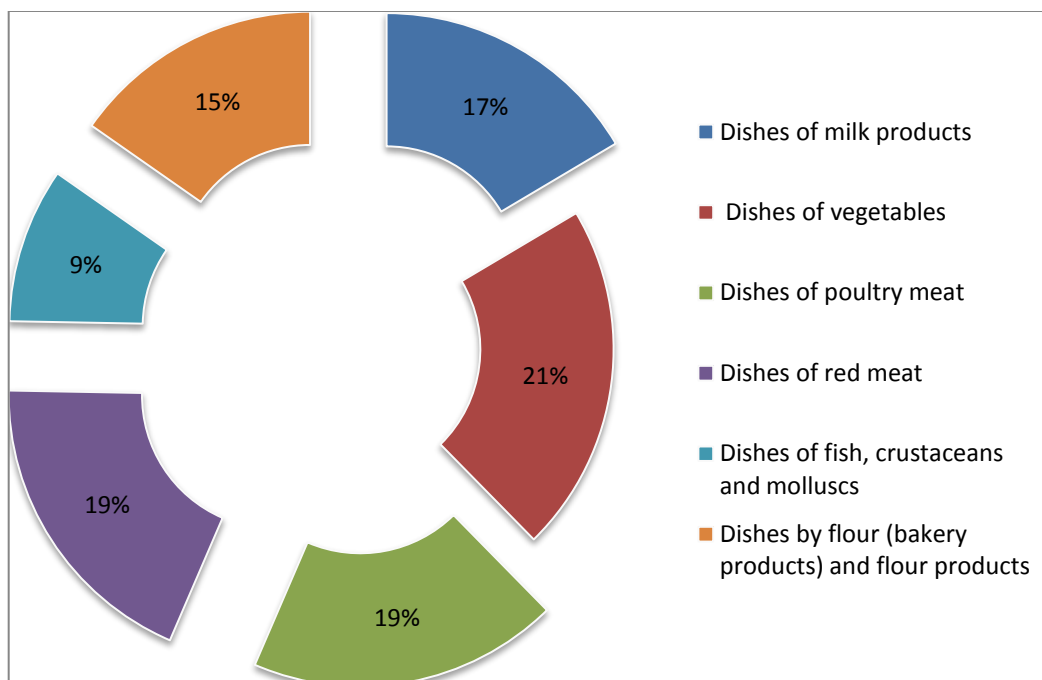


Figure 1: Structure of the hot hors-d'oeuvres by the type of food

However, the obtained data showed a dominant share of food of animal origin (60%) compared to plant foods, and it should be noted that most of the pasta dishes are prepared with the addition of animal food (spaghetti Bolognese, Milanese, noodles with various meats, noodles in gorgonzola sauce, etc..) and very little use of meat of fish, shellfish and crabs.

A very important fact is that the hot starters of vegetables in most cases contain foodstuffs of animal origin (eggs and cheese mostly) like stuffed mushrooms, stuffed peppers, Zoka's potatoes in inexpressible, vegetables au gratin, etc., and even meat in dishes such as the sweetbreads with asparagus, beans, warm salad with beef tenderloin and parmesan cheese etc..

Analysis of offer of hot hors-d'oeuvres by method of the heat treatment of food

Analyzing the obtained data it was found that according the method of heat treatment of foods that are offered as hot appetizers in the hospitality industry of Novi Sad is dominated by dishes prepared in deep fat i.e. deep fryer, with 26% (meals prepared in a manner Orly, fried cheese, etc..) and dishes prepared in a shallow frying fat with 17% (preparing omelets, meats for hot salads, sweetbreads with asparagus, etc.).

By methods of heat treatments in a dry environment, which include baking in the oven and on the grill and the gratin are processed and prepared 38% of dishes. By combined method of heat treatment, by simmering are prepared 15% of dishes. Dishes prepared by cooking make up only 4% of the total supply (Figure 2).

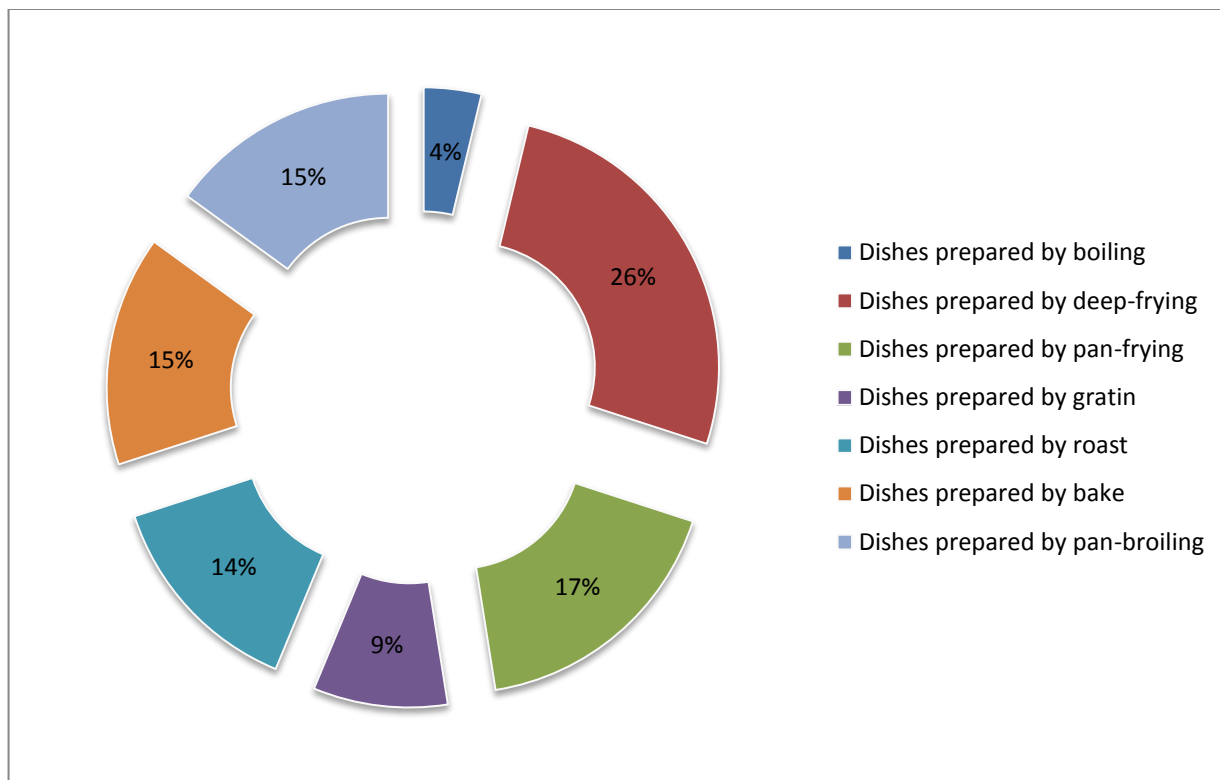


Figure 2: Structure of the hot hors-d'oeuvres by cooking methods

The data show that the hot appetizers are not in accordance with its intended purpose, and that by heat treatment in deep fat they do not represent meals that can open appetite.

ANALYSIS OF OFFER OF HOT HORS-D'OEUVRES BY ORIGIN OF RECIPE

Analyzing the recipes for preparing food in offers of Novi Sad restaurants it was found that dishes of international origin dominate the offer, with 81% ($n = 388$, $\min = 0$, $\max = 39$, $\bar{X} = 13$, $\sigma = 13.05$, $Cv = 100$, 38) (fried cheese, omelets, etc.), while domestic ones, that were the subject of this study are represented with only 8% ($n = 40$, $\min = 0$, $\max = 9$, $\bar{X} = 1$, $\sigma = 2.03$, $Cv = 203$) (Zoka's potatoes in inexpressible, Ploughmen cheese pie, meat Sokace etc). National dishes have 10% ($n = 49$, $\min = 0$, $\max = 11$, $\bar{X} = 2$, $\sigma = 2.51$, $Cv = 125.5$) of the total offer of analyzed restaurants (various pastas, corn bread, kavurma, gravče na tavče) (Figure 3). Based on calculated minimum and maximum share of the dishes inside the restaurants and certain mean and coefficient of variation was noted that the greatest variations are in offer of local dishes.

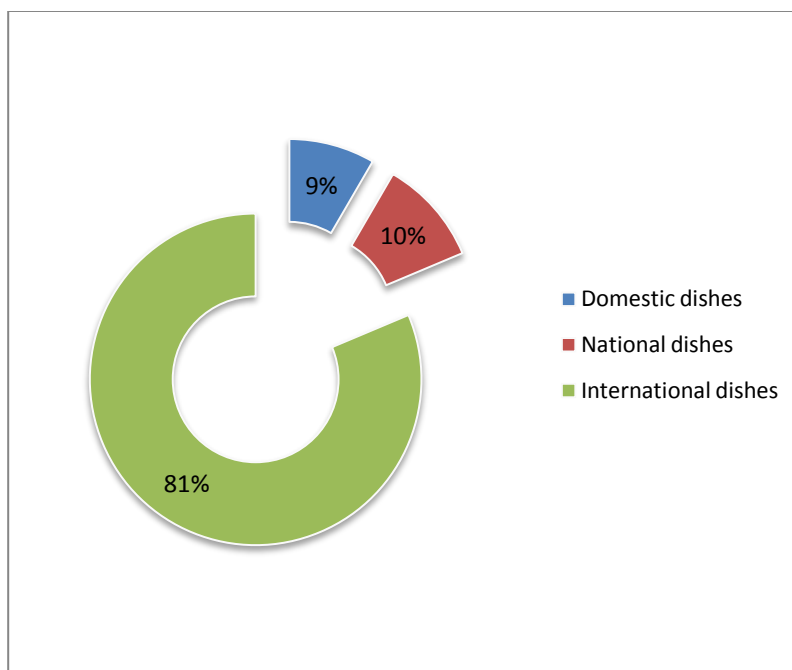


Figure 3: Structure of hot hors-d'oeuvres by origin of recipes

The data obtained are devastating for local but for national that is regional dishes in offer, too. International dishes dominate because of increasing spread of Italian cuisine and its easy and fast way of cooking, which is caused by easy availability and affordable prices of foodstuffs from which meals are prepared. This is most visible through the use of various types of pasta and pizza preparation.

The current state of offer requires adjustment in order to reach offer with a share of 30% (Tešanović et al., 2010) and thus responding to any request made to them by the tourism, because of offer of complete authentic experience, which may be part of a marketing strategy in tourism (Okumus et al., 2007).

Conclusion

Using of domestic and foreign literature about authentic bids for the development of tourism and research in Novi Sad with a focus on hot hors-d'oeuvres, it was came to the findings that completely rejected the presumption set of great share of local specialties from Vojvodina.

Analyzing the types of foodstuffs in preparation of hot appetizers it was found the big share of hot entrees that are prepared from vegetables (21%), compared dishes of grain that is of paste (15%), but most of the offers are based on dishes prepared of ingredients of animal origin specifically of meat, which, this group, does not make low-calorie dishes, along with a method of heat treatment, where research proven overrepresentation of dishes prepared by frying in deep fat, which is not the traditional way of thermal processing of foods in Vojvodina.

Analyzing the structure of hot appetizers by origin of recipes, we have learned that the offer is dominated by the world-famous international dishes (81%), while the authentic dishes represent only 9% and the national i.e. regional 10%.

The analyzed group meals requires adjustment of offer that will provide visitors the opportunity to enjoy dishes prepared from different types of foods, by different methods of heat treatment appropriate for the type of food, that is gang, and by recipes that will provide the opportunity to enjoy the world's distinctive dishes, national and regional specialties and authentic, homemade dishes that can be tasted only in the visited destination.

Acknowledgement

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Session 7:

Peace and tourism

Peace and Tourism: Tourism - a Generator of Peace or a Beneficiary of Peace?

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Abstract

When people travel frequently all over the world, it helps them get to know new people, cultures, values etc. That experience is capable of increasing mutual understanding among people who have been living in diverse cultural backgrounds. Furthermore, such travel also benefits the host countries economically and politically. However, there is an opposing view which claims tourism is not a generator of peace but a **“beneficiary of peace.”** Tourism is only possible in areas where peace is present; it is absent in war zones, and much diminished in areas of high conflict and tension. Additionally, tourism has been perceived as a way of exploiting local people and destinations through the **“commoditization” of local cultures.** The aim of this paper is to compare different views on the relationship between peace and tourism as well as to point out specific examples of their mutual relationship and contribution.

Keywords: tourism, peace, war, political issues.

Introduction

Tourism is an industry that is very sensitive to changes of any kind. Tourist activity is affected both by natural (climatic, seismic ...) and changes caused by man through their actions. We are witnessing the impact of natural disasters on the reduction of tourism activities, climate change that affected the choice of tourist destinations, but unfortunately the political instability and wars that have contributed to a certain parts of the world to become completely inaccessible to the tourist industry. This fact supports the notion that peace is one

of the key requirements for the conduct of the tourist industry. Given the importance of peace for the tourist industry, it is clear that tourism is trying to contribute to the **establishment and maintenance of peace in all parts of the world. Tourism can't have a direct** impact on the end of war but it is an activity that is based on knowledge and respect for other cultures, religions and nations which helps people to get to know and understand each other better. To further explain the mutual interdependence between tourism and peace, it is necessary first to define the words peace and tourism because they can be interpreted differently by different people.

Definition of peace and tourism in context of peace-through-tourism concept

The word 'peace' is not often mentioned in a time of peace, but is usually mentioned when war or violent conflict occurs. Nations are making every effort to keep peace by defending their society from the threat of war, violence and terrorism through the building of **armaments and armies. In this context, peace is defined negatively as the "absence of war"** (Satani, 2003).

Some peace researchers have cast doubt on this definition of peace **as the 'absence of war.'** The 'absence of war' is a necessary precondition for peace, but is not a sufficient condition for peace. Some people suffer from diseases that are preventable. Some starve to death although there is enough food on earth. Some are denied a decent education, housing, an opportunity to play, to grow, to work, to raise a family, to have a right to freedom of speech, or to take part in their governance. They would never feel peaceful in such situations where their human rights and dignity are violated (Satani, 2003). Indeed, many wars, including some in modern times, have been fought in the name of peace, or of similarly commendable objectives such as recognition of human rights, freedom, independence, justice or national defence. It is clear that there is one form of pacifism which would preclude the use of violence completely, and another form which accepts that the use of violence is justified in certain circumstances (Kelly, 2006).

Johan Galtung divided peace into two categories: 'negative peace' and 'positive peace'. Negative peace is defined as nothing more than the absence of physical violence. Peace is largely understood as a state where there is no war or violence. Positive peace, on the other hand, is defined as a situation where all the states in former conflict are working together for mutual benefit. It emphasizes the presence of harmony, equity and justice within and between societies (Satani, 2003).

Although the term 'pacifism' is comparatively recent, the desire among people to live in peaceful conditions - if only for economic, security or social reasons - is apparent in the evolution of human societies and nations. Despite the conflict associated with exclusivity and claims to universalism, all major religions encourage their adherents to adopt non-violent attitudes (Kelly, 2006).

There is also a distinction between pacifism as a personal attribute and pacifism as national or organizational policy. For an individual, avoidance of violence is likely to be a matter of conscience, whereas for the policy-maker pacifism may be a way of avoiding the suffering, loss of life, and physical, economic and social damage which war inevitably causes. Despite this, history is replete with examples demonstrating acceptance of these by governments (and by those opposed to them) as the price to be paid for some higher goal (Kelly, 2006).

In this paper, tourism is going to be discussed in relationship to peace. Although economic factor can be significant for each government to promote tourism as one of their resources for expenditure and, thus, to make policy decisions, this paper focuses primarily on socio-cultural interactions between people and people, and between people and nature.

Tourism is not the same as other forms of mobility and migration, in that it is always a transient encounter, involving the movement of the relatively wealthy sectors of the global populace even within developing countries (Meethan, 2003). The purposes of tourists are business, study, pleasure, leisure or visiting families and relatives. They move voluntarily from one place to another. There are interactions between tourists, business suppliers, host governments and host communities and/or contacts between humans and nature (Satani, 2003).

Tourism is defined as movement of persons involving the crossing of cultural boundaries for the purpose of business, study, pleasure or leisure. It involves some form of culture contact, however transient and superficial (Meethan, 2003). As one of the largest industries on the globe, tourism has grown rapidly during the past six decades. It has been significant for reducing unemployment, increasing economic growth, and contributing to natural resource conservation and cultural exchange (Honey, Gilpin, 2009).

Tourism has both positive and negative implications for the destination and the local population.

Most often it is the case that tourists come from developed countries to destinations that are located in developing countries. Often, developing countries see tourism as the fastest way to make money. Local authorities often see only the positive implications of tourism on the economy and approve investment of foreign capital in the destinations, which for a given

destination is certainly positive. However, it also means international companies have their headquarters in the developed countries of the world including all proceeds go outside destination. Also the position of the local population and international companies to the destination is the equal. A large part of the global tourism industry is subordinated to the wishes and demand of tourists. Most tourists come from developed countries. They often require high quality hospitality services, which can be justified by their habits and high living standards. Hospitality facilities at destinations often belong to a chain and brand guaranteeing a certain quality which draws also a suitable price. Services in facilities belonging to the chain are mainly standardized in all parts of the world. Local residents in the large hotel chains see employment opportunities, improving living standards and additional income. But their expectations rarely come true or, more specifically do not come true at the **expected amount. For example, 'all-inclusive' vacation packages severely reduce their** chances to earn income from tourists. The packages provide tourists everything they need. They are encouraged to spend most of their time and money on board or within the tourist areas, do not have to move out of the same cruise ship or resort, where they are completely isolated from local communities. Local people do not have much opportunity to profit from tourist as a result. In resort hotels, tourists spend, or waste, too much water and electricity and this may cause a shortage of natural resources for local people and the pollution of the natural environment. The consumption of tourists not only results in increasing the income of the local population but also causes higher taxes and prices (Millman, 1991).

Additionally, tourism has been perceived as a way of exploiting local people and destinations **through the "commoditization" of local cultures. This view identifies tourism as a new way of** perpetuating western dominance in the developing world. Advocates of this view argue that tourists in the underdeveloped world tend to come from the rich North and West, not the lesser developed South. Thus, in developing nations, there are many fewer tourists coming from developing nations, but rather more from rich, developed countries visiting poor counties. **This leads critics to argue that it creates a sort of "Master/Servant" relationship** (Etter, 2007).

Tourism may also impose an enormous drain on local populations. Increasing demand from tourists for basic services and goods will often cause the price run ups, though the income of local residents is not proportionately increased. In addition, tourism developer may ask the host governments to improve the airport, roads and other infrastructure, and often to provide tax privileges and financial benefits, which can consequently reduce government investment for local people's welfare including education and health (Satani, 2003).

Tourism has also a lot of positive aspects as so called promising industry. Global institutions for tourism, as well as scholars and other professionals involved in the tourism industry, **became interested in looking at tourism's potential for peace making, mainly because of its prominence as a global industry.** The major assumption behind the notion of peace tourism is that when people travel frequently all over the world, it helps them get to know new people, cultures, values etc. That experience is capable of increasing mutual understanding among people who have been living in diverse cultural backgrounds. Furthermore, such travel also benefits the host countries economically and politically (Hearth, 2010).

Tourism provides the opportunity for communities to generate income even if they are "poor economically, but rich in culture". It has the potential to provide direct and indirect employment for a large assortment of people in various social strata including part time and seasonal job opportunities for many people. Tourism can also provide supplemental income generation to people who already have other jobs. Taken as a whole, this large web of employment opportunities could generate income for multiple layers in society (Honey, Gilpin, 2009). Income generation leads to the increase of per capita income and it is one of the preventive factors that mitigate the civil conflict escalation. Particularly, low income leads to elevated inequality in society and if those disparities are based on ethnic lines, then it could trigger more social unrest. Therefore, income disparities could lead societies into more structural inequalities and draw out the durations of prevailing civil wars (Collier et al., 2004). For that reason, it can be asserted that tourism is a prospective alternative for developing countries to mitigate impending dangers of civil conflicts.

Women are another beneficiary of tourism. Many women are engaged in work making handicrafts. Tourism significantly increases the demand for such products, therefore **increasing these women's income and providing more jobs.** This offers an opportunity for **marginalized women to generate income and have a say in how their family's income is spent.** Another benefit is that there is no age limit for these jobs. Elderly people who cannot get other jobs can make and sell handicrafts. Therefore, tourism can contribute to achieving the Millennium Development Goals pertaining to gender equality as well (Honey, Gilpin, 2009).

Furthermore, it is important to stress the educational dimension of tourism. Through travel, tourists enhance their knowledge of other countries and cultures, and view their relationship with these countries through new lenses. Arranging new forms of guest and host relationships could mitigate the master/servant relationship in the tourism industry, especially through having innovative accommodations such as arranging host families for tourists (Kelly, 2006).

Interdependency between peace and tourism with particular examples

Tourism can be a mean of reducing tension and promoting harmonious relations. It brings people into contact with each other and provides cultural exchange between hosts and guests. It is the opportunity for individuals to gain first-hand knowledge of the place they visit. To foster understanding between people and cultures is an education element of tourism. People involved in tourism have opportunities to develop mutual sympathy and understanding and to reduce their prejudices. The more people get to know each other, the less friction there is between them. Or at least, chances will be fewer that small events explode into violent conflicts, because mutual understanding is established and both conflict parties go to the table of the negotiation. The negative experiences of tourists and locals are caused mostly by the lack of exposure to other cultures. Those experiences can be overcome if both sides are able to eliminate feelings of their own cultural superiority and ethnocentrism, **and appreciate and respect each other's cultural characteristics, learn to be proud of them.** Tourists can develop real friendships with local people. Tourists can help sustain local social institutions as well as promoting pride in the visited community (Satani, 2003). There are **many 'good practice' examples of alternative forms of tourism contributing** to conflict resolution, greater intercultural understanding, and even global social justice. The question whether and how tourism as a whole contributes to world peace is more complex (Salazar, 2006).

Table 1: Examples of WTO statements mentioning a link between tourism and peace

Year	Place	Document	Citation
1980	Manila, Philippines	<i>Declaration on World Tourism</i>	[tourism as a] "vital force for peace and international understanding"
1985	Sofia, Bulgaria	<i>Tourism Bill of Rights</i> and <i>Tourist Code</i>	[tourism's contribution to] "improving mutual understanding, bringing people closer together and, consequently, strengthening international cooperation"
1999	Santiago, Chile	<i>Global Code of Ethics for Tourism</i>	"through the direct, spontaneous and non-mediatised contacts it engenders between men and women of different cultures and lifestyles, tourism presents a vital force for peace and a factor of friendship and understanding among the people of the world"

Source: Salazar, 2006

The peace-through-tourism idea is rapidly gaining ground among policy makers and industry representatives. The UN World Tourism Organization (UNWTO), the UN specialized agency dealing with tourism, is one of its staunchest propagators. In addition to UNWTO statements (see Table 1), campaigns (e.g. the *Tourism Enriches* campaign), and documents, there is an institutional structure that advocates for tourism as a force for peace known as the International Institute for Peace Through Tourism (IIPT). This non-profit organization, **founded by Louis D'Amore in 1986 (the UN *International Year of Peace*)**, is a coalition of **international travel industry organizations dedicated to “fostering and facilitating tourism initiatives which contribute to international understanding and cooperation, an improved quality of environment, the preservation of heritage, and through these initiatives, helping to bring about a peaceful and sustainable world”**. It is based on a vision of the world's largest industry becoming the first “global peace industry” and the belief that every traveler is potentially an “Ambassador for Peace”. The IIPT has undertaken a variety of initiatives ranging from global and regional conferences; the establishment of Global Peace Parks; the development of curricula, student and tourism executive ambassador programs to assist developing countries with tourism; collaborations with other organizations like UNESCO; and passing its own declarations such as the 2000 *Amman Declaration*, the 2001 *Thessaloniki Declaration*, and the 2005 *Lusaka Declaration*. The IIPT also published a *Credo of the Peaceful Traveler* (Salazar, 2006).

There are many examples of countries which recently had some political issues which affected their stability and between other things, their tourism turnover. In the following text there will be presented some successful and some unsuccessful attempts for reaching and maintaining of peace through tourism.

Cases of success: peace through tourism in divided societies

Northern Ireland case

In Northern Ireland, the period of violent conflict began with the Civil Rights marches in the late 1960s, and the society has been exposed to relatively low level of violence since then. There was a politically negotiated cease-fire in 1994 and in 1996. Yet, mutual distrust between republicans and nationalists has not been eliminated generally. The conflict still exists now, but there is a good evidence of reconciliation which is achieved by the promotion of tourism. The solution advocated by the Northern Ireland Tourist Board (NITB) was to form a single tourism advocacy organization and to increase communication opportunities. This project was successfully carried out at the tower museum in Derry/Londonderry. By involving the different communities in a single project, both sides shared the mutual understanding and strengthen relationships of mutual trust. This project was remarkable in that it helped either

side of people to remove distrust and suspicion toward each other and to promote reconciliation that could not have been achieved by the high-level agreements between leaders of both adversarial parties (Satani, 2003).

Taiwan-China case

Tourists' flows across the Taiwan Straits broke long years of silence and promoted dialogue at the track one diplomacy level between Mainland China and Taiwan. For nearly thirty years since the establishment of the country, Mainland China threatened to 'liberate Taiwan' and attempted to seize territory under Taipei's control. But this slogan, along with the Taiwan's 'counterattack on the mainland,' became gradually less of a real possibility and the cross strait relations were ostensibly peaceful. By the end of 1970s, China decided to give up the goal of liberating Taiwan by force and began to search seriously for a peaceful reunification. Both governments gradually lifted its restrictions against discussing the issue of unification in the 1980s, many Taiwanese quietly visited the mainland through a third country and the mainland border control authority gave silent approval by not stamping their passports when they entered or exited the mainland. In 1987, Taiwan decided to lift its ban on travel to the mainland China initially for the purpose of visiting families and relatives. Increased flow of Taiwan visitors to the Mainland marked the beginning of people-to-people contact between the two sides after some decades of separation and hostility. Mainland Chinese was also gradually allowed to visit Taiwan. The increasing number of tourists promoted closer contact, mutual understanding and business opportunities between the two people on both sides of the Taiwan Straits. In 1993, the first high-level meeting between the leaders of the two semi-official organizations was held as a result of increased volume of tourism. This is a clear example of initial reconciliation and limited cooperation between the two governments in the wake of tourism (Satani, 2003).

A case of failure: Mt. Kumgang tour project

There is an example of the Mt. Kumgang tourism project, which has been promoted since 1998 by the government of North and South Korea to improve relations in the Korean Peninsula. Although both Korean governments share the same political objective of reunification of the Korean Peninsula, they have totally different views. North Korea employs the **definition of peace from a communist perspective which may not favour the 'absence of war' approach, and may be willing to use military force and expand its territory to the South** to achieve the goal. South Korea aims to achieve the goal through diplomacy with a help of growing economic engagement. The project was first realised in 1998, when South Korean President Kim Dae Jung decided the sunshine policy of rapprochement with the North. His administration laid great emphasis on "separating politics from business," aiming at a thaw in

relations with North Korea. North Korea accepted the project which was carried by the Hyundai Group, the largest conglomerate corporation in South Korea, because the existence of the business sector between governments could exclude direct involvement of the South Korean governments.

The project was initially well-received by many South Koreans as a significant step towards reducing tensions of inter-Korean relations, but was soon criticised. The North government did not stop showing overt hostility to the South: North Korea test-fired Taepodong 1 nuclear-capable missile; their spy ship and submarine intruded into South Korean territorial waters; and they refused the US nuclear inspectors. There were no restrictions imposed on the **North's use of the income by Mt. Kumgang project. North Korea was strongly suspected of spending hard currency earned by Kumgang tourism on weapons.** Many South Koreans **believed that support of the tour was not promoting peace, but promoting the North's ability to wage war.** An even greater problem occurred from the viewpoint of tourism: the Mt. Kumgang tour project was completely controlled by the North government. The tourists undoubtedly decided to join the tour voluntarily. Yet, the problem is that they had no choice but to follow the strict guidance decided by the North Korean government during the tour, and they never met any ordinary North Koreans. It is true that the tourists visited North Korea, but there was no interaction between the tourist zone of Mt. Kumgang and the reality of North Korea (Satani, 2003).

These are some examples which demonstrate that relationship between tourism and peace is strong and contribution of tourism to peace could be large. Tourism is not an effective preventive option for direct violence in conflicts. However, peace tourism proponents argue that tourism can prevent structural violence, which is typically associated with protracted **conflicts. Tourism, it seems, is more applicable for the "structural prevention" of conflict** than direct prevention of violence. Structural prevention focuses on preventing the development or worsening of the underlying causes of conflict. It is different from the other forms of **conflict prevention, called "direct prevention" or "operational prevention", which involves activities such as mediation, negotiation, arbitration, early warning and early response etc.** However, structural prevention is very much synonymous with long term peace-building aimed at addressing the social, economic and cultural divides that have long term implications for triggering overt violence (Kelly, 2006). Properly managed tourism projects could contribute to peace building by diminishing some of the structural causes associated with violence. The examples above could serve as a demonstration of this proposition.

Conclusion

Theme "Peace" is especially actual at the moment as there are many wars going on, political instability in some countries is culminating, and tourism – sensitive as it is on every single

change especially when it comes to safety and security – takes part in every possible way to prevent violence of any kind. People of all around a world are today - in 21. Century - witnesses of wars, nuclear weapon threats, chemical weapon threats. The world faced a war in Libya two years ago, Egypt civil war, war in Syria that lasts two years now, economy crises since 2008., political instability in the Middle east, Balkan countries and Africa. Many lives have been lost, nuclear and chemical weapon is a threat not only for the conflicting parties, but for **the people of all around a world. In situation like this it is true that tourism can't do anything** to stop violence or wars. Right now, peace-through-tourism ideas seem to be sustained more by the sweet dreams and rhetoric from industry representatives and policy makers than by fine-grained empirical research and academic theories. This does not mean that the peace-through-tourism ideal is not worth pursuing. Every effort at making this world a better place is definitely worth trying. However, in order to turn the peace-through-tourism discourse into practice, more open dialogue is needed between policy makers and industry representatives on the one hand, and scholars on the other. is only through more collaboration within the tourism sector – public and private; academic and industry – that tourism can ever become a true peace-builder.

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The Safety of Tourism in European Countries through the Perception of Students

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Abstract

The research aim is to identify how students / respondents of different study programme detect safety of the European tourist destinations. The second purpose of the research is the comparison of safety detection between northern and southern countries of Europe. The study involved students / respondents of 1st and 2nd year studies of the Higher Vocational College (hereinafter HVC) and students / respondents of 1st and 2nd year of the Faculty of Criminal Justice and Security, University of Maribor (hereinafter FCJS). It was assumed that the students / respondents HVC evaluate the safety of tourist destinations in Europe more sensitive and critical, as students / respondents 1st and 2nd year at FCJS. At the same time we made a comparison of perception of security in the tourist destinations of Europe between the students of HVC and FCJS. We tested the safety factors such as climate protection, self protection and collective security.

In our research we included a sample of 100 students/respondents. We used an instrument in the form of a questionnaire for the quantitative measurement of the positions on the interval scale from 1 to 5 Likert-type. The methodology of the available data was analyzed by the method of the arithmetic.

The findings suggest that the expectations of students/respondents of FCJS safety in European countries are higher compared to students /respondents of HVC. Moreover, from the observation it is also apparent that the students/respondents of HVC are less critical than the students/respondents of FCJS to the state of security in the tourist destinations of Europe.

It should be pointed out that one of the limitations of the survey was the fact that individual students/respondents listed more than one of the southern or northern states, where they vacationed, or have stated southern and northern EU states at the same time.

Keywords: tourism, security, students, European countries.

Introduction

The General Secretary of the World Tourism Organization Frangialli (2011) emphasises that tourism and peace are inseparable. The influence of tourism is so strong that it can change apparently unalterable circumstances and enable reconciliation there where no one thought it possible. **Mekinc and Dobovšek (2011) speak about the fact that tourism has a very small** influence on the peace and safety phenomena on a macro level and that tourism is more dependent on safety than safety depends on it which is also argued by Hall, Timothy and Duval (2003). Safety is still most valued in the hierarchy of values of all humans. We perceive safety and health as the most important human values.

Tourism can be recognized as an activity that includes numerous economic and non-economic areas. Thus it is essential, for its successful development, to establish cooperation from all those whose activities have a positive impact on achieving set goals including safety. Tourism has become the largest industry in the world with the highest annual growth rates. In all its forms in 2012 it counted more than one billion tourists as is stated on the World Tourism Organization (World Tourism Organization [UNWTO], 2012) web page and hence achieved a new record as the number of tourists has grown by 4% in comparison to 2011, when 983 million tourists travelled around the world (UNWTO, 2012). Also in 2010, more than 940 million tourists travelled and in 2009, there were 883 million tourists (UNWTO, 2012), which was 4.2% less than in 2008 due to the influenza virus A1H1N1 (WIKIPEDIA). The importance of tourism to a society is much larger and deeper than purely economical. Besides economic growth, tourism also enables the social and cultural development of a society of each destination or country. Contemporary societies ensure the right to work and rest, **consequently the right to relaxation, leisure, recreation and holidays (Mikuš, 1999) which are** fundamental reasons when opting (choosing) for tourist services. Therefore we can summarize Taurer (1996) that tourism extinguishes limitations and prejudices, opening up opportunities for the personal interaction of individuals and nations. So tourism performs an important role in the development and strengthening of good relations between people and nations around the world and, consequently, contributing to greater safety.

Every tourist who embarks on a journey creates certain expectations which include safety on the road and at the place of residence. This is created by the tourist as well as the tourist entities: tourist agencies, hoteliers, transport operators, the organizations responsible for safety, etc. On a scale of values, safety ranks in the top positions of importance to people (Musek, 1993d).

Kurež (2011) argues that in parallel with the development of human society the perception of safety also changes. The concept of security can be seen as a living organism, which with evolution constantly changes, develops, grows and adapts to the environment.

Safety as a commodity is gaining increasing importance, which in turn means that the future of the tourism industry is increasingly (ever more) dependent on factors of safety (**Meško, Dobovšek, 1999**). **It is a fact that tourists tend to choose a safe tourist destination.** Their perception of safety at a specific destination can be the result of a personal experience, of a

transferred experience from friends/acquaintances or obtained through different media. According to the Slovenian Tourist Organization (STO, 2012) data Slovenia was, on the global scale of safety in Europe, 10th in the year 2011 and 9th in 2010. Travel and Tourism Competitiveness Index (WEF, 2013, 2011 in 2009) published data for 2013, where Slovenia after an overall assessment of the tourism competitiveness index of 140 countries ranked 36th position and achieved the same ranking as in 2008, when the analysis included ten countries less. The latter still ranks Slovenia among the countries considered above average according **to the Mekinc and Dobovšek (2011) parameters. This means that tourists perceive Slovenia as a safe country on the scale of Europe's safest destinations. Hreščak (2010) states that safety is** now becoming one of the key criteria by which tourists decide whether to visit a particular country or not. The global meaning and dimension of tourism as an economic activity have had the effect that safety issues and concerns do not only affect the individual and his/her decision to travel but have an impact on the economic and political stability of entire regions or even across the world (Hall, et al., 2003).

When in tourist destinations or in their vicinity safety threats emerge it usually results in a decrease in the number of tourist arrivals in a wider area of influence. Despite the fact that similar safety threats as they appear today have been known since the emergence of modern tourism, their impact has significantly increased after the end of the Cold War and especially after the terrorist attacks in the U.S. September 11th 2001 (**Kurež, 2011**). Ever since then, safety incidents have had a much greater impact on the imbalances in global tourism (Mansfeld, Pizam, 2006). The reasons for this can be found principally in the global information networking of the world that can provide the transmission of real-time information from one end of the world to the other. The information regarding the escalation of security threats in real-time thus circulates into homes of potential tourists and discourages them from the **potential decision to travel (Kurež, 2011). Global security threats do not** arise spontaneously but are a product of the security environment and shape it at the same time. Authors (Wilks, Page, 2003) generally agree that the attacks on the U.S. after September 11th 2001 changed our understanding of safety in international tourism forever. Although McKercher and Hui (2003) present an interesting observation that tourists have a short memory regarding a safety situation on a certain destination as they will repeat the journey as soon as the immediate danger has disappeared.

In some countries of Eastern Europe we can still find relatively closed security systems characterized by increasing the uncertainty of the environment to reinforce control mechanisms by which they try to control it. The space for self-regulated safety, characterized by spontaneous aggregation based on the principles of an open system, contracts and influences in particular on the quality of safety of those who do not have their own resources for it. Such actions are also displayed on the outside and can lead to the distrust of foreigners and thus reverse the decision to visit. Therefore it is necessary to consider the functioning of safety measures to be well related to the effects on the environment. Times change and the effects of globalization do not permit the reiteration of the same models since they become obsolete and need to be updated.

However, because our study relates to the young Slovenian population it is necessary to present the values of young people such as safety and travel affecting their perception and the decision to travel to a certain tourist destination. The values can be defined as guidelines for life and as such represent a concentration of everything that a culture values, which is normative guidance and motivation. The well known American culturologist and sociologist C. Kluckhohn (1951 in Musek, 2003) denominates values as conceptions of the desirable that influence how people make their choices for action and how they evaluate phenomena. Values are thus a sort of a summary of the internal norms and goals of a certain society and culture. In addition, values are compared to other psychosocial elements of a culture relatively stable and long-lasting. They define culture as sustainable and stable, which again means that they may be its best identifying mark. If there is a significant change in value policies, then the culture will change significantly too, and vice-versa.

Table 1: Empirical hierarchy of the area of values, acquired in our previous research

DIONYSIAN VALUES		APOLLONIC VALUES		<i>Maximum scope (super-category)</i>
HEDONIC	OF POWER	MORAL	OF FULFILMENT	<i>Greater scope (type of values)</i>
<u>Sensual</u> Health Safety	<u>Status</u> <u>Patriotic</u>	<u>Social</u> <u>Democratic</u> <u>Traditional</u>	<u>Cognitive</u> Aesthetic <u>Cultural</u> Actualization v. <u>Religious</u>	<i>Middle range category values</i>
Joy, entertainment, exciting life, comfort, pleasure	Power, reputation, fame, money, political success Love of country	Love, family happiness, understanding with your partner Peace, unity	Truth, wisdom Beauty, nature Art, culture	<i>Particular values</i>

Source: Musek (1993a, 1993b, 1993c)

Studies have shown differences in the value orientations between age groups. In the adolescent period hedonic values (which of course does not mean the highest-valued), which also include safety are relatively pronounced (Musek, et al., 1993).

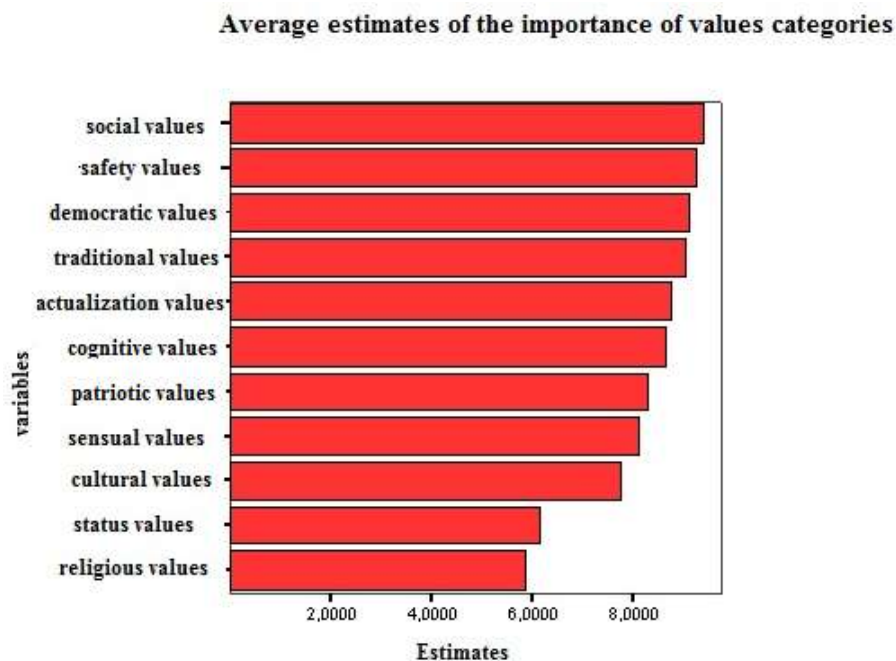


Figure 1: Average estimates of the importance of values categories (Musek, 2000)

Among the categories of values, at the forefront are social, safety, democratic and traditional values in Figure 1 (Musek, 2000). With the help of the research conducted by Gorenčičeve (2009), Ule and Kuhar (2002), on the values of young people from the year 2000 and 2009, we will help with the understanding of the results acquired about safety in tourist destinations in Europe among students/respondents from the Higher Vocational College (hereinafter HVC) and the Faculty of Criminal Justice and Security, University of Maribor (hereinafter FCJS). It is **necessary to emphasize the fact as indicated by Gorenčič (2009) that already in the 1990s** several extensive studies of values of the Slovenian youth have been carried out. In 1993, a survey included high school students, in 1995 students and in 1998 primary school pupils. Even more important are the studies Mladina (Youth, n.b.) 2000 and 2009 (Gorenčič 2009, Ule, Kuhar, 2002) which have the highest research value, since they were carried out on a representative sample of Slovenian youth. Mladina 2000, conducted in the year 2000, has shown that young people need global values such as world peace, the protection of nature and the security of the nation from enemies and liberal values such as the freedom of action. In contrast to the ego-materialistic values (to have authority and power over others, the importance of material goods) which young people judge irrelevant. The survey was conducted again in 2009 (Mladina) and it showed that similar global and liberal values are still highly valued although it is noticeable that young people give a bit more importance to ego-materialistic values. Studies (Miheljak, Antončič, 2002) show that **young people's values are** becoming increasingly subjective, the importance of the right to individuality, which Ule (2004) also states in her study. Young people value personal desires above everything else. These findings of a twist into privacy and a decline in the importance of big stories among youngsters are also confirmed by studies in Mladina 2000 and 2009. The value of travelling is very important for young people as supported by the results of the survey in 2000 which showed that for more than one third of respondents travel is very important; the same result

appeared in the re-survey of young people in 2009. With the stated studies the author **Gorenčič (2009) also came to the conclusion that the values of young people** are values that are becoming less "typically" young, because they rely on the values of adults. Therefore we **can conclude that today's youth is more oriented to a personal set of values; a transition from material and career values to post-material and personal values** has occurred.

Theoretical introduction can be concluded with the statement that the perception of safety is an important factor in determining the choice of destinations (Rittichainuwat, Chakraborty, 2009). Today tourists have at their disposal many possibilities for taking holidays and travel, so they can substitute a potentially dangerous destination with no major problems or choose a completely different destination that **does not have these safety issues (Čavlek, 2002)**. Also worth mentioning is the fact that Ule (2004) stated that youth and young people are the result of the development and changes in contemporary societies and are with their quick reactions to these changes a sensitive barometer and predictor of future social currents. Thus we can deduce that what the young generation is doing and saying today will be the general pattern of conduct and functioning of tomorrow. So if the young generation travels a lot today and travel is a value then the value of travel will be even more important to the entire society in the future and we all will be travelling more than we do today. The dominant values in each society represent the cultural foundations of this society and usually affect the norms of action of an individual as referred to in **Tavčar (In Mekinc 2007, p. 512-513)**. Accordingly, it will also increase the importance of safety in all its dimensions.

Methods and data

In this study we wanted to determine how safety is perceived in the tourist destinations of Europe where 1st and 2nd year students/respondents of HVC students have spent their holidays or their free time in comparison to the 1st and 2nd year students/respondents of FCJS. The basic research problem was related to differences in the perception of the safety of students/respondents of two substantively different higher education institutions that through their study programmes focus on tourism or safety. In doing so, we evaluated how they assess the current/actual state of safety perceived in the country they are travelling and what state of security they desire and expect in these countries. Thus we could determine the difference between the actual/current and the desired/expected state of safety as the students/respondents observe it. We formed our fundamental hypothesis on the claim that students/respondents of the 1st and 2nd year of FCJS assess the safety of tourist destinations in Europe in a more sensitive and thus more critical way than students/respondents of the 1st and 2nd year of HVC. In this context we examined the following factors of safety: safety climate, self-protection and collective security.

We have included a sample of 100 students/respondents and used an instrument in the form of a quantitative questionnaire for the measurement of the viewpoint on the interval scale from 1-5 Likert type. The methodology is data analyzed by the method of the arithmetic mean.

The majority of respondents indicated the tourist destination of Croatia as one of the southern European countries; a total of 59 cases of which 25 students of HVC and 34 students/respondents of FCJS, where they had spent their holidays. In second place was the tourist destination of Greece which is cited as one of the tourist destinations of 20 students/respondents, of which 6 were students of HVC and 14 students/respondents of FCJS. Italy as a tourist destination was ranked third place, followed by all the other tourist destinations such as: Austria, Belgium, Bulgaria, Bosnia and Herzegovina, Cyprus, Montenegro, Denmark, Estonia, Finland, France, Latvia, Lithuania, Hungary, Malta, Germany, Norway, Poland, Slovakia, Serbia, Spain, Sweden, Turkey and the United Kingdom. It should be noted that some students/respondents indicated more than one of southern or northern countries where they had spent their holidays and also, some students/respondents mentioned both northern and southern countries of Europe. Among the sample of 100 students/respondents 37% were from HVC and 63% represented the sample from FCJS. In the analyses, the population between 19 and 27 years of age was included, which represented 91% of the entire population covered by the sample. 7% of students/respondents represented the population aged up to 18 years and 2% of respondents fell within the age range between 27 and 45 years. The survey included 43% male and 57% female respondents. In relation to education, 70% of students/respondents had finished high school and 30% had finished vocational and higher college.

Table 2: Display of minimums and maximums of HVC and FCJS students/respondents responses for factors: safety climate, self-protection and collective safety – this is the actual situation for European countries

1. SAFETY CLIMATE (FACTOR I.)	HVC -M _x	FCJS - M _x
Security measures are rational and not disturbing.	4.19	3.23
I received feedback on how my personal safety is cared for.	3.54	2.56
I often have concerns about the quality of security in the place where I am holidaying.	3.14	2.84
2. SELF-PROTECTION (FACTOR II.)		
When it comes to my safety, I do not want to take risks, and I think carefully about what I'll do.	4.35	3.81
I take notice of safety instructions even if the circumstances dictate otherwise.	3.51	2.84
It is expected of me to submit to and respect the opinion of the safety authorities/police when it comes to my safety and the safety of others.	4.35	3.64
Encourage cooperation with other tourists (security authorities, police, hotel management, etc.) to ensure personal safety.	3.73	2.84
3. COLLECTIVE SAFETY (FACTOR III.)		
Control over the performance of security measures in a tourist destination (hotel, camping...) is mainly a task for the security authorities, officers or police.	3.92	3.21
The safety measures in a tourist destination are ensured through enforcement	2.76	2.23

Source: Author

In the table overview of the minimum and maximum values of the arithmetic mean (M_x) the factor safety climate is measured on an interval scale from 1-5 Likert-type where we asked the students/respondents what was the actual state of security in European countries. Following common findings are presented. Both groups of students/respondents reached their maximum (HVC- M_x 4.19; FCJS- M_x 3.32) with the statement that safety measures were rational and were not disturbing. The biggest concerns were shown by students/respondents of FCJS (M_x 2.56) by obtaining feedback on how their personal safety was taken care of. HVC students/respondents evaluations showed with the lowest values (M_x 2.56) their frequent concerns about the quality of security in the place where they were staying.

In analyzing the responses to Factor II., self-protection, we determined that students/respondents from HVC in comparison to students/respondents of FCJS are less critical to Factor I., safety climate, in the countries where they are holidaying/travelling. The table 2 shows the results of the responses to four statements, which focus on the factor of **“self-protection”**. It is evident from the results that they **“do not want to take risks, when it comes to their safety and they think carefully about what they will do when they are in the role of a tourist”** (HVC- M_x 4.35; FCJS - M_x 3.81). Comparable results (HVC- M_x 4.35; FCJS- M_x 3.64) can be seen in the case when they are **“expected to submit to and respect the opinion of the safety authorities/police when it comes to their safety and the safety of others”**. Although the values (HVC- M_{x3} 3.51; FCJS- M_x 2.84) in the assessment of the statement **“to consider safety instructions even if the circumstances dictate otherwise”**, are lower than others, we can deduce, based on the results, that the students/respondents have trust in the safety authorities of the countries they are visiting. We could detect the biggest difference (IMSUB) in the values between the students/respondents of both schools (HVC- M_x 3.73; FCJS- M_x 2.84) in the statement about encouraging cooperation with other tourists to ensure personal safety. Although we can still conclude from the result that it is important to both groups of students/respondents compliance with the consensus and cooperation of the group when it comes to their safety. This is not consistent with research conducted among young people (Miheljak, Antončič, 2002, Ule, 2004), indicating that their values are becoming increasingly subjective; the right to individuality is important. At the same time, both groups of students/respondents ascribe great importance to the determination, courage and confidence of action when it comes to their personal safety or area of self-protection. Ščuka (2012) says that all this derives from the human way of evolution which has been reached through millions of years of experience, since violence, pillage, killing, hedonism etc., have always backfired and ended in dissolution – the same as young people who are supposed to personally mature either through physical punishment or an anarchic upbringing. Human evolution is achieved through gaining personal experience that is related to the principle of frustration first, then effort (work) and only at the end, pleasure. Everyone who wishes to become a mature personality must confront this. For self-control an individual must base their decisions on experience, not because of fear of punishment. Discipline becomes a value only when it is tied to an informed decision that arises from past experience. Only then will an adolescent develop a sense of security, awareness, belonging, meaningfulness and effectiveness. These are competences that enable development/evolution. An upbringing

with violence or with indulgence produces endangerment, helplessness, abandonment, confusion and inefficiency and leads to a standstill.

In Table 2 we also show the minimum and maximum values of an arithmetic mean for Factor III. **“collective security”**. It is evident from the table that students/respondents of HVC and FCJS reached the minimum and maximum values of the arithmetic mean of the same statements in the field of collective security in countries across Europe.

Ingelhart’s thesis (in Dalton, 2000) about post-materialist values can explain the inclination of young people to engage in the field of environmental protection, preservation of world peace and other “life qualities”. Compared to older generations that emphasized traditional material values such as economic prosperity, social security, law and order, religion and defence of the nation, the younger generations are turning to different values, self-realization, personal freedom, social equality and the preservation of the “quality” of life.

When comparing the results (Figure 2) of the evaluation of the three factors of safety (safety climate, self-protection and collective safety) we learn that FCJS students/respondents were more critical towards them or that HVC students/respondents better assessed the current state of safety in the country of destination/holidaying. Regarding the content of the study of FCJS students/respondents where they become acquainted with the complexity of the concept of safety, it is expected that they would develop a more critical approach. We can assume that the students/respondents of FCJS during the study process acquired a critical attitude towards the elements of safety and security systems making their assessment of safety more critical.

Ule’s research (1995) Mladina 93 on values and value orientations showed an ongoing trend of withdrawal to privacy. The results have shown that real friendship is most important for **Slovenia’s youth, the safety of their family**, world peace, and freedom of thought and action. The shift of young people to the everyday world and the protection of privacy is consistent with the shift from the major themes that have marked the student movement in the 1970s. According to the researchers, this shift is primarily characteristic for the contemporary urban youth, which is present across the entire developed world.

It is a simultaneous interplay of two opposing forms of detection of privacy; a tendency to traditional privacy characterized by the introversion of individuals into their private world, trust in tradition, authority, risk avoidance and the need for individuality, which is reflected in the care for the everyday world, quality interpersonal relationships, experimentation with life and the need for diversity.

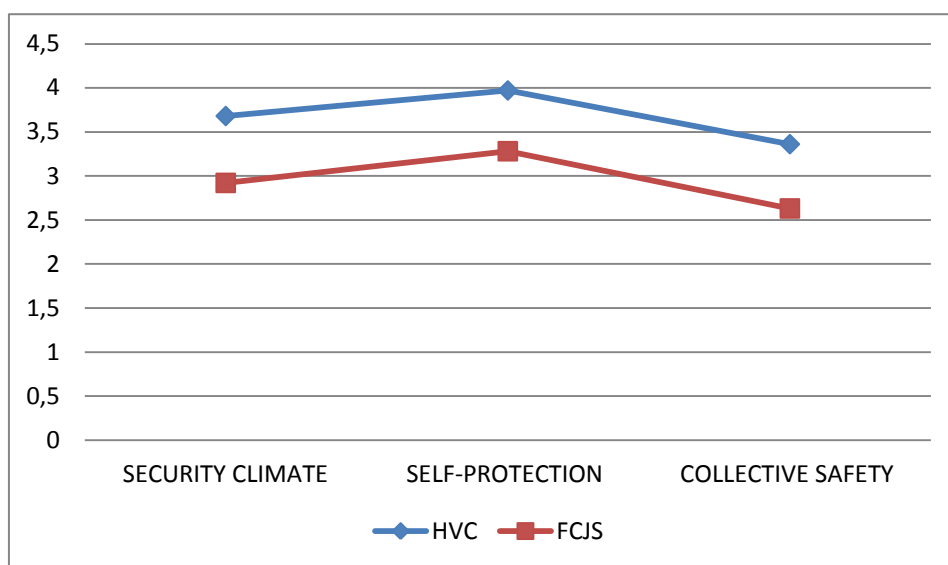


Figure 2 : Comparison of the results of the actual state of safety factors for European countries among students/respondents of HVC and FCJS (Author)

In the first part of the study we assessed the perception and evaluation of the current/actual state of safety in the country of destination by the students/respondents, and in the second part we wanted to find out how the students/respondents assessed the desired/expected state of safety. To facilitate the comparison of the results between the actual/current and desired/expected state of safety, we used in the measurement of the latter the assessment of safety factors with the same arguments. In the second part of the survey students/respondents had to indicate their opinion about the desired/expected state of safety through defined factors (safety climate, self-protection and collective security).

In Table 3, we see a tabular display of minimums and maximums of the arithmetic mean (M_x) for the factor safety climate, where we asked about the desired/expected safety situation in the country they were travelling or holidaying. We can determine that the expectations/desires of HVC students/respondents about safety elements that determine security climate are higher than with FCJS students. The greatest difference in value (IMSUB0, 72 points) is perceived at the statement “I do not think about the quality of safety in the place where I am holidaying” (HVC- M_x 3.38; FCJS- M_x 2.66).

Table 3: Display of minimums and maximums of HVC and FCJS students/respondents responses for factors: safety climate, self-protection and collective safety – as it should be, expectations/desires for European countries

1. SAFETY CLIMATE (FACTOR I.)	HVC - M_x	FCJS- M_x
Safety measures are rational and not disturbing.	3.92	3.68
My personal safety is taken care of regardless of my status.	4.27	3.82
I do not think about the quality of safety in the place where I am holidaying.	3.38	2.66
2. SELF-PROTECTION (FACTOR II.)		

It is required from me to strictly follow the safety instructions governing the place/hotel/camp/recreation facility.	4.03	3.38
When it comes to my safety, I do not want to take risks, and I think carefully about what I'll do.	3.92	3.56
I consider the safety instructions even if the circumstances dictate otherwise.	3.54	3.22
I can take care of my safety independently and autonomously.	3.84	3.15
3. COLLECTIVE SAFETY (FACTOR III.)		
Safety measures are ensured without objection.	3.81	3.14
It is not necessary to connect with others when it comes to my personal safety.	3.57	2.82
The safety controls are frequent and consistent.	3.49	3.15

Source: Author

HVC students/respondents expressed high expectations with the statement “My personal safety is taken care of regardless of my status” where the maximum value, $M_x4.27$ was reached. The same statement was also evaluated highest by FCJS students/respondents ($M_x3.82$).

According to Bunting (2001), the market managed to redefine the public space. There are no longer traditional boundaries between public and private, as it was in the 19th century, which is also the result of privatization that “withdrew” most activities from the public sphere. The private world is entering into the public world. Mass media are increasingly paying attention to the private, to the intimate lives of people who are themselves inclined to “exposing” and tend to voyeurism.

We demand a lot from the public sphere, we must feel comfortable in it, and hence it must fulfil us emotionally and “enrich” us with an exceptional sensual experience; thus we return once again to the main characteristics of contemporary mass culture, emotionality and sensationalism. Consumer mass culture offers us a “self-image”. But what does the government offer us? It offers a “self-image” associated with certain values such as equality and tolerance.

In Table 3 the minimums and maximums of the arithmetic mean (M_x) are presented for HVC and FCJS students/respondents when evaluating their expectations/desires about self-protection when travelling or holidaying. Also with self-protection, FCJS students’/respondents’ evaluations are lower than those of HVS students/respondents. The maximum value $M_x3.56$ was reached by FCJS students/respondents with the statement “When it comes to my safety, I do not want to take risks, and I think carefully about what I'll do” and the minimal value $M_x3.15$ with the response “I can take care of my safety independently and autonomously”. With the latter we can also perceive the biggest difference (IMSUB0.69) between the two focus groups. HVC students/respondents rate the

lowest expectations/desires related to the statement “I consider safety instructions even if the circumstances dictate otherwise” and the highest ($M_x4.03$) with the response “It is required from me to strictly follow the instructions governing the place/hotel/camp/recreation facility”.

In the case of the collective security factor (Table 3) the highest value of the difference (IMSUB 0.75) was established by the argument that “It is not necessary to connect with others when it comes to my personal safety”. According to the results, students/respondents estimate that they would like to connect less with others in a desired/expected situation when it comes to their personal safety, as demonstrated by the calculations of their arithmetic values (HVC- $M_x3.57$; FCJS- $M_x2.82$). From the determined minimums and maximums (IMSUB) differences in the value of the arithmetic mean (M_x), we can assume that both groups of students consider equally important that “Safety controls are frequent and consistent” (HVC- $M_x3.49$; FCJS- $M_x3.15$).

It is evident from Figure 3 which shows a comparison of the results of the expected/desired state of safety among HVC and FCJS students/respondents, that students/respondents of HVC evaluate all factors of safety (safety climate, self-protection and collective safety) higher than FCJS students/respondents. The expectations about the desired/expected state of safety are therefore higher among HVC students than among students/respondents of FCJS.

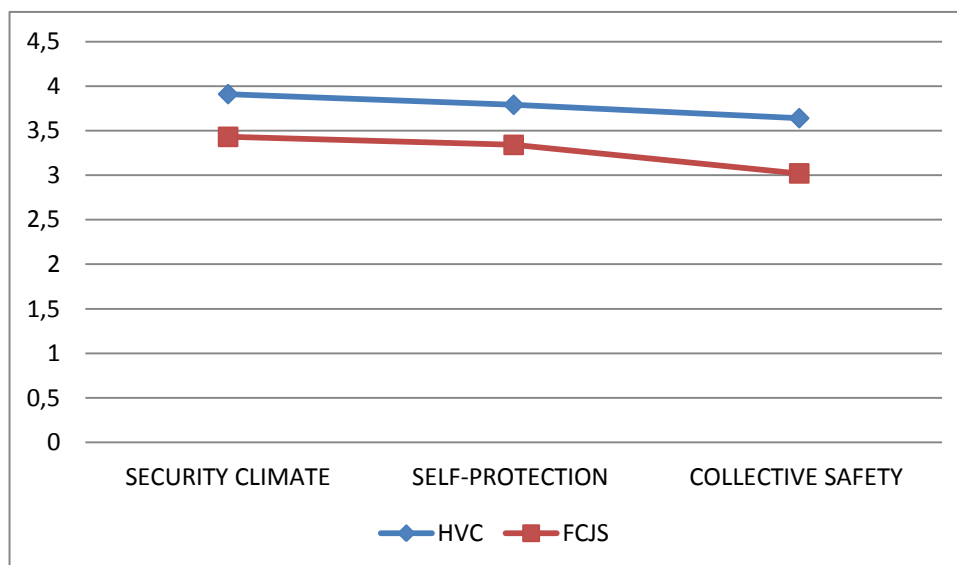


Figure 3: Comparison of the results on the expected/desired state of security among HVC and FCJS students/respondents (Author)

The results of the comparisons of the actual/current state of safety and the desired/expected state of safety (Table 4) are also important. The biggest difference is observed with FCJS students'/respondents' evaluations of the safety climate since the average difference of the arithmetic mean value (IMSUB) of the desired/expected state of safety is higher by 0.5 in comparison to the same factor on the actual/current state of safety. A very similar result (average difference in value: IMSUB 0.4) is also perceived in the factor of collective security,

while in the factor of self-protection, FCJS students assess the actual/current and expected/desired state as equivalent. Unlike them, HVC students/respondents rate the actual/current state of self-protection even higher than they would want in an expected/desired state (IMSUB 0.2), which is definitely unusual, given that Slovenia, according to the Slovenian Tourist Organization, on a scale of global safety in Europe in 2011, ranked 10th and in 2010, 9th place. The Travel and Tourism Competitiveness Index (WEF, 2013, 2011 and 2009) published data for 2013, that Slovenia, according to the overall assessment of the tourism competitiveness index of 140 countries, ranked in 36th position and achieved the same ranking as in 2008 when ten countries fewer were analysed. This still positions Slovenia among the countries considered above average by the **parameters of Mekinc and Dobovšek** (2011). When comparing assessments between the actual/current and expected/desired state of HVC students/respondents, we identified differences (IMSUB 0.2), but lower than from FCJS students/respondents.

Table 4: Difference between the actual/current state of safety and expected/desired state of safety between HVC and FCJS students/respondents

FACTOR	HVC - IMSUB	FCJS- IMSUB
SECURITY CLIMATE	0.2	0.5
SELF-PROTECTION	-0.2	0
COLLECTIVE SAFETY	0.2	0.4

Source: Author

The expectations of FCJS students/respondents on the difference (IMSUB) between the actual/ current and the desired/expected state are higher than those of HVC students/respondents. It is important for HVC students/respondents as well as for FCJS students to be well acquainted with the safety threats in their holiday destination and that safety measures are rational and not disturbing. They perceive a high level of collective safety and feel that control over safety measures in a tourist destination by the safety authorities, leadership and police is very important; and desires/expectations are higher as regards the actual/current state.

Conclusion

By comparing the areas of expectations/desires and the actual/current state of safety with HVC and FCJS students/respondents (Figure 4 and 5) for the safety factors (safety climate, self-protection and collective safety) we can determine that there is a significant difference (IMSUB) between expectations/desires and the actual/current state of safety. This implies that expectations/desires, regarding how safety should be taken care of in European countries with HVC students/respondents, are higher according to the difference (IMSUB) between the evaluations of the actual/current and the desired/expected state. Also FCJS students/respondents assess the desired/expected state higher than the actual/current state, thus we can deduce that expectations/desires about the level of safety in the countries where they travel/holiday are higher in relation to the actual/current state. This is contrary to the Ule (2002), Kuhar (2002) and Gorenčič (2009) research among young people from the year 2000,

as it revealed that youngsters appreciate global values, such as freedom of action, which are in contrast to egoistically materialistic values (to have authority and power over others, the importance of material goods) and are considered by young people as unimportant.

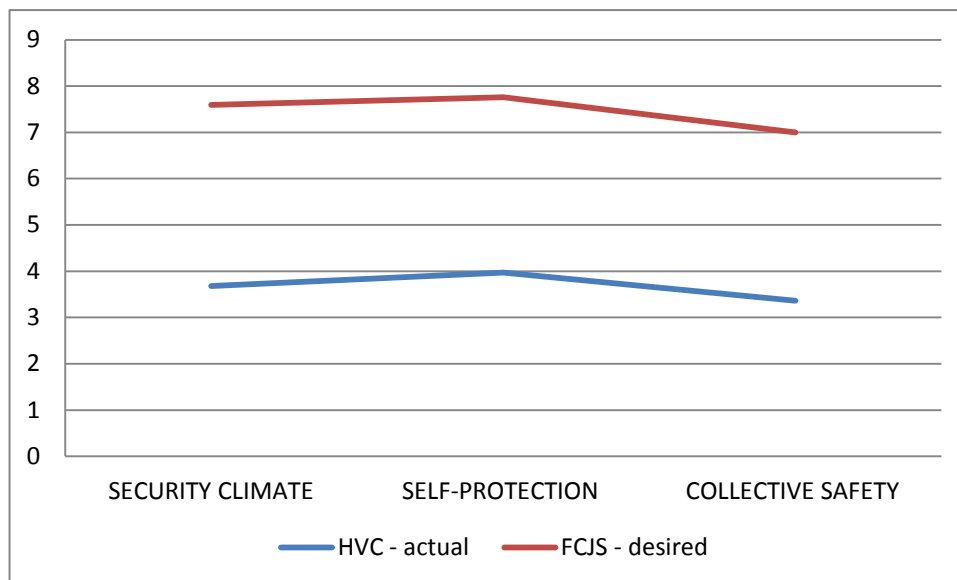


Figure 4: Comparison of results between actual/current and desired/expected state of safety for HVC students (Author)

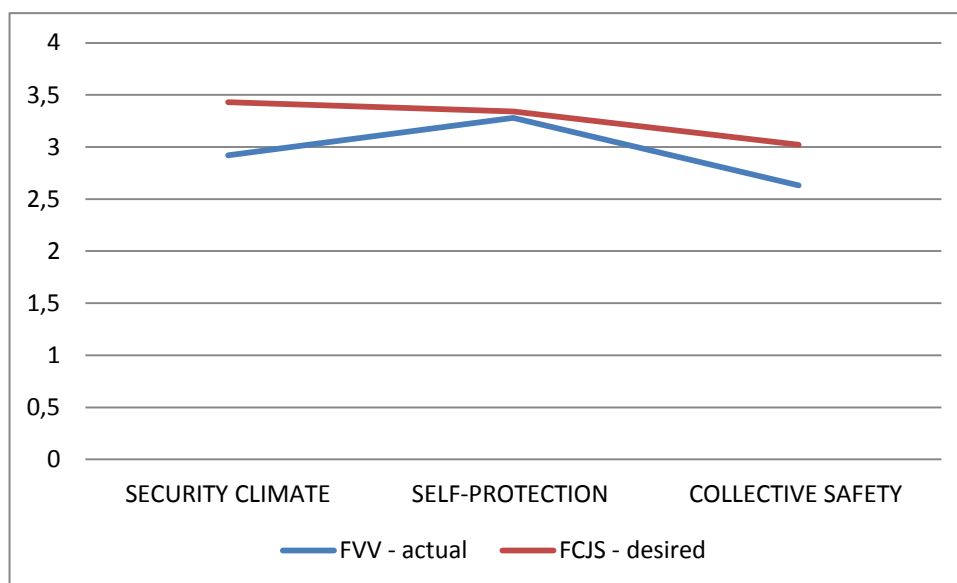


Figure 5: Comparison of results between actual/current and desired/expected state of safety for FCJS students (Author)

If we compare the results of the evaluation of the actual/current as well as the expected/desired state of safety between the students/respondents of both institutions (Figure 4 and 5), then we have to reject our basic hypothesis. Respectively the results show that HVC students in all factors evaluate the state of safety higher than FCJS students. The

findings can also be interpreted as to show a more critical attitude towards the security state by FCJS students/respondents compared to HVC students/respondents. We find that young people behave differently or their views differ when it comes to their safety in comparison to a situation when this is not the case. These points of view or beliefs are among the most important results of the social construction of man since we do not have any biological predispositions and so are socially acquired structures. We change and form them through our entire lives together with the adoption of a social knowledge of experiences and norms from the environment where we live (Ule, 2009). Rus (1994) also believes that by learning we constantly change our points of view or beliefs. He claims that these are the result and effect of socialisation that takes place through a variety of learning processes and various agents of socialization. In forming these beliefs, those qualities of man that define his self-image and his attitude towards himself are extremely relevant. People with a more positive self-image have a more coordinated and firmer structure of beliefs, while people with a weaker self-image often have unstable and incoherent beliefs (Ule, 2009). Rus (1994) also states that one of the most important processes in shaping beliefs or points of view is categorization. In the world we live in we are surrounded by millions of impulses while categories enable us to process similar impulses as nearly identical information. Categorization is a kind of "editing" of the world; therefore, it is associated with the need for security.

It was also important to find that the expectations/desires of FCJS students/respondents regarding the difference (IMSUB) between the actual/current and the desired/expected state were higher than for HVC students/respondents. Again, this result confirms the more critical approach of FCJS students/respondents to safety than HVC students/respondents had.

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Middle East: Peace, Culture and Tourism

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Abstract

MENA region (Middle East and North Africa) is going through an important period in its modern history. It could be described as a region in the middle of deep cultural, social, political and economic transition. Its importance for global stability derives from its immense oil reserves and its status as the epicentre of Muslim culture. For a long time tourism, except pilgrimage travels, has been considered as culturally inappropriate and economically unnecessary phenomenon by Arab governments. At the beginning of 21st century, many Arab states are developing their tourism industries in order to diversify their economies (in the case GCC states*) or to earn foreign currency (in the case of Mediterranean states). The rise of global terrorism and islamophobia after September 11 affected the global tourism industry dramatically, but pushed up intraregional tourism within MENA region. The world financial crisis had the same regional effect enabling the development of a new market niche, **so called "Islamic tourism". The Middle East was the only region that saw a drop, in both arrivals and receipts during last year, due to the continuing political turbulence (UNWTO, 2013**).** However, there are places within the region (like Dubai and the Kingdom of Saudi Arabia) that recorded a significant growth rate. The majority of their demand for tourism originated from neighboring countries. The time of unrest in this part of the world has brought a need for local travelers to stay within the same cultural environment when making holiday destination choices.

*GCC – Gulf Cooperation Council

**UNWTO, 2013 – World Tourism Barometer, April 2013

Keywords: Middle East, peace, conflict, Islam, culture, tourism.

Introduction

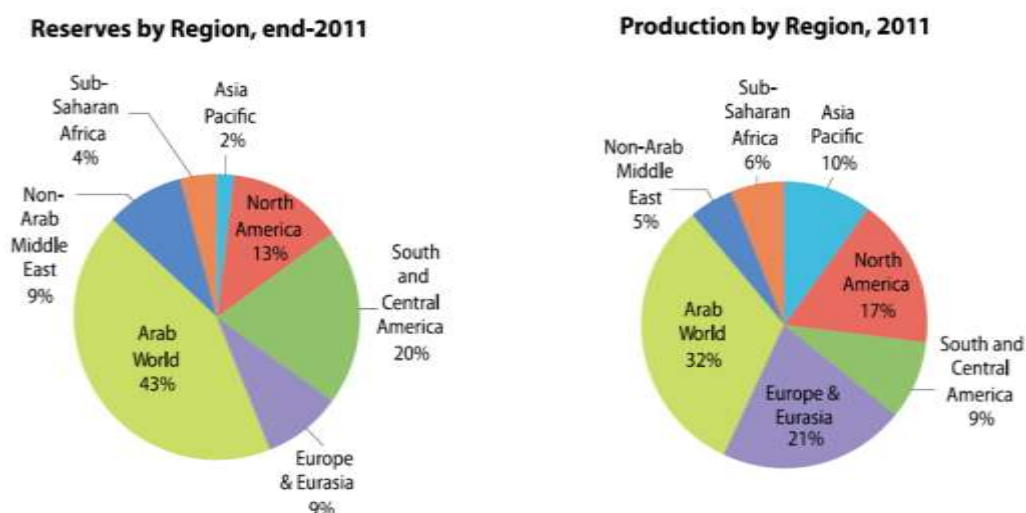
The Middle East is a geopolitical and cultural term that refers to the countries located between Africa and Asia. This land mass, for many centuries has been considered a strategic location, a hub of trade, religion and conflict.¹

MENA region (*Middle East and North Africa*), is going through an important period in its modern history. It could be described as a region in the middle of deep cultural, social, political and economic transition. Political turmoil will inevitably redefine regional relations. The question is: Will the Middle East democratize or will authoritarian regimes remain? No

matter which kind of political systems prevail, in the near future the region will be full of challenges that are the consequences of internal pressures such as political repression, population growth, unemployment and economic prospects. That means all dissatisfied groups (including Islamists) will have a number of potential supporters. Other sources of instability include: the lack of a Israel-Palestinian peace agreement, attempts by Iran to develop nuclear weapons, ongoing rivalry between Iran and KSA (Kingdom of Saudi Arabia) for domination of the Gulf, unrest spreading from Syria and Yemen to neighbouring countries, and the threat of war. Among outside influences, the USA is still a major player in the Middle East, weakened by military withdrawal from Iraq at the end of 2011 (BMI, 2012). Thanks to enormous oil reserves and its status as the epicenter of Muslim culture, this region will remain significant for global stability. Although just 20% of **the world's Muslim population** reside in MENA, the region has the highest percentage of majority Muslims countries, and wields significant influence over the Islamic world. A further reason for the importance of the Middle East lies in high oil prices. While the prices are still below their peak reached in 2008 (US\$ 147 per barrel), they can be expected to remain high because of growing demand from China, India and other emerging markets (BMI, 2012).

The image of the region is changing rapidly: it is no longer seen simply as an oil-rich region anymore (although **6 countries within it control 44% of the world's proven oil reserves**), but as a growing region for other sectors such as construction, real estate, chemical and metal industries, and tourism and hospitality. It takes predominant place in the world in terms of proven oil reserves and oil production, as shown in figure 1.

FIGURE 1: WORLD OIL RESERVES AND PRODUCTION BY REGION AT END-2011



Source: *Energy and Arab Economic Development*, UNDP, 2012

Population of the Middle East

The Middle East region has a large population, which is among the youngest in the world. One third of people are younger than 15, and the majority of the population is under 25 in most of countries. The population of Arab countries has almost tripled since 1970 (doubled since 1980), and United Nations Population Division forecasts it will reach 598 million by 2050 (UNDESA, 2012). The whole region faces a population explosion, as stated in Arab Human Development Report 2013 (UNDP, 2013). In a wider context, this explains political instability region wide, because of the pressure of large populations and a lack of resources (Urdal, 2012).

Table 1: Number of inhabitants in Arab countries of MENA region in 000, from 1970-2010

Country	Year				
	1970	1980	1990	2000	2010
Algeria	14691	19475	26240	31719	37063
Egypt	36342	44932	56337	66137	78076
Libya	2076	3078	4260	5176	6041
Morocco	15916	19799	24675	28710	31642
Tunisia	4983	6308	8135	9553	10632
Iraq	9918	13653	17518	23801	30962
Jordan	1655	2281	3358	4767	6455
Kuwait	750	1371	2060	1906	2992
Lebanon	2297	2605	2703	3235	4341
Oman	724	1154	1810	2193	2803
Qatar	109	224	477	594	1750
Saudi Arabia	5803	9843	16206	20145	27258
Palestine	1124	1510	2081	3205	4013
Syria	6379	8956	12452	16371	21533
UAE	232	1015	1806	3026	8442
Yemen	6097	7907	11790	17523	22763

Source: UNDESA, June 2013

*The Arab Region includes Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, the Occupied Palestinian Territory, Oman, Qatar, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, the United Arab Emirates and Yemen

*Sub-Saharan countries, namely, Comoros, Djibouti, Somalia and Sudan

Not all Middle Easterners are Arabs (Iranians, Turks...) and not all Arabs are Muslims (Arab Christians from Egypt, Jordan...). The term 'Arab' reflects ethnicity, belonging to Semitic

population, and Muslim denotes faith, practicing Islam. It is estimated that Muslims make up nearly one-quarter of the world's population and their number is constantly growing. Although Islam is often identified with the Arab world and the Middle East, where Arabs are mostly Muslims, out of the region less than 15% of the world's Muslims are Arabs (Huda, 2010). Hereafter will be included only Arab countries of the Middle East. There is a common classification of the residents of this region into indigenous dwellers – *hadr* (حضر) and nomadic Bedouins – *bedu* (بدو). Urban residents have a different character from the Bedouins, and can choose the Bedouin lifestyle just as a recreational activity or to strengthen their character. Bedouin desert tribes who initially refused to follow the Prophet Muhammad, (Qur'aan, verse 97, chapter 9) have been described as the worst in disbelief and hypocrisy (TMC Academic Journal, 2012). Since Islam spread throughout the region, the Bedouins are no longer seen in such a negative light. Differences remain in cultural norms and values between nomads and urban dwellers, which is comparable to Western notions of urban and rural population. Nowadays descendants of Bedouins preserve their tribal traditions, values and culture which are strongly rooted in the harsh desert environment. A recent phenomenon across the Arabian Gulf is cultural evolution, which adopts many aspects of other cultures into a single collective identity. The transition, which is sometimes described as a "leap of camels in a cadillac" has transformed the region into a global center for a wide variety of activities, ranging from sports and tourism to finance and education (Wilson, 2010). Modern Bedouins have an important role in the business world, investing in football clubs, tourism and education. They show a duality in practice, which is perhaps best reflected in their clothing. Male and female representatives of the population, especially the younger, can be seen wearing jeans and T-shirts at the same time and with the same ease as well as traditional clothes: *dishdasha-e* (دشداشة), *kandora-e* (كندورة) i *abaya-e* (عباية). Some call it simply the process of Westernization, and some believe that the phenomenon is much more complex, and that it is actually a "surrogate of cultural hybridization" (Wilson, 2010).

Socio-cultural characteristics

The main identity factor that define all things, values and Arab nations is the fact that most of the Arab world is a desert. The traditional historical picture of nomads who roam the desert on their camels is archaic and has little to do with the image of Arabs in the 21st century, which is a stunning mix of old and new, tall skyscrapers, luxury cars, mobile phones and camels. Arabs are very proud of their culture and history. Basic characteristics of Arab culture are:

- The Arabic language - they consider it holy, because the holy book of Qur'aan is written in Arabic. There are many local dialects in use throughout the Arabian Peninsula. Bedouins were excellent in expressing feelings by verses, and the literature is still highly valued in this culture. Competitions in reciting verses are regularly held, and the winners receive impressive cash prizes.²
- Arab values - in traditional societies the main virtues are dignity, honour and reputation. Code of honour often dictates certain behaviours, in particular to protect the family reputation. Upholding the honour of the family is vital. The worst that can happen to an Arab, is "loss of face" or public humiliation. The importance of courtesy

and polite communication is stressed everywhere. The given word is worth more than the written word. Loyalty to family and protection of privacy were historically famous as much as the Bedouin hospitality. Families are traditionally large. It is a common practice for several generations to live under the same roof in the form of an extended family. Mothers are extremely respected.

- Personal distance - Arabs tend to have close personal relationships between each other. **Turning one's back on another is considered very impolite. Showing the soles of your feet when sitting is considered to be an insult.** He who stands on the right side is respected and the priority is given to him. Fragrances (body, food, perfumes ...) are essential parts of the culture which enhances interpersonal connection. They are warm and expressive people, both in verbal and nonverbal communication.
- Sociability and equality are at the core of this culture which is reflected in the common dining and drinking coffee, sitting in *majelis* – regardless of social rank and status³. Men greet each other by shaking hands and kissing. Women are to be greeted verbally, without touch, unless they offer their hand first. Older family members enjoy great respect. Taking care of elderly parents is considered to be an honour.
- Gender inter-relations - Arab society is still considered very patriarchal, with clearly defined gender roles. Patriarchal culture assigns men the leading role, and protects and respects women. The man is the head of the household, with the power and influence, and woman is often a "behind the scenes" authority in family matters. It is expected from woman to be modest in public, respectful and submissive to her husband, while at home she can be active and confident. Although separated from their natural family, women maintain close ties with their blood relatives and frequently consult them in matters such as raising children and other problems. They are responsible for instilling cultural values to the younger generation. Islam does not recognize the concept of inferiority of women, only their differences. The maintenance of family honour and the concept of public morality are vital. Women are separated from men because of sexual attraction, which has evolved into a tradition of covering the face by the veil, because in the past they were considered as a weak link to the **family's dignity. Contemporary trends, however, have led more and more women** become employed, particularly in the fields of medicine, education and the social sciences. It is interesting to note that female education, from primary to tertiary levels, is highly appreciated and widely supported, but at the same time, women's primary role in society is primarily limited to household activities, and they are expected to engage in private life. In some Arab societies women enjoy equality, while in others there are still in effect medieval norms of female behaviour whose implementation is **sanctioned by religious police. The same is true for women's clothing: The Qur'aan** does not require the wearing of the veil, but only says that women should dress modestly and cover their arms and hair, the latter being considered very sensual. In some Arab countries, women wear fashionable dresses without any restrictions, while in the GCC region (Gulf Cooperation Council) they wear a long black cloak – called abaya (عباية) covering the whole body from the head to the ankles, and on their head - scarf in the same style – called sheila (شيلة) that covers the hair. Some of them wear the

cloth that covers most of the face leaving only the eyes uncovered – called niqab (نقاب), and some wear a mask that covers the entire face - called burqa (برقع).

One cannot speak about the Middle East in cultural terms without mentioning Islam. Islam permeates all levels of society: it determines the values, rules for personal and private life, social relationships and business. The word "Islam" (إسلام) in Arabic means subordination to God's will, to the will of Allah. Since the seventh century, Islam has been the main link between the people of the region - it is not just a religion, it is a way of life, sharing the origins of both Judaism and Christianity. Islam was created later, in 570 when the Prophet Muhammad was born in Mecca. At its height, the Islamic empire was larger than Rome and other great civilizations of that time, and contributed a great deal to the world in the fields of astronomy, medicine, art, architecture, literature, mathematics, and medicine. Muhammad's teachings written in the Qur'aan (قرآن) - the holy book of Muslims, are a very strong religious and cultural force in Islam.

Tourism development in the Middle East

The Middle East as defined by the UNWTO (United Nations World Tourism Organisation) includes the following countries: Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Palestine, Qatar, Saudi Arabia, Syria, UAE and Yemen. Israel belongs to the East-Mediterranean region of Europe (WTO, 2005). It is interesting that among these countries are those that have great natural and cultural attractions, as well as the potential for tourism, but for political, cultural and economic reasons this has not been exploited. In contrast there are those, especially the Arabian Gulf countries, which have managed to strengthen and diversify their economies towards the development of tourism thanks to their infrastructure and built attractions. Compared to other regions, the Arab world is an undeveloped market. For a long time tourism has been considered culturally undesirable, with the exception of pilgrimage, and economically unnecessary by Arab governments.

Table 2: International tourism arrivals to Middle East between 1990-2011

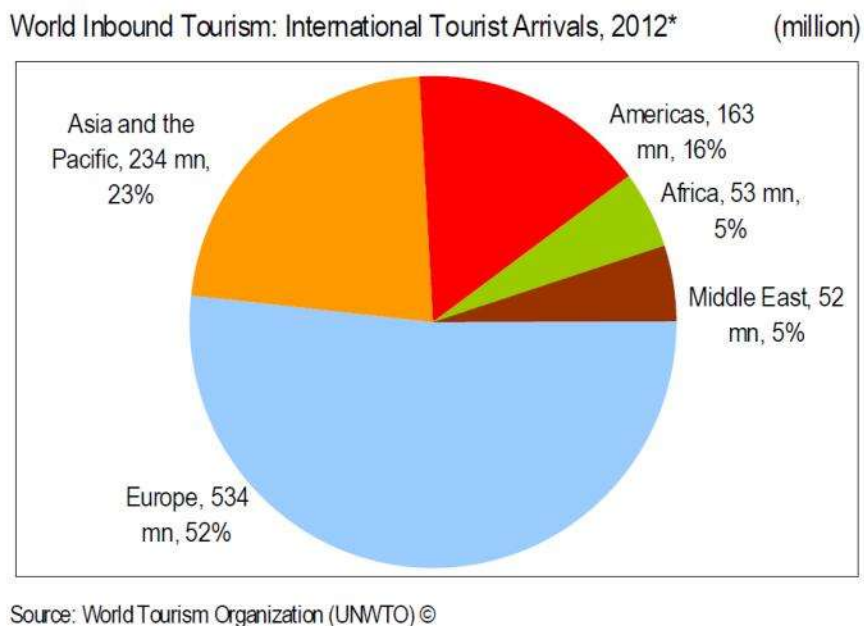
International tourist arrivals (in million)									Market share %	Change %		Average annual growth %
1990	1995	2000	2005	2007	2008	2009	2010	2011	2011	10/09	11/10	05-11
9,6	13,7	24,9	37,8	46,7	55,6	52,8	60,3	55,4	5,6	14,2	- 8	7,3

Source: UNWTO, 2012 (data collected by June 2012)

According to the UNWTO this region had one of the highest growth rate of international tourist arrivals between 2005 – 2011, increasing on average by 7.3% per year (Table 2). The number of international tourist arrivals in the 2009th for the first time in the last twenty years has declined by almost 5% compared to year 2008. In 2010 the highest growth rate in the

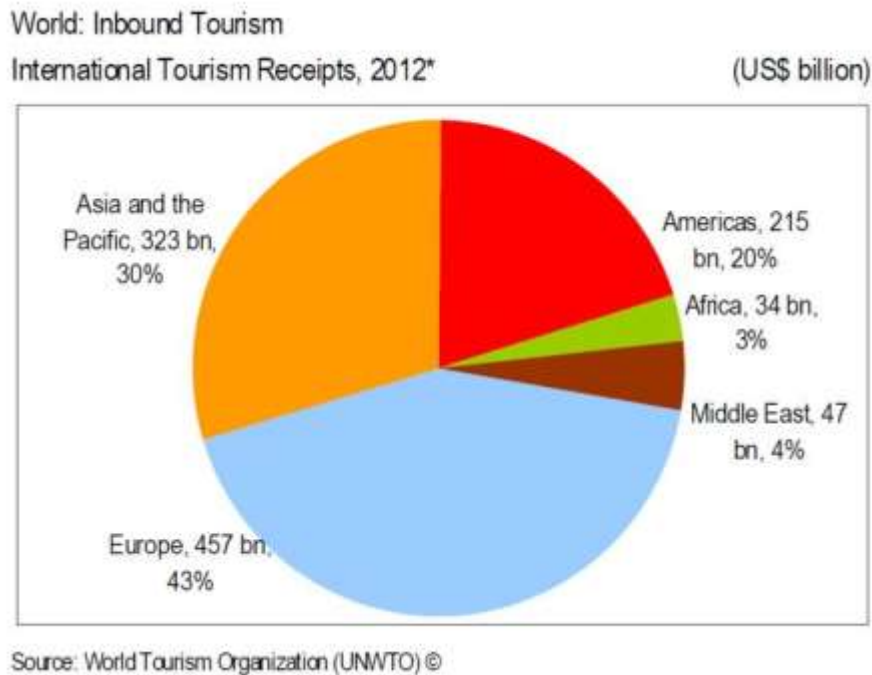
world was recorded, reaching 14.2%, but in the following year the Middle East and North Africa were the only regions where tourist arrivals declined. The region lost an expected 5 million international arrivals in 2011 and numbers declined by 8% due to the "Arab Spring." Most Middle Eastern destinations felt the direct or indirect consequences of socio-political unrest and change in the region. The biggest decreases were recorded by Syria (-41%), Egypt (-32%), Lebanon (-24%), Palestine (15%) and Jordan (-13%). In contrast, some destinations recorded a significant increase in international tourist arrivals in 2011 such as Dubai, which recorded a growth of 9% over the same period (UNWTO, 2012). Also very impressive is the case of Saudi Arabia, with a growth rate of 60%, which reflects the changing attitude of Saudi authorities towards tourism and its role in the national economy. At the UNWTO Ministerial Conference held in May 2013th in Dubai, Prince Sultan bin Salman bin Abdul Aziz - President of SCTA (Saudi Commission for Tourism and Antiquities) announced the expansion of Jeddah airport and the development of conference centers, noting that although the KSA entered the tourism market just three years ago, it has very ambitious plans. This year's UNWTO data shows that the Middle East has achieved 52 million tourist arrivals in 2012, as a (5%) of the total international tourist arrivals worldwide.

Figure 2: International Tourist Arrivals, 2012



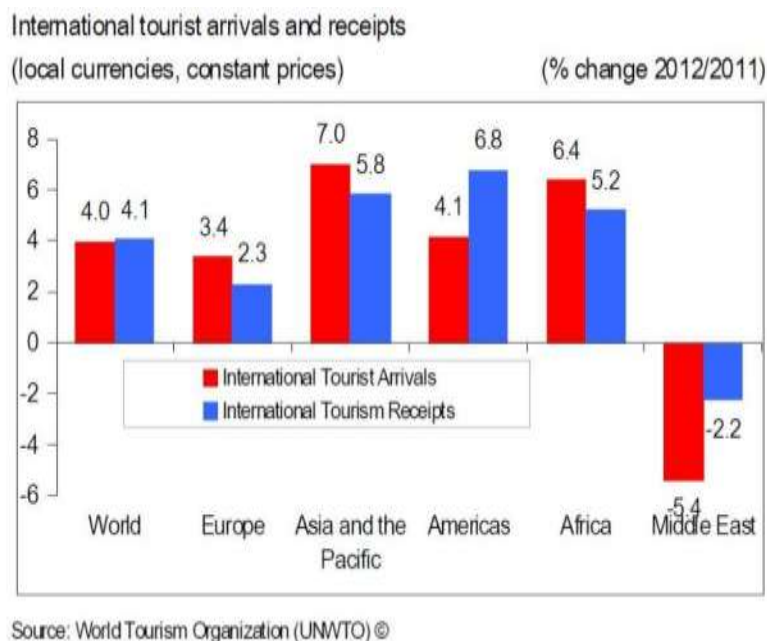
Another indicator – international tourism receipts, shows that in 2012 the Middle East generated 47 billion dollars, which means (4% share) of the total revenues generated in international tourism (UNWTO, 2013).

Figure 3: International Tourism Receipts, 2012



Positive growth was recorded in all regions of the world in 2012, except the Middle East, where the number of tourist arrivals fell by 3 million (UNWTO, 2013) as compared to the previous year. This region saw 2% drop due to the continuing political turbulence in the region; yet saw a gradual improvement compared to the decline in 2011 (-14%).

Figure 4: Change in International tourist arrivals and receipts 2012/2011



The flourishing of regional tourism

There are several reasons why tourism within the region is flourishing. Some belong to the so-called "push" factors that discourage Arabs from their traditionally favorite destinations in the USA and Europe, where they have difficulties to obtain visas (especially USA). On the other side, the "pull" factors that are attracting Arab tourists to regional destinations include an improved tourist infrastructure - new hotels, theme parks, resort projects, shopping centers, and general infrastructure - modern roads and airports to facilitate mobility within the region, but also enhanced promotion. Even Saudi Arabia has introduced new "Umrah-plus" arrangements that combine pilgrimage trip to Mecca and Madinah with tourism and recreation in other cities of the kingdom. This trend has become established in the last few years by the fact that Ramadan - the Islamic month of fasting has fallen in summer (the high tourist season), which encourages a large number of faithful travelers to stay at home or within the region.

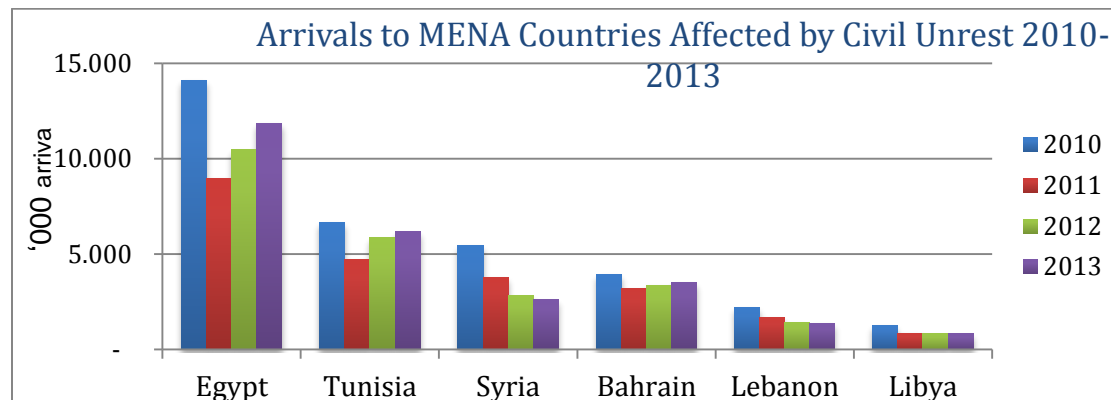
Because of the potential problems, many Muslims prefer to stay within the same culture when choosing vacation destinations. Arab tourists, especially those from the GCC are well known as high spending consumers. They are not much interested in visiting cultural and historical sites, but prefer destinations that offer fun, shopping, family activities, and above all relaxation. Persian Gulf countries have become a major tourist source market for other Muslim countries like Malaysia, Lebanon, Turkey, UAE, Bahrain, Egypt and Indonesia. Specific needs and expectations of Muslim tourists who choose to stay within their cultural environment, caused the emergence of a new segment of the tourism market called **"Islamic tourism"**. It is defined as tourism undertaken by Muslims or more widely understood as including non-Muslims traveling to the Muslim world (Al-Hamarneh, 2008) and (Zamani-Farahani, Henderson, 2009). According to Al-Hamarneh, Islamic tourism can be seen as a cultural and religious concept, which aims to revive the Islamic and Arab culture and develop cultural self-confidence (Al-Hamarneh, 2008). The trend of accelerated expansion of this type of tourism and the emergence of a distinct market segment with growth potential, was highlighted by the report of one of the world's largest tourism trade show, the London's World Travel Market (WTM report 2007).

Political unrest, terrorism, xenophobia and tourism

Unrest in Middle Eastern and North African countries continue to influence the regional tourism industry. During 2011 the Middle East attracted headlines around the world because of events related to the **"Arab Spring"**. That caused many tourists to stay out of the region, even away from countries that have not experienced social unrest. In 2012, some countries in the Middle East began to recover from the effects of political uprising. Tourist arrivals in Tunisia and Egypt partially recovered in 2012, after the slump in 2011. Egypt, for example, was recorded (18%) growth In 2012, although it is still far from the 14 million arrivals recorded in 2010. The combined effect of regional tourism was still negative in 2012; the region has declined by (5%) in the number of tourist arrivals, mostly due to the decrease in the number of arrivals in Saudi Arabia, Lebanon and Syria. The violence that is still going on in Syria affects tourist arrivals to the neighboring countries. New political unrest in Egypt during the 2013,

caused by dissatisfaction with the new government brings about new human victims and economic costs.

Figure 4: Tourist arrivals to MENA countries affected by civil unrest 2010-2013



Source: Euromonitor International, 2013

While most people from the West consider, especially after 9/11, the greatest threat to their safety and way of life are the Arabs and other Muslim extremists, many Arabs have long considered the greatest threat to their safety and way of life is coming just from the West, especially from the USA. They have become cynical about the Western military operations that aim to "liberate" Arab countries and the pressure to adopt Western forms and models of government and social values of Western society. Islam, especially after the September attacks, is often identified with ultra-conservatism, terrorism, oppression and anti-Western sentiments in non-Islamic world. Political tensions between the West and Muslim countries have contributed to mutual suspicion and mistrust. The theory of Samuel Huntington about a **"clash of civilizations"** has attracted new attention and credibility in highlighting and explaining the conflict between Muslims and people of the West ⁴ (Kalesar, 2010). Failure to distinguish between Muslims from the Middle East and terrorists deeply offends the feelings of all good and normal people of this region. They sincerely try to break this prejudice of foreigners with different cultural and religious backgrounds. To be a Muslim means to respect the principles of the Qur'aan which, among other things, emphasize the importance of the absolute: to be a good host (Din, 1989).

The terrorist attack of 9/11 has had a dramatic impact on the global tourism market. Paradoxically, the Arab tourism sector has not suffered the damage which might have been expected, due to the causes and dimensions of the crisis. Unexpectedly, the intra-regional tourism flourished after 2001 as never before, because the residents, fearful of the consequences of the September attacks, cultural tensions, misunderstandings and Islamophobia, turned to regional holidays. During 2002, the Middle East recorded the highest growth rate in tourist arrivals in the world (16.7%), while revenues increased by (10%) compared to the previous year (WTO, 2003). At the same time, the participation of Arab tourists in overall tourist arrivals in the USA and Europe has declined by (50%) and (30%) respectively. (World Tourism Global Trends Reports, 2009).

One of the greatest threats to tourism in Muslim countries is the perception of the rest of the world that Islam is associated with terrorism, given that Islamic fundamentalists often call themselves followers of God's will (Zamani-Farahani, Musa, 2011). September 11th and terrorist attacks by Muslim fundamentalists on tourists after that, in Indonesia (Bali), Egypt (Sharm el-Sheikh), India (Mombai) led many to question whether Islam is against the tourism industry?

The Islamic conception of tourism according Qur'aan

Religion shapes the culture, attitudes and values of society. Based on the Islamic understanding of God, man and nature, tourism is a part of religion, and travel is fundamental in Islam (Hasharina, 2006). Travel is encouraged in order to lead a healthy life without stress, to establish and strengthen links across the Muslim community - Ummah (أمة), to expand knowledge of other cultures, and to "reinforce subordination of the individual to God through the knowledge of the beauty and abundance of his creations" (Hasharina, 2006).

Contrary to popular public opinion, Islam accepts and encourages tourism. There are 16 verses in the Qur'aan that directly encourage Muslims to travel. Muslims are taught to talk to **God as fully as possible since through one's personal experience of the world one can** understand the greatness of God and smallness of man. Travel results in the acquisition of knowledge and tests patience and perseverance of the individual (Zamani-Farahani, 2010). Muslim countries follow what the Qur'aan says about tourism. There are various forms of travel:

- Hijja (حجة) involves travel and pilgrimage to Mecca, which is one of the five pillars of Islam. It is a requirement for every healthy adult Muslim, at least once in lifetime, to take the Hajj, unless physically unable.⁵
- Zejara (زيارة) refers to visit to other holy places.
- Rihla (رحلة) is a trip for other reasons, such as education and trade. The emphasis is on purposeful movement, as a component of the spiritual journey in the service of God.

On the other hand, the state government forbids access by non-Muslim visitors to the holy places of Islam, though this is not written in the Qur'aan. For example, the authorities in Saudi Arabia do not allow non-Muslims to enter Mecca. Moreover, at the time of the Prophet Muhammad when the holy book was revealed, Christians, Jews and Muslims lived in Mecca together. The exception is the Sheikh Zayed Grand Mosque in Abu Dhabi, an unavoidable tourist attraction in the UAE capital, which is open to all visitors, regardless of their ethnicity or religion. It was the wish of the late UAE President in whose honor it was built, and his successors follow that today.

Shari'ah (الشريعة) law determines what is acceptable - halal (حلال), and what is unacceptable - haram (حرام) in everyday life and during travel. The law prohibits the public outpouring of emotion, any type of physical contact between persons of the opposite sex, unmarried couples staying in the same hotel room, gambling, breaking of the Ramadan fast during the day, eating pork and other forbidden foods, alcohol and indecent clothing. It is possible to postpone Ramadan regular prayer and fasting while traveling. Visiting bars, night clubs and similar entertainment is against the law. Gender segregation means that men and women are

separated in institutions and during public events. Compliance with these rules and constraints in their implementation vary in different Islamic countries. In some countries, religious principles are strictly adhered to, (in KSA there is even a religious police) while others are more relaxed (Zamani-Farahani, Henderson, 2009). While tourism in Saudi Arabia and Iran as the two most important religious destination for the Hajj and Shia pilgrimage (tombs of the Imams and their immediate followers and close associates are holy places for Shia Muslims) has religious-conservative characteristics, other countries such as the UAE, Malaysia, Turkey, are international, liberal, shopping and recreation-oriented destinations (Zamani-Farahani, Henderson, 2010).

For Muslim religious conceptions, tourists visiting important religious places motivated by different interests may be unacceptable. The lack of sensitivity on the part of tourists can have undermining effects on sacred sites and non-Muslim tourists may disturb local residents by ignoring or deliberately behaving contrary to the rules that dictate the daily lives of Muslims. Tourism is often associated with behavior unacceptable to Islamic values and cultural traditions (Zamani-Farahani, Henderson, 2009), and some communities prefer to avoid non-Muslim tourists. Dissatisfaction with westernization and declining moral standards are sometimes perceived as inevitable companions of tourism (Ap et al, 1991), but that has a wider application and is not limited to the followers of Islam only. Although they share the same religious beliefs, Islamic nations are not homogeneous in their views. The situation varies from country to country and depends on the official interpretation of Islam and local culture, the role of local communities in society, the degree of liberalism and state interventionism (Zamani-Farahani, Musa, 2011). Popular Mediterranean destinations such as Egypt, Morocco and Turkey are willing to accommodate the demands of tourists regardless of the differences because of the economic benefits. Political ideology combined with a wish to avoid social unrest has caused some Middle Eastern countries to discourage tourists from the West, believing that Western forms of tourism are not consistent with Islam (Iran, KSA, Brunei). In the last few years, the isolationist Kingdom of Saudi Arabia has tried to develop international tourism (tourist arrivals increased in 2011 by 61%) in order to diversify the economy. Segregation of tourists and residents is the strategy applied by the government in the Maldives. Some of the many small islands are selected and maintained solely for the use of tourists, and access to other inhabited islands is government-regulated. Such a policy is possible due to specific geographical location of the country. Developing integrated beach resorts in some Red Sea coastal destinations, so called *Enclave tourism*, is an approach that is also based on the separation of the local community and tourists, with both sides occupying clearly defined, separate spaces, with minimal possibility of interaction. This creates dissatisfaction among a number of Western tourists who want to gain an impression of the local culture and people. Islamic tourism flourishes in the Persian Gulf, especially in GCC countries known for their conservative interpretation of Islamic Sharia'h law. Most of these countries are known as high earning gas and oil exporters. They advocate luxury tourism as they have a rich, young population, with high expectations in terms of quality and services offered. Women-only hotels are opening up across the region as culturally acceptable and tailored concepts for growing young female population.

Conclusion

One of the socio-cultural functions of tourism is to contribute to world peace and better understanding among nations. At the same time tourism is greatly influenced by peace or rather, lack of it. The Middle East region is place where social conflicts have existed from ancient times till now. Even today the flame of social change is burning (Syria). It faces many challenges in the form of a rapidly growing population, lack of economic prospects for the majority of youth and lack of natural resources on one side, and abundance and wealth on the other. Current events related to peace and security, terrorism, energy resources and export of oil and natural gas, the expansion of Islam, the financial investment funds of GCC countries etc., shape the destiny not only of the region but also the world.

Arab countries of the Middle East share a similar culture, values, language and belief. Religion shapes the culture, attitudes and values of society. Islam is the main link between the people of the region - it is not merely a religion, it is a way of life. The place and influence of religion is particularly emphasized, because without knowledge and understanding of Islam, which defines all the events in both the private and business life, many things would remain unclear. Islam, like all great religions preaches peace, but is sometimes misinterpreted and used as an excuse for terror attacks. In the global context, there are (political) tensions and misunderstandings between the Islamic and non-Islamic worlds, Islamophobia on one side **and cynism about „military liberation“ on the other side. Global market trends caused by the** rise of terrorism around the world, the global financial crisis and as decline in tourists source markets have affected the global tourism industry dramatically, but have pushed up intraregional tourism within the MENA region. Unexpectedly, tourism has flourished within the region. This has given rise to the emergence of a new segment of the tourism market **called „Islamic tourism“.** It was developed as an answer to the needs of local Muslim populations keen to stay within their cultural and religious environment while on vacation. The biggest growth in tourist arrivals within the region has contrasted with global decline, highlighting a spontaneous local reaction which was turned into a prioritisation policy later on. Regionalism vs globalism, based on socio-cultural similarities and empathy. Nowadays, the situation is changing due to constant political turbulence in the region. It is recording a slump while the rest of the world records growth. Despite the numerous challenges being faced, the Middle East is one of the fastest growing tourism regions of the world. Clear political will and commitment to tourism in the region, as well as the vision that tourism is one of the main pillars of the development of the region, contributes to this dynamic, as stated by UNWTO Secretary-General at Ministerial Forum in Dubai, May 2013.

Footnotes:

¹ The geopolitical term "Middle East" was first coined in 1902 by U.S. naval officer Alfred Thayer Mahan in his article "The Persian Gulf and International Relations" published in British National Review, and originally referred to the Asian region south of the Black Sea between the Mediterranean Sea to the west and India to the east.

² Annual competition "Poet of Million" is held in Abu Dhabi regularly, and Sheikh Khalifa bin Zayed - UAE President gives one million dirhams to winner. Traditional Nabati dialect of the inhabitants of the Arabian Peninsula is a ticket to contest "Poet of Million".

3 Sheikh Mohammed bin Zayed-hereditary prince of Abu Dhabi receives his compatriots weekly in his majelis, and from time to time visits oldest members of the nation in the remote areas of the emirate.

4 In the book "The Clash of Civilizations and the Remaking of World Order, Samuel P. Huntington, 1996, explained his theory that conflicts in the future will not be as ideologically or economically motivated, but will be based on different cultural and religious beliefs, and that the clash of civilizations will dominate world politics.

5 Five pillars of Islam: The call of faith, prayer, charity, fasting, pilgrimage – Hajj

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Session 8:

Hunting tourism

Illegal Hunting as the Limiting Factor in Tourist Offer in Vojvodina

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Abstract

Every illegal hunting or capturing of protected game species which is done against the law is qualified as (1) illegal hunting (the violation of hunting acts and regulations by hunters or people in charge of implementing hunting management plans) or as (2) poaching (illegal hunting by another natural person). Illegal hunting markedly reduces the quota for game hunting, and damages the structure and sustainability of game populations as well as the biodiversity of their habitats which, amongst other things, result in limiting both the quality and quantity of hunting tourist offer. The aim of this study is to try to interpret the existence, occurrence and extent of illegal hunting in Vojvodina, the most renowned and developed hunting tourist destination in Serbia. We will also attempt to define methods and measures to curb its various forms in order to preserve game populations and improve the quality and quantity of hunting tourist offer.

Keywords: illegal hunting, hunting tourist offer, Vojvodina.

Introduction

Vojvodina is traditionally one of the best-known and developed hunting regions in central and south-eastern Europe. In the 1970s and 80s, it was also a very attractive destination for hunting tourists bringing a considerable financial profit (especially in hard currency) to the region. What followed was the period of almost 15 years of the agony and devastation of hunting tourism and management, in particular, caused by wars in former Yugoslavia, the United Nations' sanctions, internal political difficulty and finally NATO bombing campaign against former Federal Republic of Yugoslavia. In the past 10 years, the hunting management planning and tourism have gradually improved and showed signs of recovery and realistic perspective. The basis for optimism is the existence of dozens of hunting grounds as tourist destinations in small. These grounds have considerable natural, technical and human resources in terms of hunting tourism¹. The quantity and quality of hunting tourist offer in Serbia and Vojvodina as well is still limited due to prolonged unfavorable financial situation

not only in the country but also in the countries of our traditional clients (Spain, Italy etc.). However, the most significant factor is many forms of threatening the existence of wildlife and game species² such as the use of chemicals and machinery in agriculture³, stubble burning, covering irrigating pipes with plastic foil, air and water pollution from industrial plants, traffic, natural disasters, biological agents, predators and illegal hunting. Illegal hunting is the least researched for of threatening wildlife and game species in Vojvodina by using scientific methods. The aim of this study is to analyze the existence, occurrence and extent of illegal hunting using empirical methods, and to define methods and measures to curb its various forms in order to preserve game populations and improve the quality and quantity of hunting tourist offer in this region.

The following scientific methods are used in the study:

- Content analysis (reference books, legal and documented⁴ contents)
- Fieldwork (systematical observation and interviewing competent staff)
- Descriptive statistics

Legal aspects of hunting

The current Hunting Act (Article 3) stipulates that the game populations in the Republic of Serbia are the property of the state. The act regulates 'the use, management, protection and increase in game populations (hunting being an important segment of it, the authors' comment) and improvement in wildlife and natural game habitats ... which are the activities of common interest'. As such, game hunting is strictly controlled aiming to protect, preserve and increase game populations. It is necessary to define accurately and precisely the most important aspects referring to the sustainability of game populations, and the conditions, methods and means in conducting hunting.

Game Protection is regulated in the Nature Conservation Act⁵ and Animal Welfare Act⁶, and particularly in the Hunting Act. Article 20 of the act defines the following groups of protected game species: 1) permanently protected species (protected by the indefinite prohibition of hunting), 2) close season for protected species (commercially hunted game) protected by temporary prohibition of hunting in certain periods (close season). According to this legislation, there is no close season for small game from intensive breeding programs on proving grounds for game hunting. These questions are regulated with a special regulation⁷ defined in the cooperation of two ministries, the Ministry of Agriculture, Forestry and Water Management and the Ministry of Energy, Development and Environmental Protection.

Preventive measures for game protection are also defined by other important regulations and decrees in the Hunting Act (Articles 22 and 23 regulate the prohibition of hunting, and Articles 55-58 regulate ranger service⁸).

Right of hunting, except for the prohibition and limitation in accordance with the Hunting Act, Article 60, is given to a person in possession of a license for expert service in hunting and

ranger service issued by Serbian Hunting Commerce⁹, and to a person in possession of a valid hunting card¹⁰ with a prior approval by an authorized person.

Other questions referring to right of hunting are defined in Articles 61-64 of the respected act and subordinate rules and regulations of the Ministry of Agriculture, Forestry and Water Management. These rules and regulations define: the organization of the hunt, the form and content of the hunting card, the form and content of big game and small game license respectively. In addition, they also regulate the form and content of the report on game shooting. Another special subordinate rule closely defines the methods and procedures in the hunting exam, the form and content of the certificate for passing the hunting exam, and also the form and content of the register for passing the exam.

Sanctions against illegal hunting

Sections against illegal hunting are regulated in the Hunting Act and Criminal Justice Act of the Republic of Serbia. The former prohibits economic crimes and offenses in hunting and related to hunting, while the latter prohibits criminal acts related to hunting.

If a legal person or the property user (who is officially in charge of the hunting grounds) commits an economic offense related to hunting, they have to pay a fine. The former (legal person) is fined 1,500,000 to 3,000,300 RSD (Article 102, Paragraph 2). For the same offense, it is also possible to punish a legal person with a protective measure of prohibition to carry out certain economic activities. The property user may get the same prohibition for the period of up to 10 years. Furthermore, it is possible to deprive the legal person of the objects used or intended to be used in committing the offense, and also of the objects which happen while committing the offense.

Hunting offenses are punished with the fines as following (according to the Hunting Act, Articles 103-105):

- The fine of 500,000-1,000,000 RSD for a legal person
- The fine of 500-50,000 RSD for the property user
- The fine of 5,000-30,000 for a natural person

It appears that the sanctions against illegal hunting are rather mild, if we consider the damage cause by such offenses or crimes such as hazard to game populations, their habitats, and the biodiversity as a whole. In addition, they do not seem to be effective deterrent against such crimes and offenses.

The Criminal Justice Act of the Republic of Serbia (Article 276) regulates the sanctions against criminal acts of illegal hunting as following:

- 1) A fine punishment or a 6-month prison sentence for someone who hunts during the close season or in the area where it is prohibited

- 2) A fine punishment or a 1-year prison sentence for someone who hunts illegally on somebody else's grounds, and shooting, wound or captures game alive
- 3) A fine punishment or a 2-year prison sentence for the abovementioned criminal offense if involving big game
- 4) A 3-year prison sentence for someone who hunts game which is prohibited or hunts a particular game species without a special permission which is essential; or hunts game with methods and means that destroy game on a massive scale
- 5) The weapons used in the hunting will be confiscated

The analysis of the sanctions against illegal hunting in the Hunting Act can lead to the conclusion that they are inconsistent, and in some cases there are different sanctions for committing practically the same crime. It is obvious that the expressions such as (1) 'hunts during the close season or in the area where it is prohibited', (2) 'hunts illegally on somebody else's grounds'¹¹ and (3) 'hunts a particular game species without a special permission which is essential' are very poorly phrased to have an almost identical meaning.

The sanctions defined in such a way allow different interpretations of criminal activities of illegal hunting, and different qualifications of the same criminal offenses i.e. allow punishments by implementing different sanctions. We believe it is high time to begin with changing the current regulations i.e. definitions of criminal offenses and corresponding sanctions.

The analysis and discussion of the results of the empirical study

Table 1 below shows the committed crimes of illegal hunting according to official data from the Serbian Ministry of Home Affairs on the territory of Vojvodina in the 5-year period from 2008 to 2012.

Table 1: Criminal acts of illegal hunting in Vojvodina committed in the period between 2009 and 2012

No.	Area (police department)	2008	2009	2010	2011	2012	IN TOTAL
1.	Novi Sad	6	3	16	1	4	30
2.	Sombor	6	1	4	3	4	18
3.	Subotica	3	-	-	3	-	6
4.	Kikinda	-	1	2	-	2	4
5.	Zrenjanin	1	5	1	4	4	15
6.	Sremska Mitrovica	3	8	9	5	6	31

7.	Pančevo	7	9	5	7	3	31
	In total	26	27	37	23	22	135

Source: Official data from police departments on the territory of Vojvodina

According to the data, it can be seen that the largest number of registered criminal activities of illegal hunting was carried out in 2010 (37 in total). However, in the 5-year period analyzed, a total of 135 criminal acts were committed, i.e. on average 27 per year. The table also shows that the largest number of criminal activities was committed in Sremska Mitrovica and **Pančevo (31 in each area) and in Novi Sad (30) while the lowest number was recorded in Kikinda (4) and Subotica (6)**. It is also evident from the table that in the last two years of the analyzed period there was a certain decline in the number of criminal offenses (in 2011 23 acts and in 2012 – 22 acts respectively). All in all 16.67% fewer criminal activities compared with the whole period.

Of a total of 135 registered criminal activities in the given period, 112 (82.96%) were committed by criminal known to the police authorities from before. 23 criminal offenses (17.04%) were carried out by people who have never been caught or investigated. There is no available data on how high percentage of the offenders was illegal hunters and poachers. It is worrying that the number of people not caught and investigated is rather large (the largest number of never caught and charged offenders is in the area of Sombor – 6, the next are **Zrenjanin and Pančevo** – 5 in each area, then Sremska Mitrovica -4, and Novi Sad – 3; whereas such cases were not recorded in Subotica and Kikinda. The damage from illegal game shooting according to the game species categories in Vojvodina in the studied period is presented in Table 2. The total amount of damage from investigated criminal offenses of illegal hunting was 23,442,000 RSD, that is 4,688,500 RSD per year.

Despite the fact that there was a certain decrease in the number of criminal activities of illegal hunting in the last two years of the studied period, the average material and financial damage was insignificantly smaller (8.15%) for that two-year period.

Table 2: Illegal game shooting of different species and material damage in Vojvodina in the period between 2009 and 2012

Game species	2008	2009	2010	2011	2012
Deer	4 heads	15 heads	9 heads	5 heads	4 heads
Roe deer	5 heads	8 heads	6 heads	4 heads	6 heads
Wild boar	3 heads	7 heads	7 heads	6 heads	8 heads
Small game	a large number	a large number	a large number	a large number	a large number
Material damage (in	1,220,000	5,431,000	8,169,000	3,178,000	5,444,000

RSD)					
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Source: Official data from police departments on the territory of Vojvodina

The data officially collected and presented in the table has one marked flaw – there is no data on the type of illegal shooting of small game. As a result, it cannot be accessed how much the illegal shooting of small game diminished hunting tourist offer both in terms of hunting regions, and the whole territory of Vojvodina. It is important to remember that commercial trophy hunting of big game is the most profitable tourist hunting activity (due to the highest input – the price of game trophies). On the other hand, the most profitable aspect of hunting small game is accommodation fees, and other extra activities, for instance sightseeing. All things taken into consideration, the lack of the adequate and precise data collecting on the number and type of small game, and illegal shooting does not allow us to estimate potential loss of profit and other economic benefits more accurately. A closer look at the evaluated damage stemming from illegal hunting in the years 2009 and the following 2010 supports the idea in the previous sentence. It may seem paradoxical that the evaluated damage in 2010 is markedly higher than in 2009, especially if we take into accounts that there was no soaring inflation in 2010. Thus it can be concluded that this paradox results from inadequacies and inconsistencies of data collecting, i.e. from the available data on illegal shooting of big game, it is not clear how many of these were males (commercial trophy hunting is all about shooting males – the most expensive input of the price of the shooting), females and finally young offspring. Moreover, there is no precise data on the number and type of small game, whose price is considerably different. When we compare estimated damage from illegal game shooting in these two years, we can assume that the number of illegal shooting of small game significantly went up.

It can be concluded that multimillion damage caused by illegal hunting indicates that it is the one, if not the only, marked factor of limiting offers on hunting tourism, as it is based on the number type of species available for game shooting - first and foremost. Consequently, the same problem results in the decrease in the number of visits of hunting tourists, and affects economic benefits of accommodation fees and other expenses of this type of tourists.

Conclusion

The available and in this study presented criminal acts of illegal hunting that were investigated show that they lead to material damage estimated to cost the region millions of RSD, disturb biodiversity and natural game and wildlife habitats, and significantly decrease hunting tourist offer. This becomes even more important when we take into account that considerably larger numbers of cases of illegal hunting, that is poaching, is never discovered and prosecuted. In order to stop this trend, it is necessary to achieve maximum cooperation and engagement of all relevant subjects, those in hunting communities, police authorities and the society as a whole. The most urgent issues to be tackled are:

- Begin making adequate changes in current legal regulations

- Train and improve ranger service
- Better engagement of the police authorities
- More effective and stricter sanctions against criminal offenses of illegal hunting
- Inform and educate children, the youth and adults how to preserve environment, protect nature and its biodiversity; and show them how it makes an impact on our total tourist offer.

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The Nature Conservation Act ("Official Gazette RS", No. 36/09)

The Animal Welfare Act ("Official Gazette RS", No. 36/09)

The Hunting Act ("Official Gazette RS", No. 18/2010)

Footnotes

1. This is further discussed in: Prentović, R. (2004); The Beginning and Development of Hunting Tourism in Our Country, Prentović, R. (2011); Hunting Grounds in Vojvodina as a Tourist Destination, Prentović, R. and Mrković, V. (2010); Hunting Tourist Image of Vojvodina, as well as a certain number of other papers.
2. This is examined in greater details in Prentović, R. and Bradvarović J; Etiology of Endangered Species as a Limiting Factor in Hunting Tourism in Vojvodina
3. Agricultural soil covers 90% of the territory of Vojvodina, and it sustains the majority (116) of a total of 147 hunting grounds in the region. More detailed discussion can be found in the paper: Prentović, R.; Gačić, D.; Cvijanović, D. (2012); Agricultural Land in Vojvodina as Roe Deer Habitat – Hunting – Tourism Aspect.

4. Official data on illegal hunting in the police departments in Novi Sad, Sombor, Subotica, Kikinda, Zrenjanin, Sremska Mitrovica and Pančevo which cover the territory of the region of Vojvodina.
5. In accordance with the Nature Conservation Act (Article 36) wild animal species which are threatened with extinction or can become endangered, determined by serious expert and management-administrative methodology, are protected as critically endangered and protected wild animal species. Measures for conservation of critically endangered wild animal species (Article 74) excludes any possibility of their hunting whereas the conditions for hunting protected wild animal species is regulated by the prohibition of the use of certain means (Article 79 of the act) of capturing and shooting of these wild animal species because of disturbance and threat to their populations and/or habitats, jeopardizes their welfare, and may cause their extinction on the local level.
6. Although the rules and regulations of this act do not directly imply on welfare of wild animals and their habitat, whose protection, hunting, use and management are defined by special legislation (above all, the legislation which regulates game species and their hunting), it is useful to take into account the rules and regulations which define the welfare of game and wildlife species; first and foremost, those dealing with:
 - Mismanagement and mistreatment of animals;
 - Hunting animals with the use of traps which inflict pain and injuries, except in case of hunting rodents;
 - The use of live animal baits when hunting and training animals; training with the use of force or other means which are dangerous for their lives and welfare, and also forcing them to behave in for them uncharacterized ways and is beyond their physical ability;
 - Hunting of lost and stray pets (when it is not against the rules and regulations which regulate game species and hunting)
7. The protocol for announcing the close season of protected game species, the determination of the hunting season for game species protected by close season on open and bounded hunting grounds, certain areas of the grounds and proving grounds for game hunting, as preventative measures for protection and regulation of **the populations of permanently protected game species** ("Official Gazette RS", No. 75/10). This protocol is in accordance with Article 20 of the Hunting Act, issued in "Official Gazette RS", No. 75/10
8. **These regulations and decrees state the definition of 'ranger service' and 'ranger', as well as rules on rights, duties and obligations of a ranger.**
9. The problems with the license (duties and obligations of a person owing a license, the measures and procedures of taking the exam to obtain the license, duties for which one is given a license, the protocol to issue the license and to revoke it, the quality control of the person owing a license and others) are defined in Articles 15-19 in the Hunting Act
10. The right to obtain a hunting card is given to a person who has: passed the hunting exam or has high school or a university certificate for studying a subject/ course related to hunting; or a hunter from abroad who has obtain the card in accordance

with the laws of their country. Additional condition for all the above mentioned persons is to fulfill the regulations which regulate weapons and ammunition used for hunting.

11. Since the Hunting Act defines that all game is the property of the state, it is completely irrelevant on which hunting grounds the criminal activities of illegal hunting took place.

Wildlife Parks and their Significance in Hunting Tourism

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Abstract

In Serbia, there are no active wildlife parks, although their establishment and utilisation have long been assigned multiple roles and high significance. This paper presents the data on the total area and structure, animal species, ticket prices, activities, and catering and tourist facilities in several wildlife parks: Lainzer Tiergarten (Austria), Animal Park of Grottes de Han (Belgium), Wildlife Park Eekholt (Germany), Ivo Wildlife Park (Romania), and Budakeszi Vadaspark (Hungary). Also, the paper presents the most relevant data from the Establishment and Development Programme of the Nature and Wildlife Park Banjska Šuma (Brestovačka Banja near Bor), which was the first facility of that kind in Serbia established in 1978. The aim of this paper was to analyse the basic characteristics of the hunting ground Goč-Gvozdac Educational and Hunting and Rearing Centre (total area about 3,900 ha) and to assess the potentials for the establishment and complex utilisation of wildlife park within the Teaching Base Goč, managed by the Faculty of Forestry in Belgrade, with special reference to the concepts regarding the land use and its spatial and functional management.

Keywords: wildlife park, hunting tourism, hunting ground, Goč.

Introduction

Wildlife rearing in fenced areas, zoos and wildlife parks has a long history in many European countries. In the past, the role of wildlife parks was mainly to rear the game for hunting and to provide venison for the Royal table, or to offer the visitors attractive views. More recently, wildlife parks acquired recreation and education character, and also an important role in nature conservation and in the protection of plant and animal species from extinction, as well as other associated tourist attractions.

The Law on Wildlife and Hunting (Official Gazette of the Republic of Serbia, number 18/10) defines that wildlife park is a fenced area in which wildlife is cultivated and protected in the aim of scientific research activities, education, and development of tourism, as well as in the aim of permanent care of individuals which have lost their natural wildlife features and the ability to cope and survive in the hunting ground. It is important to point out that, pursuant

to this Law, wildlife hunting is not allowed in wildlife parks, and the wildlife originating from wildlife parks, zoos, and farms should not be colonized in the hunting grounds.

In Serbia, in the late seventies, it was planned to establish nature and wildlife parks at two locations: **Banjska Šuma (Brestovačka Banja near Bor), and the forest Vranjak (area of Gornji Srem) (Jović, 1979).** Later on, the Spatial Plan of the Republic of Serbia (Official Gazette of the Republic of Serbia, number 13/96) determined the spatial and functional distribution of planned wildlife parks, as follows: **Goč (Kraljevo), Lipovica (near Belgrade), Bosut (Morović), and Brestovačka Banja (Bor).** Regardless of the plan, at the moment, there are no active wildlife parks at all, therefore the aim of this paper was to analyse the basic characteristics of **the hunting ground Goč-Gvozdac** and to assess the potentials for the establishment and complex utilisation of a wildlife park in the area of the Teaching Base Goč managed by the Faculty of Forestry in Belgrade.

Material and Methods

The hunting ground **Goč-Gvozdac Educational and Hunting and Rearing Centre** is located on the mountain massif **Goč-Željin, sited between the rivers Ibar and Zapadna Morava.** To the north, it is connected to the mountain Stolovi, and to the south, it continues to the imposing massif of Kopaonik. The hunting ground is entrusted to the management of the Faculty of Forestry University of Belgrade for the period of 20 years (Official Gazette of the Republic of Serbia, number 32/96). The dominant land uses are forests and forest land (3.587 ha), followed by agricultural land (193 ha) and other land uses (193 ha). The relief of the hunting ground is impressive – there are many streams, rivers and uvalas with prominent ridges. The elevation ranges between 350 and 1,480 m. The main data on hunting ground and the reared game species (roe deer, wild boar, and brown hare) are taken from the Hunting Management Plan, and the data on forests are taken from **Forest Management Plan for MU Goč-Gvozdac.**

This paper analyses the data on the total area and structure, animal species, ticket prices, activities, and catering and tourist facilities for 5 wildlife parks: Lainzer Tiergarten (Austria), Animal Park of Grottes de Han (Belgium), Wildlife Park Eekholt (Germany), Ivo Wildlife Park (Romania), and Budakeszi Vadaspark (Hungary). Also, we present the most relevant data from the Establishment and Development Programme of the Nature and Wildlife Park Banjska Šuma (Brestovačka Banja near Bor), which was the first facility of that kind in Serbia established in 1978. For the sake of the analysis, the financial means for the establishment of this nature and wildlife park (about 13 million dinars) are given in €, according to the official middle rate of the National Bank of Yugoslavia exchange rates, and Entrance fees (HUF) for Budakeszi Vadaspark in Hungary are exchanged into € according to the official middle rate of the National Bank of Serbia.

Characteristics of foreign wildlife parks

Total area of the analysed five foreign wildlife parks ranges from 67 ha (Wildlife Park Eekholt) to 2,450 ha (Lainzer Tiergarten) (Table 1). The main type of vegetation in the wildlife parks is forests which cover the greatest part of the area, the remaining parts are meadows, pastures, or in some parks, bogs and wetlands. In some cases, a wildlife park is a part of a larger natural and tourist complex, such as Animal park of Grottes de Han (Belgium) sited near the Cave of Han (containing flora, fauna, and other natural values).

Table 1. Data on the analysed foreign wildlife parks

Wildlife park	Area (ha)	Type of vegetation
Lainzer Tiergarten (Austria)	2.450	forests, meadows
<u>Animal Park of Grottes de Han</u> (Belgium)	250	forests, meadows
Wildlife Park Eekholt (Germany)	67	bogs, wetlands, forests, meadows
Ivo Wildlife Park (Romania)	320	forests, meadows
Budakeszi Vadaspark (Hungary)	400	forests, meadows

The number of animal species in the analysed wildlife parks ranges from 5 (Lainzer Tiergarten) to 47 (Budakeszi Vadaspark) (Table 2). In wildlife park Lainzer Tiergarten, game abundance is high – wild boar (800-1000 individuals), red deer (80-100), fallow deer (200-250), mouflon (about 700), and numerous roe deer.

Table 2. List of animal species in the analysed wildlife parks

Wildlife park	Species
Lainzer Tiergarten (Austria)	<i>Cervus elaphus</i> , <i>Dama dama</i> , <i>Capreolus capreolus</i> , <i>Sus scrofa</i> , <i>Ovis musimon</i>
<u>Animal Park of Grottes de Han</u> (Belgium)	<i>Canis lupus</i> , <i>Lynx lynx</i> , <i>Felis silvestris</i> , <i>Ursus arctos</i> , <i>Cervus elaphus</i> , <i>Dama dama</i> , <i>Capreolus capreolus</i> , <i>Caprea ibex</i> , <i>Ovis musimon</i> , <i>Sus scrofa</i> , <i>Bison bonasus</i> , <i>Equus ferus ferus</i> , <i>Equus ferus przewalskii</i> , <i>Equus asinus</i> , <i>Bos primigenius</i> , <i>Bos taurus</i>

Wildlife Park Eekholt (Germany)	<i>Canis lupus, Vulpes vulpes, Felis silvestris, Meles meles, Martes martes, Martes foina, Lontra canadensis, Cervus elaphus, Cervus nippon, Dama dama, Capreolus capreolus, Sus scrofa, Ovis ammon aries, Equus asinus asinus, Capra hircus, Tetrao urogallus, Buteo buteo, Nyctea scandiaca, Dryocopus martius, Haliaeetus albicilla, Bubo bubo, Ciconia ciconia, Ciconia nigra, Grus grus, Corvus corax, Philomachus pugnax, Platalea leucorodia, Oryctolagus cuniculus, Procyon lotor</i>
Ivo Wildlife Park (Romania)	<i>Vulpes vulpes, Cervus elaphus, Dama dama, Capreolus capreolus, Ovis musimon, Lepus europaeus</i>
Budakeszi Vadaspark (Hungary)	<i>Canis lupus, Canis aureus, Vulpes vulpes, Lynx lynx, Ursus arctos, Meles meles, Martes foina, Mustela putorius, Cervus elaphus, Dama dama, Capreolus capreolus, Sus scrofa, Ovis aries musimon, Bison bonasus, Aquila nipalensis, Buteo buteo, Bubo bubo, Strix aluco, Asio otus, Anas platyrhynchos, Coturnix coturnix, Phasianus colchicus, Columba palumbus, Streptopelia risoria, Streptopelia decaocto, Corvus corax, Pica pica, Garrulus glandarius, Oryctolagus cuniculus, Glis glis, Sciurus vulgaris, Erinaceus europaeus, Rattus rattus, Procyon lotor, Nyctereutes procyonoides</i>

The most frequent species in wildlife parks are ungulates (*Ungulatae*). However, some wildlife parks also contain carnivore species (*Carnivora*), such as *Canis lupus*, *Canis aureus*, *Vulpes vulpes*, *Meles meles*, *Ursus arctos*, *Lynx lynx*, *Felis silvestris*. Also, some wildlife parks include numerous bird species, mainly widely distributed species (*Phasianus colchicus*, *Coturnix coturnix*, etc.). Most of the game species are autochthonous and distributed within the region of the wildlife park, but there are some species which are threatened and very rare in the wild (e.g. *Bison bonasus*, *Equus ferus przewalskii*, *Tetrao urogallus*). Moreover, in some wildlife parks, there are spaces for domestic animals, chiefly intended for children entertainment and education (e.g. rabbit, donkey, cow, sheep, pig, goat, goose, duck, Muscovy duck, domestic fowl, and dog in Budakeszi Vadaspark).

Entrance to Lainzer Tiergarten is free of charge, and in other wildlife parks entrance fees are classified as individual, group, family and annual (Table 3).

Table 3. Entrance fees and services in the analysed wildlife parks

Wildlife park	Tickets and Services
Lainzer Tiergarten (Austria)	free entrance museum, restaurant, café and children playground
<u>Animal Park of Grottes de Han</u> (Belgium)	<i>individuals</i> 13 € adults, 11 € seniors and students, 8.5 € children <i>groups</i> 11 € adults, 9 € seniors and students, 6.5 € children souvenir shop, restaurant and children playground
Wildlife Park Eekholt (Germany)	8.5 € adults, 6.5 € children children playground, restaurant and barbecue-places
Ivo Wildlife Park (Romania)	<i>guided tour</i> 5 € adults, 2.5 € children <i>guided tour with tasting</i> 10 € adults, 5 € children <i>guided tour with drinks</i> 7 € adults, 4 € children
Budakeszi Vadaspark (Hungary)	3.8 € adults, 2.1 € children, 2.6 € students and seniors, 8.7 € family ticket

Detailed information on the main functions was available only for Animal Park of Grottes de Han (Belgium):

- *Education* (This consists of making the public aware of the importance of the wild animals living in the region and their roles in the ecosystems);
- *Conservation* (Participation in schemes whose aim is to initiate, monitor and give advice on facilitating the breeding of endangered species, whilst preserving their natural characteristics, with the final goal of possibly reintroducing them into the wild or of bolstering the wild population by the introduction of individuals raised in animal parks or reserves);
- *Reintroduction* (Participation in various schemes for the reintroduction of large herbivores to their natural habitats and it is a partner in numerous projects for the conservation of species).

Nature and Wildlife Park Banjska Šuma

This forest complex is located in Brestovačka Banja near Bor, at the altitude of 300-450 m. It belongs to the vegetation zone of continental mixed deciduous forests. Parent rock consists of andesite. Mean annual air temperature is 10.2°C, and mean annual precipitation is 688 mm.

According to the adopted Programme of Establishment and Development (1978), the functions of the park are as follows:

- leisure and recreation for the citizens of Bor and neighbouring towns;
- entertainment and education of children and youth;
- **enhancement of recreation and tourist attractions of Brestovačka Banja, Bor and this part of Eastern Serbia.**

Principal characteristics of this forest complex are:

- relatively well-preserved natural forest of Turkey oak and Hungarian oak with sessile oak, and the natural ambiance it provides;
- wildlife in natural and semi-natural ambiance;
- water (streams and lakes – running and thermal water);
- position, space and access.

The planned total area of the park was about 90 ha, and it consisted of two specific parts:

- 1) wildlife park, total area about 30 ha, consists of several fenced compartments with one wildlife species (mouflon, wild boar, Scottish red deer, fallow deer and white-tailed deer); amusement part for children with various devices and facilities for playing and entertainment, small animals, a small lake with an otter, animals for children enjoyment (e.g. donkey, Shetland pony, African pygmy goat), and the lake along the stream with mute swan, greater flamingo, grey-leg goose, and other wading birds;
- 2) forest reserve, total area about 60 ha, i.e. park forest for walking tours and leisure with planned internal fences, because several wildlife species will be reared in special conditions, in the wild (red deer, roe deer, brown hare, hazel grouse, and pheasant).

The introductory part presents the detailed data on ecological characteristics of the forest complex Banjska Šuma (**geographic position, relief, hydrographic conditions, parent rock, soil physical and chemical characteristics, climate conditions, floristic composition**) with special emphasis on pasture feeding potentials of some ecological units and the necessary measures for habitat improvement (establishment of new pastures and melioration of the existing ones, clearing of undergrowth and removal of unstable trees).

The Park Establishment Plan consists of a detailed description of activities on the construction of fences and buildings, provisions for the compartments for wildlife (habitat improvement, water supply, provision of feeding places, watering places, hiding places for game),

arrangement of sections, small lakes and restaurants in amusement park for children, as well as the quantities of the necessary materials, and cost specification. The planned constructions in the wildlife park are: parking (total area about 0.5 ha), external fence (total length 2.6 km), internal partitions (four sections for wildlife, total length 1.7 km), 12 gates for passage of vehicles and 12 doors for visitors, main roads (total length 2.7 km), paths for park visitors (total length about 2.0 km), two bridges and two check dams on the river Banjska Reka, head office building at the entrance to the park and the quarantine for wildlife. The planned constructions in the nature park are: two gates for the passage of visitors, external fence (total length 3.6 km), main roads (total length 3.2 km), paths for park visitors (total length about 13.0 km), 20 covered look outs, 5 cabins for park visitors, and 4 water storages total area about 0.3 ha. The planned financial means necessary for Banjska Šuma Nature and Wildlife Park establishment were about € 480,000. The list of the planned initial wildlife stocks for the Park establishment is presented in Table 4, and the planned financials necessary for their purchase were about € 37,000.

Table 4: List of the planned initial stock for the establishment of Nature and Wildlife Park Banjska Šuma (1978)

Species	Male	Female	Total
<i>Wildlife park</i>			
Scottish red deer (<i>Cervus elaphus</i>)	2	8	10
Fallow deer (<i>Dama dama</i>)	2	8	10
White-tailed deer (<i>Odocoileus virginianus</i>)	2	4	6
Mouflon (<i>Ovis musimon</i>)	3-4	6-7	10
Wild boar (<i>Sus scrofa</i>)	2	3-4	5-6
Shetland pony (<i>Equus ferus caballus</i>)	1	1	2
Przewalski's horse (<i>Equus ferus przewalskii</i>)	1	1	2
Pot-bellied pig (<i>Sus scrofa domesticus</i>)	1	2	3
Pygmy goat (<i>Capra aegagrus hircus</i>)	2	2	4
Guinea pig (<i>Cavia porcellus</i>)	4	4	8
Common pheasant (<i>Phasianus colchicus</i>)	1 family		
Silver pheasant (<i>Lophura nycthemera</i>)	1 family		
Golden pheasant (<i>Chrysolophus pictus</i>)	1 family		

Lady Amherst's Pheasant (<i>Chrysolophus amherstiae</i>)	1 family		
Greater flamingo (<i>Phoenicopterus roseus</i>)	4-5 individuals		
Mute swan (<i>Cygnus olor</i>)	1	1	2
Geese and ducks (<i>Anatidae</i>)	5-10 individuals of different species		
European otter (<i>Lutra lutra</i>)	1	1	2
<i>Nature park</i>			
Roe deer (<i>Capreolus capreolus</i>)	about 30 individuals		
Red deer (<i>Cervus elaphus</i>)	calves from Wildlife Park		
Common pheasant (<i>Phasianus colchicus</i>)	50 older pheasant chicken		
Brown hare (<i>Lepus europaeus</i>)	present in the park		
Hazel grouse (<i>Tetrastes bonasia</i>)	present in the park		

The part on Banjska Šuma Nature and Wildlife Park Development and Management presents the principal data on all wildlife species included in the Park (morphological characters, suitability for rearing in fenced areas, reproduction, and nutrition). Also, the part includes some important notes and instructions regarding the health care, wildlife capture and transport, and visitor behavior (basic norms of behavior within the Park).

Forest and hunting ground Goč-Gvozdac

This forest and hunting complex covers almost the entire catchment of the river Gvozdačka Reka. It is located on the territory of the town Kraljevo which includes 92 settlements and more than 120,000 citizens, and the Municipality Vrnjačka Banja which includes 14 settlements and more than 27,000 citizens (2011). The hunting ground occupies 3,973 ha (96.6% is hunting area), forest covers 3,839 ha, of which Management Unit A (commercial forests) covers the upper part of the catchment (3,075 ha), and Management Unit B (protection forests) covers the lower part of the catchment (764 ha). This forest and hunting ground is managed by the Faculty of Forestry from Belgrade by the Teaching Base Goč with about 60 permanently employed workers of different professions. The Teaching Base has a number of machines and other facilities such as a sawmill with equipment, mechanical workshop, garage for motor vehicles, stables for pigs, fish pond, a bakery, buildings for the accommodation of students and tourists, etc.

The purpose of the educational bases (Goč and Majdanpečka Domena) is to carry out study programs and the curriculum of the bachelor academic studies, graduate academic studies, specialist and doctoral studies for the purposes of the Faculty of Forestry and other members of University, and it involves.

- school practice, field study and production practice;
- practical work with students;
- scientific research in primary domains of the Faculty;
- experimental forest management following the principles of contemporary forest science;
- forming of the centre for training in the fields of forestry, wood processing, landscape architecture and horticulture, ecological engineering and environmental protection.

Within the educational bases, beside courses and scientific and research and other kinds of work, the Faculty organizes and provides the services of accommodation and food to students and pupils during courses.

The dominant stands in the forest covered part of the forest complex Goč-Gvozdac are high natural stands of conifers and broadleaves (2,524 ha or 70.7%), artificially established stands (531 ha or 14.9%), and high natural stands of hard broadleaves (340 ha or 9.5%) (Table 5). The state of forest mixtures is favourable because mixed stands occupy about 2,800 ha. The most represented tree species are beech, fir, Austrian pine, spruce, sessile oak, maple, Wych elm, hop hornbeam, Scots pine, Balkan maple and birch. The general characteristic of vegetation in the area of this complex is a great wealth of species, favourable conditions for forest development over the largest part of the area, and the presence of some endemics of the Balkan Peninsula.

Table 5: Structure of forest areas by origin in the forest complex Goč-Gvozdac

Origin	Management unit "A"	Management unit "B"	Total	
			ha	%
High natural stands of hard broadleaves	138.97	201.12	340.09	9.5
Coppice stands	-	84.59	84.59	2.4
High natural stands of conifers	2.86	20.98	23.84	0.7
High natural stands of conifers and broadleaves	2495.48	29.42	2524.90	70.7
Artificially established stands	276.01	255.35	531.36	14.9

Thickets	-	39.35	39.35	1.1
Brushwood	-	26.72	26.72	0.7
Total	2913.32	657.53	3570.85	100.0

The hunting ground is established on the territory of the town Kraljevo (2,660 ha) and the **Municipality Vrnjačka Banja (1,313 ha)**. **The largest part of the hunting ground is covered with the most beautiful forests of Serbia (Management Unit A).** The climate is temperate-continental with a strong influence of mountain climate characterised by warm summers and cold winters. An asphalt road connects the village Kamenica and the Child Resort Dobre Vode, and since last year, there is an asphalt road from Dobre Vode **to the village Stanišinci**. Owing to its form and area, and due to intercepted wildlife migration routes during some seasons, this hunting ground does not offer very good conditions for planned and rational hunting **management (Milovanović, Šelmić, 1996)**. Additionally, the limiting factors are illegal hunting, wolves, deep snow cover, livestock pasturage (mainly cows), great numbers of tourists throughout the year, and a low percentage of meadows, farmlands and forest openings. The reared game species are roe deer, wild boar and brown hare. The abundance of roe deer in spring 2013 (88 individuals) was somewhat lower than optimal (140 individuals), and the abundance wild boar and brown hare was somewhat higher than optimal (50 and 52 individuals, respectively). Other important wildlife species are: wolf, fox, wild cat, beech marten, pine marten, badger, fat dormouse, squirrel, common wood pigeon, Eurasian woodcock, turtle dove, partridge, rock partridge, hazel grouse, tawny owl, common buzzard and raven. The current Hunting management plan (2004) forecasts the fencing of several areas (Compartments 34/A, 34/II, 47, 48, 50 and 51) for the rearing of the following game species: red deer and wild boar (together); fallow deer and mouflon (together); and roe deer. The function of the above fenced areas is education of students and pupils, and if necessary also the wildlife introduction (roe deer and wild boar) in the open part of the hunting ground. Also, at the same location, the construction of an aviary for small game is planned (e.g. pheasant, wild geese, wild ducks, brown hare). However, no activities have been started regarding the construction of the above facilities owing to the lack of financial means.

The Study for the elaboration of the National Forest Action Programme predicts that the **Teaching Base Goč should be functionally equipped as a training centre of forest professionals in Serbia in the widest sense**. Thanks to the High Education Teaching Infrastructure Project (EU HETIP), the construction of a new four-storey building of 1,200 m² has started this year within the existing Faculty facility. Also, this project foresees the **reconstruction, adaptation and refurbishment of the teaching and tourist facility Goč ("Pyramid")**. Finally, it should be emphasised that the Institute for Nature Conservation of Serbia has started the assessment of natural values of the wider area of the mountain Goč in the aim of its designation as a protected area.

Conclusion

Wildlife parks exist in many European countries except in Serbia. They have recreation tourism and education character, but also an increasingly important role in nature conservation and protection of plant and animal species from extinction.

The forest and hunting ground **Goč-Gvozdac** are characterised by a favourable traffic and geographic position (vicinity of major tourist and urban centres - **Vrnjačka Banja, Mataruška Banja, Kraljevo, Kruševac**), favourable natural characteristics (climate, flora and fauna) and a good infrastructure (numerous hotel and tourist facilities, sport grounds and paths for recreation). This complex, managed by the Faculty of Forestry in Belgrade by the Teaching **Base Goč**, is already well-known by different recreation forms, mainly during summer and winter seasons (skiing, sport activities, walking tours, school in nature, collection of medicinal plants and mushrooms, hunting, school practice and field work for students of different profiles). Additionally, a new motive for tourist visits, tours and interests can be the new wildlife park (non-hunting area), the establishment of which can increase the attractiveness and stimulate the development of **Goč tourist area**, which will prolong the tourist season and increase the degree of utilisation of the tourism carrying capacity. Also, it can enhance the conditions for daily, weekend and holiday recreation of urban and local population.

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E-learning in the Field of Hunting

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Abstract

Education includes only organised learning and learning is a broader concept that includes unintentional, unorganised and spontaneous acquiring of knowledge that can be carried out during the entire lifetime. Learning supported by web has been quickly developing in the past few years. Many media-supported accesses to formal and informal learning, including the innovative use of mobile technology, have been created. The researchers of the modification of Net-generation towards learning and gaining knowledge have noticed the change of certain trends regarding the way of learning and communicating among members of the Net-generation. Generations before this one experienced formal learning in schools, based on the authority and oriented towards lectures. Nowadays, with the advent of the Internet as a global phenomenon, and large amount of information available on the web, we have a new way of learning based on the discovery. Modern hunting requires knowledge, respect for the tradition of hunting as a part of the cultural heritage of a people, permanent education and additional education of the membership. The Net-generation that has its own characteristics and presents the future of hunting, base its teachings in a way that is different from the one which provides formal temporary knowledge. The use of information and communications technology in their lives is what they are used to and it is necessary to adjust the process of learning to their tendencies and lifestyles.

Keywords: e-learning, hunting, Net-generation.

Introduction

Hunting is an environmental, economic, socially useful, educational and scientific activity in the function of integral protection, breeding, sustainable use and continuous improvement of hunting stocks, habitats and other resources (Law on Hunting, 2009). From the definition of hunting it can be concluded that hunting includes, besides other activities, the activities closely related to science and education of all those who are engaged in breeding, protection and exploitation of animals, and also the protection of all plant and animal species that live in

that habitat, as well as the protection and improvement of the habitat itself. In order for many activities from the field of hunting to be organised and conducted at a certain level and in an appropriate way, professional and competent staff of different professions is required (biology, forestry, veterinary medicine, agriculture, etc.) (Urošević et al., 2012). **Modern hunting requires knowledge, respect for the tradition of hunting as a part of the cultural heritage of a people, permanent education and additional education of the membership, such as: education of hunters and hunting tourism staff (pedagogy, andragogy), knowledge of game (biology, mammalogy, ornithology), diseases and treatment of animals (veterinary), hunting cynology (zoology), hunting weapons (technique, ballistics), the art of hunting (scientific discipline that studies hunting), records and statistics of hunting tourism business (business mathematics and statistics), etc. (Prentović, 2012). Florijančić and associates (Florijančić et al., 2010) point out that hunting is an interdisciplinary professional and scientific field, and synergistic connecting of professionals and scientists who are directly involved in the issue of hunting, primarily agronomists, foresters and veterinarians, can help its development and improvement. Education in the field of hunting is done at several levels considering whether it is the hunter education or the education of professional staff in the field of hunting. In order to get a hunting permission, each hunter must pass the hunting exam, when he needs to demonstrate a basic knowledge of meat hygiene and diseases of game, evisceration, transport and refrigeration of meat. They need to acquire knowledge about the legal regulations, the quality of game meat, microbiology and hygiene, anatomy and physiology, methods of hunting and evisceration, including risk analysis. In secondary-school education there are a number of subjects related to hunting, which are taught in vocational schools of agriculture, veterinary, forestry and animal husbandry. However, passing the hunting exam or completing a certain level of vocational education must not be the end of the educational process of hunters and hunting staff, as it is the case in most countries in the Balkans, but their education and specialisation must continue throughout their entire lives. The concept of the lifelong learning is the brainchild of the systematical learning in all stages of life (from early childhood to old age) and in all forms in which it is realised (formal, non-formal and informal). The concept of lifelong learning is often replaced by the concept of lifelong education, but it is important to note that these two concepts do not have the same meaning. Education includes only organised learning and learning is a broader concept that includes unintentional, unorganised and spontaneous acquiring of knowledge that can be carried out during the entire lifetime. The lifelong learning affirms in the nineties in Europe as a policy response to the problems of the economic crisis and **increased unemployment (Žiljak, 2005). During that period, the focus shifted from education, which is an institutionalised and organised process, to lifelong learning, which includes all forms of learning in all life circumstances. Given the strategy of Balkan countries to join the European Union and a significant number of countries of the Balkans that are already members of the European Union, as well as the need to modernise the education process of hunters, all positive solutions of educational programs both in the regular education process (formal education: primary school, secondary school education, university education) and in non-formal and informal education in hunting, in the countries of European Union as well as the other countries, should be considered. The first official education of hunters began in 1949, in New York City in order to reduce the number of hunting accidents. Nowadays, the****

hunter education program is more than achieving the safety in hunting; it increases the **knowledge, skill, hunter's responsibility and accelerates the creation of an experienced and reliable hunter**. In addition to these concepts which are mentioned above, the hunter education serves to transmit the hunting experience and thus ensure the continuation of the hunting tradition. Education in the field of hunting includes (LD Kamenjarka, 2013):

- 1) The responsibility of a hunter: a skilled and experienced hunter will never be a real hunter if not behaving responsibly. The responsible behavior includes respecting the hunting laws and regulations, showing respect for other hunters and wildlife. A responsible hunter must wait for a safe opportunity before shooting.
- 2) Increasing the skill of hunting: hunting skills and safety are attained through training and practice of hunting. There are many things that a hunter needs to learn from a more experienced hunter.
- 3) Developing a determination in a young hunter: by knowledge, we consider learned basics of safe gun handling and hunting grounds. Before exercising how to shoot a firearm, we must first learn how the firearm works and how to safely handle it.
- 4) The transfer of experience from older to younger hunters: a part of the process of becoming a reliable hunter includes sportsmanship, learning and assuming all the other obligations that a hunter has.

E-learning: Learning for Net-generation as the future of hunting

Electronic learning has its roots in distance learning, which allowed studying at home, in a rhythm that is chosen by the one who wants to learn using a variety of different media. In the middle of the eighteenth century in England, the first correspondence schools started working, which operated on the principle of physical separation of students and teachers. Couriers delivered written tests to students and then returned completed tests to teachers. However, it is believed that distance learning dates from the first half of the nineteenth century and that an Englishman Isaac Pitman was the pioneer, a shorthand teacher, who taught students how to copy short passages from the Bible in 1840, and the material was returned through the post for the evaluation (New Penny Post System). Then in 1873, Anna Ticknor founded the Society to Encourage Studies at Home in Boston, for women of all social classes. The first correspondence course started in 1883 in Chautauqua College of Liberal Arts in New York. In 1888, Pennsylvania State University introduced correspondence course in agriculture as a formal academic program. The appearance of the film, as a new media, contributed to the introduction of correspondence courses in 20s of the 20th century in the form of slides and moving pictures. The National Home Study Council was formed in 1926, in America. The advent of radio as a new technology and a new media soon began to bring about the correspondence courses. In the late 50s of the 20th century, 17 correspondence **programs used the television as a tool for distance learning. The use of "educational television" was** a growing trend. The first educational television program was "Sunrise", based in Chicago. The television post-production began in the late 70s, video recorders and videotapes appeared. In the late 70s and early 80s of the 20th century, the first personal computers with modest skills and characteristics, appeared. One form of wall newspapers (Bulletin Board Systems - BBS) also appeared, which increased interest in distance learning,

and the electronic exchange of information. In the second half of the 90s of the 20th century, information and communication technology expands and the Internet rapidly develops. Distance learning is transformed from paper to electronic. This change has brought about a new term - electronic learning (e-learning). Teaching materials are sent to users in electronic form (via e-mail or FTP protocol). Users return completed tests to educational institutions by e-mail. Users load the lessons directly from the server of educational institution, and the lesson content is displayed on the **users' computer screens**. Thanks to the new web technologies, conditions for the implementation of e-learning sites have been created. The rapid expansion of this new media internet technology has enabled a completely new way of comparative education on a global scale (Figure 1).

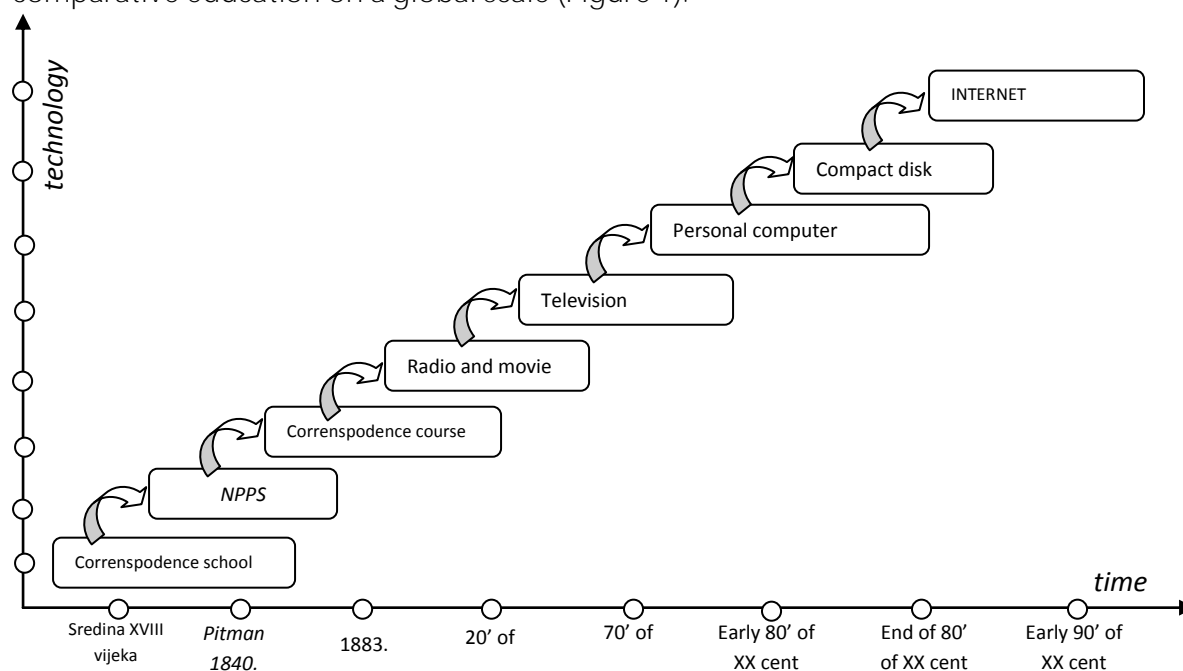


Figure 1- Graphical representation of e-learning evolution

Today's young generation as the future of hunting, and hunting staff which is to be counted on in the future, was born at a time when the Internet as a global phenomenon, already existed. Modern psychologists, sociologists and pedagogues label it as the Net-generation (Net = internet). Net-generation grew up with technology and considers it to be an inalienable part of the life space. Members of the Net-generation prefer to learn by working, rather than being told what to do. They learn well through discovering - either alone or with peers. This style of discovering enables them to adopt information better and use them in a creative, designed way (Tapscott, 1998).

Forms of e-learning in the field of hunting

New Internet technologies allow the use of different records (text, audio and video), which are combined into a multimedia content and presented to listeners. Learning is a process that involves a wide range of possible activities, from simple reading to complex structures such as

audiovisual perception, active participation, cooperative learning, etc. Some e-learning solutions, applicable in the field of hunting, can be generally classified:

1. E-mail learning - is one of the most popular computer-generated communication services which is used in educational programs. E-courses are functioning using lists of electronic addresses (mailing list). They are the simplest forms of delivering educational content to students. Materials, necessary to obtain information that is required, are delivered via e-mail when necessary; daily, weekly or according to a specified schedule. A person who wants the information does not have to visit the website of an institution, because the complete correspondence is done via e-mail.
2. Electronic books - are used as handbooks and complete courses. They combine graphic, audio and video records in format with pdf extension, and can be exe or html. Depending on the software which is being used, there are options for searching and protecting the e-books from copying. It is possible to define a deadline for the use of e-book. Digital signing is used for assuring the user that the content of the book has not been altered since it was signed.
3. Streaming media - represent one of the solutions which makes e-learning unique and alluring. The use of multimedia technologies enables the presentation of educational content in a dynamic and explicit manner. Attending live lectures using these media gives the chance to listeners to follow all the contents related to e-learning, despite being dislocated. In this case, the possibilities of application in the field of hunting are enormous. Hunters and other staff in the field of hunting are often very dislocated over a wide geographical area and their presence in some place would require constant travelling. With the application of streaming media, it is possible to achieve the transfer of knowledge in a wider area while reducing the cost of accommodation, travel and stay in an area where the lecture takes place. Within this framework, lectures can be organised in the forms of Web conferences, Web broadcasts (Webcast) or Web seminars (Webinars). In order for the listeners to be present, it is enough for them to have been granted administrative access and to be in the virtual classroom at the scheduled time. These technologies enable participation in discussions, in other words - interactive work in real time.
4. Educational programs – have been used in education for a long time. Applied in e-learning, they get a new and dynamic form. Those new programs are more interesting to many users, especially younger ones, than other programs. Serious educational contents are presented in the forms of 3D interactive simulations, fun games and quizzes.
5. On-line courses – are probably the most popular form of e-learning. Many educational institutions offer this type of courses as a solution for students who are unable to attend classes in traditional school classrooms. The ones with new concepts lead students through the content in a way that allows them to progress. Exercises are conducted and new skills are learned through various workshops. At the end of the course students take the exam in the educational institution or in a form of electronic exam. One of the examples of online courses in the field of hunting is shown in Figure 2.



- [illegible]

Figure 3 – An example of a forum from the field of hunting - www.longrangehunting.com/forums/

7. A web log - or abbreviated *blog*, is a Web page that we organise by ourselves. That is a diary of an individual or an interest group. A blog site that is used in e-learning is an interactive distribution of knowledge and communication. A blog usually focuses on a specific field such as cynology, guns, building of technical and breeding hunting facilities, the regulations regarding hunting and fields closely related to hunting. A blog has certain attributes that distinguish it from standard Web pages. In order to help you create a new Web site easily, information are given in spatial form (title, categories - the subject of discussion in the article, body - content) and are submitted to blogger. Automated surfaces are responsible for adding the article to home page, creating a new page for articles and adding the article to appropriate archives. A blog differs from a forum. A new subject for discussion on a blog can only be created by the author or group of authors. The network of blogs can function as a forum in which every entity in a network of blogs can create subjects of discussion. Creating a blog, maintaining a blog or adding articles to an existing blog is called *blogging*. Individual articles on a blog are called *posts or entries*. The person who adds those articles is called a *blogger*. Blogging differs much from traditional learning content. It is less formal and it is written from a personal point of view. An example of a blog regarding hunting is shown in Figure 4.

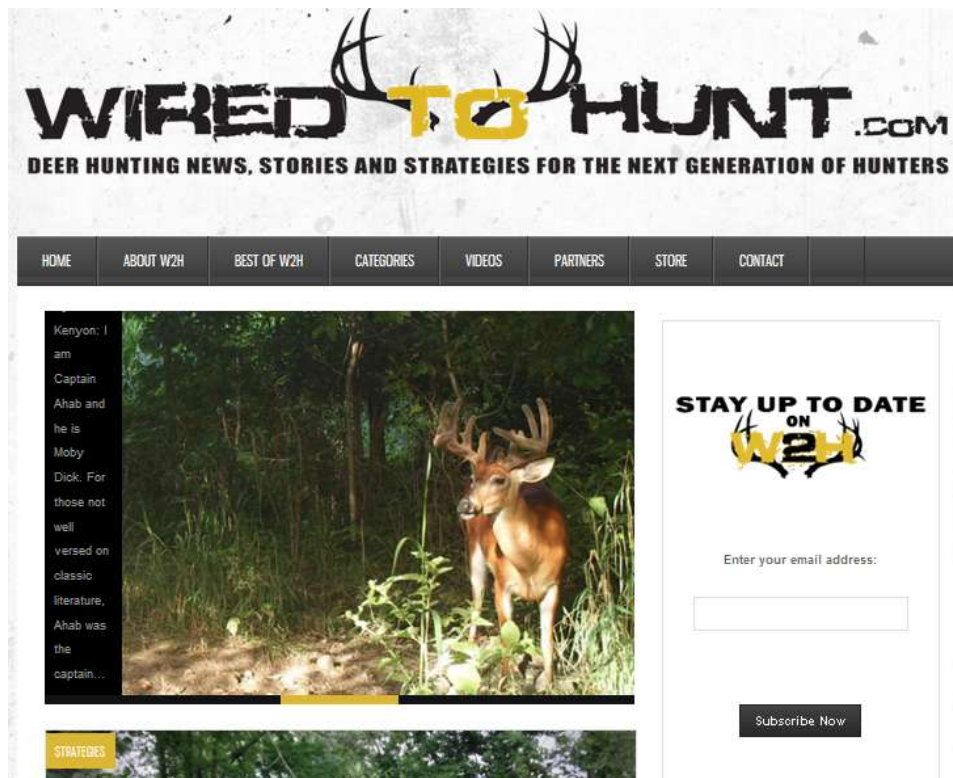


Figure 4 – An example of a blog regarding hunting – wiredtohunt.com

With the rapid expansion of different types of e-learning, a large number of platforms from different manufacturers appeared on the market (LMS - Learning Management System). Their

duty is storing, managing and distributing learning materials to end users. The development of high quality learning materials requires a significant consumption of time and money. It is therefore important that these materials are compatible with various platforms for e-learning, their versions and operating systems on which they are built. This was not the case before the advent of standards in this area. The manufacturers of learning materials had to create several versions of these materials to cover various systems. Materials created in one place could not be used in other places with different e-learning platforms. Guided by this idea, the IMS Global Learning Consortium and the Institute of Electrical and Electronics Engineers, IEEE began with making standards. In January 1999, huge U.S. organisations "*White House Office of Technology*", "*Department of Defense*" and "*Department of Labor*" launched *Advanced Distributed Learning (ADL)* initiative, whose role was to standardise learning materials that would be generally accepted. A large number of educational institutions and interested companies joined this initiative. The first task of ADL is a practical definition of standards and recommendations for the creation of learning materials. The result of this is a document that provides a specification of standards called SCORM, whose current version is SCORM 2004.

Conclusion

The Internet has fundamentally changed the practice of learning and teaching in the past ten years. Providing a wide range of resources, dynamic nature of the content and independence of time and location are factors which created a great learning potential out of Internet, but also the questions on how to use these factors in the best possible way in the field of hunting. Hunting as an interdisciplinary field depends on actions which can be initiated by all these factors and defined through their area of operations. Young people, Net-a generation that has its own characteristics and who are the future of hunting, base their teachings in a way than differs from the one which provides formal temporary education. The use of information and communications technology in their lives is what they are used to and it is necessary to adjust the process of learning to their tendencies and lifestyles. It is therefore very important to bring closer the knowledge that has hitherto been acquired in the field of hunting to Net-generation, in its proper form and content that would help achieve the common goal of hunting organisations, and that is the preservation of game biodiversity for the next generations. It is important to point out that e-learning is not an alternative to traditional educational process. The use of a variety of interactive multimedia content and creation of virtual environment can only support quality education of young generations who are the future of hunting.

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Methodology Framework for Requirements Analysis in Project of Game Management Information System Development

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Abstract

In this paper is described methodology framework for requirements analysis in project of interorganisational game management information system development. Requirements engineering in projects of information system developing is a process which covers all of the activities involved in discovering, documenting and maintaining a set of requirements for an information system. Presented methodological framework is a set of methods used for **identifying and analysing stakeholders' requirements in development projects of interorganisational game management information systems and forms the basis for further consideration of the stakeholders' identification and requirements analysis.** During the planning and implementation of interorganisational information system for game management attention should be on interests of government organisations, hunters, ecological scholars and public. Interorganisational information system for game management should be based on information collection and exchange from different sources of game **species populations, maximum and minimum huntable populations' size, trophy-scoring data, hunters' data, cadastre and game management plans for every game management unit.**

Keywords: interorganisational information system; methodology framework; stakeholder; analysis.

Introduction

The primary measure of success of any information system is meeting the needs and fulfilling the demands of information system users. The analysis of **information systems users' requirements is the process of getting the required parameters of the system's functioning,** which would prove the effectiveness of information system after the system implementation. In order to obtain quality information about the requirements of information system users, it is necessary to consider all stakeholders and their demands. Stakeholder analysis has multiple meanings depending on the person defining the term (Reed et al., 2009). It can be defined as a set of techniques used to identify and evaluate the impact and the importance of key people, groups of people or organisations that have a significant effect on the activities or projects as a whole (Friedman, Miles, 2006). By the term stakeholders in the projects of

development, implementation and use of interorganisational information systems, we mean any individual, group or organisation that may affect or be affected (positively or negatively) by the observed information system and that has direct or indirect impact on defining the system requirements (Kotonya, Sommerville, 2003), (Pouloudi, 1999), (Sharp et al., 1999). In the projects of interorganisational information systems development, the stakeholder analysis is the process of collecting and analysing quality information to define those stakeholders whose demands should be taken into consideration when developing interorganisational information systems. Information system development requires the involvement of a large number of stakeholders and their number and participation in development have a huge impact on the success of the information system and its application. (Chekland, Scholes, 1990), (Cavaye, Cragg, 1995). In natural resource, wildlife and game management is difficult to determine who has a stake. Grimble and Wellard (Grimble, Wellard, 1997) define stakeholder as “...any group of people, organised or unorganised, who share a common interest or stake in a particular issue or system...”, Gass et al. (Gass et al., 1997) defined stakeholder as “...any individual, group and institution who would potentially be affected, whether positively or negatively, by a specified event, process or change”. In development projects or programs stakeholder is any “...persons, groups or institutions with interests in a project or programme” (DFID-ODA, 1995). During the identification of the stakeholder and their requirements in project of developing interorganisational game management information system, we use definition of stakeholder as “persons or organisations who are actively involved in the project or whose interests may be positively or negatively affected by the performance or completion of the project” (PMI, 2008).

The classical approach to the apprehension of stakeholders implies the existence of two interest groups: the information system development team and the end users of the information system being developed. (Pouloudi, Whitley, 1997). However, there is a wider range of people, groups, and organisations that have certain interests in the projects of information systems development, whose interests may be affected by the results of information system application or that may affect the process of information system development. The number and influence of interested individuals, groups and organisations is particularly expressed in the projects of interorganisational information systems development, which is the case with the observed system, because of the complexity of not only interorganisational relationships and the environment in which these relationships are established, but also the complexity of each individual organisation which establishes those relationships.

One of the main problems of the lack of systematic approach to identifying stakeholders is that the general list of stakeholders is not adequate in each case of information system development. Stakeholders can be divided into three main groups (Markus, 1983): the users, the management structure and the development teams in the field of information systems. This classification is rough and in most cases inadequate and marks the transfer from the basic business role of certain stakeholders to the process of designing an information system, instead of the role of the stakeholders being observed from the perspective of their impact on the development of information systems. (Franz, Robey, 1984). Lyytinen and Hirschheim (Lyytinen, Hirschheim, 1987) suggest four criteria to guide the stakeholder identification:

1. the nature of information systems, more stakeholders can be identified if the information system is seen from different perspectives: symbolic, communicative and organisational dimensions of the system are as important as the technological dimension,
 2. the type of relationship of the stakeholder to the information system,
 3. **the direct or indirect 'depth of impact' to the information system (development, implementation),**
 4. the level of aggregation which may vary between individual, groups or larger collectives.
- In a later paper, Lyytinen (Lyytinen, 1988) adds the external vs internal dimension as a fifth criterion.

In the development projects of interorganisational information systems for natural resource management, the criteria that have implicitly been used are the second and third, as researchers have concentrated on two distinct groups of stakeholders (even though the term **stakeholder is not necessarily used**): **those initiating and sustaining the systems ('hubs' or 'sponsors')** and **those participating ('spokes' or 'adapters')** (Pouloudi, Whitley, 1997). The main feature of stakeholders in developing the interorganisational information systems is that they influence or are influenced by the information system. Based on this, stakeholders can be divided into four groups:

- primary stakeholders: those individuals or groups who are ultimately affected (positively or negatively) by the system (DFID-ODA, 1995). Primary stakeholders can be defined as those parties without whose continuous involvement in the project realisation, it is not possible to achieve high-quality output of the project (Clarkson, 1995).
- secondary stakeholders: those who affect the system, acting as intermediaries between primary and key stakeholders. They indirectly affect the system (positively or negatively).
- key stakeholders: those who can significantly influence or are important to the system. They can be primary or secondary stakeholders. Those parties who finance the project, elected or appointed officials, individuals or informal groups that have a significant impact on the system or any other stakeholders, may be given as the examples.
- external stakeholders: include those individuals, groups or organisations that are not directly involved but are interested in the outcome of the system. They are not the part of primary or secondary stakeholders.

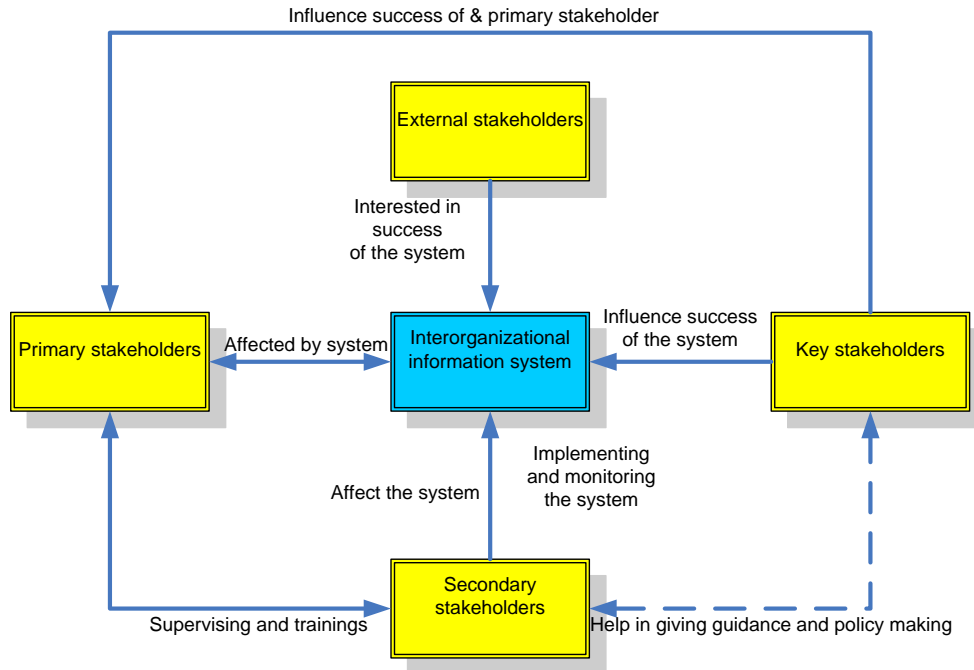


Figure 1: Stakeholder – System relationships (adap (Mapfumo, 2003))

In each of these groups there may be those stakeholders who benefit from the introduction of the information system, those who support the introduction, those who are against the introduction and those who provide material resources. The relationships between stakeholders and interorganisational information system are shown in the Figure 1. (Adapted according to (Mapfuno, 2003)).

Definition of stakeholders' role and type

The development of interorganisational information systems for the game management includes involving various types of stakeholders, each of which has a role in the development of the system. The types of stakeholders are defined as groups of stakeholders who share the same principles and attributes compared with the system being observed. (Ballejos, Montagna, 2008).

In the projects of information system development within the individual organisations, stakeholders are observed within the organisation. However, in the projects of interorganisational information system development, it is necessary to analyse not only the stakeholders within one organisation, but also the stakeholders within other organisations. The types of stakeholders can be defined based on interests, participation, influence, position compared with a particular organisation, level (within an organisation or network of organisations). The basic types are shown in the Table 1.

Table 1. The classification of stakeholders

The type of a stakeholder	Classification based on
Supporters of the system Opponents of the system	Interest
Primary Secondary	Interest Participation
Internal External	The position compared with a system
Direct Indirect	Impact
Operational Strategic	Level of organisation (level of the organisation within the system)

Each stakeholder has a role in the projects of interorganisational information system development. Each of the roles can be associated with the certain impacts that are made on the project, depending on the participation, provided that each stakeholder needs to be analysed. The distinct roles of stakeholders are: (Coughlan, Macredie, 2002), (Kelvin, 2000), (Khalifa et al., 2000), (Ropponen, Lyytinen, 2000) (Shankar et al. 2002) (Sharp et al. 1999):

- The benefiteres - Those who have benefits from the implementation of the system, such as: functional benefits (those who benefit directly from the functions of the system and its products and outcomes), financial benefits (those who financially benefit from the application of the system by obtaining certain financial assets), political benefits (the ones who indirectly benefit from the system gaining political power, influence and/or prestige.)
- The opponents - Those who would suffer some kind of a damage with the implementation of the system (the loss of a job, the reduction of influence in the processes of making decisions, etc.),
- The responsible ones - Those who are responsible for the system during its entire life cycle. This role is associated with people who are responsible for financial and material resources which are used in the system,
- The decision-makers - Those who control the system and make the decisions related to the system,
- The regulators - Those who make legal decisions about the system and are usually associated with the government,
- The operators - Those who use the system. Those who use the developed system and its outcomes. They differ from those who have functional benefits, although their roles may coincide,

- The experts - Those who are familiar with the features and consequences of the system implementation,
- The consultants: They implicate all the roles providing support for any aspect of the system. They are usually external for any organisation, but have certain knowledge in the field of system use.
- The participants in development – Those who are directly involved in the development of the system.

Results and Discussion

The methods used in the analysis of stakeholders in projects of information systems development can be topologically classified into three groups: stakeholder identification, stakeholder categorisation and defining the relationships between stakeholders. (Fig. 2) (Adaptation Reed et al, 2009).

The formation of the focus groups is a method of identifying stakeholders through small groups of recognised stakeholders who have ideas on how to implement the system, who have interests in the success of the system as well as the impacts on the development and the use of the system. The advantage of this way of gaining information about the system is reflected in the very rapid analysis of the system if the stakeholders reach consensus on categorisation, defining the types and roles of individual stakeholders. The method is very suitable for generating the data about complex issues which require the understanding of the system designers. The disadvantage of this method lies in the fact that it is less structured than other methods of identification of stakeholders, so in order to achieve high-quality effects, broad experience of the organiser is required.

One on one interview is a method of gathering information about stakeholders which is used to gain specific information, which the system designers look for in a person. It is also known as a face-to-face method. The potential stakeholders need to be familiar with the goals that the system is expected to achieve. To prepare for this kind of interviews it is necessary to prepare a list of questions which will obtain additional information from the interviewee, about which there were conflicts in the earlier process of stakeholder identification. The advantage of this method is that the interviewees are not under pressure, which can occur when they are in the focus group.

Semi-structured interviews are conducted through continuation of the discussion in the focus groups, or as a substitute for their formation. Interviews are done with stakeholders who are already identified by forming the groups that represent the cross section of stakeholders. This method is very useful for deepening the knowledge about relationships between stakeholders. The main disadvantage of this method is reaching a consensus between the different categories of stakeholders with more difficulties.

The snowballing sampling is a method which means carrying out interviews with individuals from the group of stakeholders that initialised the project of information system development, in order to identify other categories or groups of stakeholders. The disadvantage of the method lies in the possible appearance of partiality to certain stakeholders, while defining other stakeholders. (social cohesion, interest, etc.).

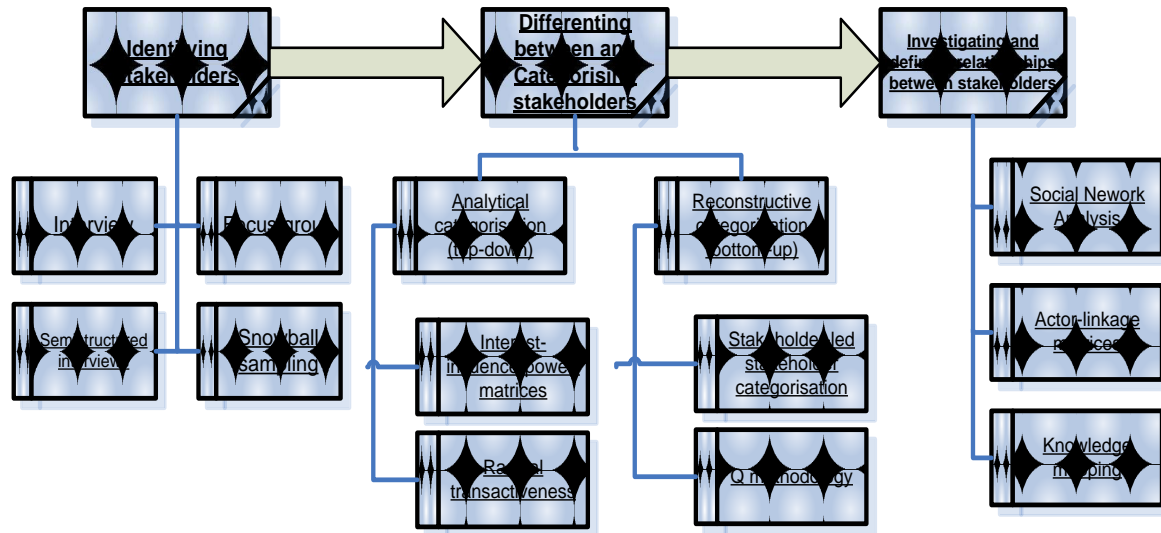


Figure 2. The structure of methodological framework of the analysis of stakeholders in the projects of interorganisational information system development

The matrix of the influence (power) - interest is a method according to which the stakeholders are placed in a matrix where the position of the stakeholder in the matrix is defined by the interest (power) and the influence of the stakeholder. The advantage of this method is that it is possible to devote more attention to the demands of specific stakeholders and to those who have a greater impact (power), after the analysis. The disadvantage of the method is that certain groups of stakeholders can be marginalised. An example of the matrix describing the typical quadrants is shown in the Fig. 3 (Ackerman, Eden, 2011).

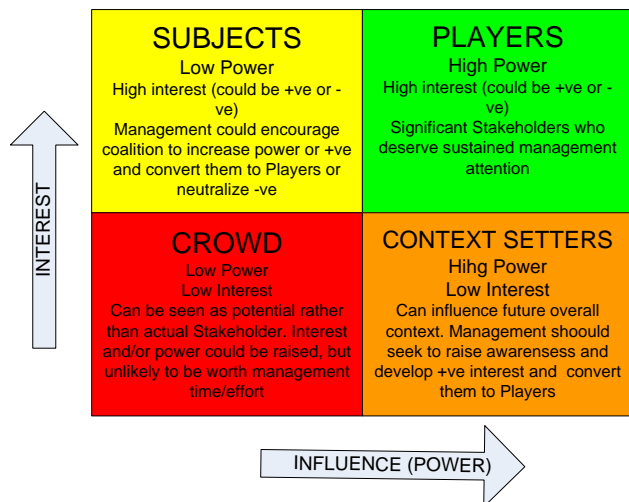


Figure 3: Influence(power)-interest matrices (Ackerman, Eden, 2011)

Radical transactiveness (Hart, Sharma, 2003) is a method used to categorise the stakeholders who represent marginalised groups in the system with their radical views on the issues of the system development. The attention needs to be paid to them because of their ideas which can be realised in some future constellations. The method is called radical because it takes into

account certain categories of stakeholders which are considered to be marginal and/or radical in the other methods of categorisation. The transactiveness of the method is reflected in the fact that it seeks to establish two-way communication links between stakeholders who have opposite views.

The stakeholder-led stakeholder categorisation is method used to categorise individual stakeholders within the previously defined groups. The advantage of the method is that it allows all stakeholders to independently categorise themselves, and the disadvantage is that it is possible to classify the stakeholders of different characteristics in the same category, which would make the category confusing.

Q methodology is set of methods where stakeholders sort statements drawn from a discourse according to how much they agree with them. This analysis allows identification of social discourse. The strengths of this set of methods is that different social discourse surrounding **an issue can be identified and individuals can be categorised according to their 'fit' within** these discourses. The weakness of Q methodology is that this set of methods does not identify all possible discourses but only the ones exhibited by the interviewed stakeholders.

The actor-linkage matrices is a method where the stakeholders are positioned in a two-dimensional matrix and their relationship is described. Complex relationships between the stakeholders can be very confusing to analyse.

Social network analysis is used to identify the network of stakeholders and to value relationships between them by using questionnaires or structured interviews.

Knowledge mapping is used in conjunction with the social network analysis, introducing semi-structured interviews to identify interactions among the stakeholders and their knowledge.

Conclusion

In the projects of information system development, stakeholders may be referenced in many different ways, describing the stakeholder from different perspectives. The projects of interorganisational information system development for game management require knowledge of a wide range of different methods that need to be used in order to identify stakeholders, categorise them and to identify and define the connections between the stakeholders. The obtaining of information, essential to the final definition of requirements, which the information system should fulfill after the implementation, can be approached only after identifying all parties that may have an impact on the project of information system development. The presented methodological framework in this paper is the basis for further consideration of the problem of identification and analysis of stakeholders and their requirements within the projects of development of interorganisational information system for game management.

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Damage Preventing from Wild Boars

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Abstract

In this paper we discuss different ways of protection of agricultural crops from wild boars. Wildlife and hunting law in Serbia regulates question of responsibility for damage. Ministry of agriculture forestry and water management in 2010 adopted the set of regulations which defines more precisely measures for wildlife damage preventing as well as procedures and methods for damage determination. Authors estimate the effect of electrical fence, as one of the most efficient systems for protection of agricultural crops from wild boars.

Measures for wildlife damage preventing can be split into wildlife population control i.e. measures of taking from game resources, change of game habitat and application of different tools for wildlife damage preventing (different repellents). In practice a lot of events occur in which pest game or some of the protected or strictly protected wild animals.

Keywords: damage, wild boars, electrical fence.

Introduction

The hunting area managed by the Hunting Association of Serbia and Hunting Association of Vojvodina amounts 8,828,438.29 hectares. The average area of hunting areas managed by the Hunting Association of Serbia is 34 763 ha (Popovic et al. 2008). Increase of population of wild pigs is notable in almost all hunting areas. And so, it was found in 2000 in Serbia that the number of wild pigs was 7,603 individuals, 89.74% (6,823 individuals) were in the hunting areas of Central Serbia, and only 10.26% in Vojvodina's hunting areas. The number was constantly increasing so that in 2007 in Serbia was 12,412 wild pigs, of which in the central Serbia 11,066 individuals (89.15%). As the dominant game species in most hunting areas (especially in the flatland type), wild pigs are reproduced without major obstacles in the form of predators. It could be said that she herself is the largest predator of the flatlands. The only danger is reflected in predatory jackal which presents a danger for offspring of wild pig (piglets). By studying the real growth of wild pigs in semi-intensive cultivation, Maletic (2004) found that the average growth per sow is 3.52 for the period until 15 of June, while the

average growth in the period until 15 of November is 2.99. Fertility of wild pigs, as well as losses in all developmental stages is not even close to those that are encountered in domestic pigs. Due to the increased abundance, there is a growing pressure on the habitat in which this kind of game exists. In a book about wild pigs Krze (1982) states those three years old boars **reach a body weight of 120 kg. In addition, the author points out that a sow doesn't raise a** many piglets, that number is up to eight, and often less. About mass of wild pigs also writes Ristic (2008). noting that sows reach 80-90 kg of live body weight, and boars have 110-170 kg with the possibility to reach even 300 kg. Because of the relatively super high body weight, a large amount of variety of food is necessary. The food needed for intensive growth of wild pigs is mostly found in cultivated agricultural areas. The problems that arise are reflected in damages that this game makes on the crops, diseases that occur (trichinosis-*Trichinella* spp.), as well as problems of mixing of domestic and wild pigs. Article 87 of the Law on Wild Game **and Hunting talks about measures for preventing damages:" obligatory is prescribed for the** user of the hunting area, the owner and the user of land, water and forests where the hunting is, as well as the owner and the user of land outside the hunting area where the game is, to take all necessary measures to prevent the damages that game can make to people or property. " Article 88. of the Law on Wild Game and Hunting talks that, legal or physical person to whom the game caused the damages, shall be entitled to the compensation of damages only when the required measures have been taken for preventing the damages made by game. The damages in the hunting ground, made by game and which is caused by the closed season, the user hunting is obligated to compensate. The ministry responsible for environmental protection is obliged to compensate the damages caused by permanently protected game, and the Ministry is obliged to compensate the damages caused by wolves, except in the territory where he is permanently protected. " Based on the Article 89. Paragraph 4 and Article 91 Paragraph 3 of the Law on Wild Game and Hunting ("RS Official Gazette", No. 18/10), the Rulebook on measures of preventing damages made by game and damages on game and the procedure and method of damage assessment (published in the "Official Gazette of RS", No. 2/12) . Article 3 says that, the following measures are took in the hunting area to prevent damages made by game: 1) Maintenance of number of game to the optimum number established by planning document; 2) Establishment and routine maintenance of the field for the game and bushes for game by seeding and planting plants that attract game, in the parts of hunting areas far from the area where game causes or may cause damages, in accordance with the planning document; 3) Establishment and maintenance of hunting and technical facilities for observation and hunting (high and low hunting stand) in the appropriate places to raise the level of protection of property from game; 4) The provision of sufficient quantity of food and water in the hunting area during hunting year for all types of game in hunting area, especially during the winter and natural disasters, immediately before sowing and planting, as well as during the ripening of crops, in accordance with the planning document; 5) The provision of assistance and information to owners and users of property in terms of protection life and health and property from game as well as the choice of certain agricultural crops for sowing or planting and procurement of means for preventing damages by game, by notification in the media, by advertising on local notice boards and in other ways; 6) Submitting requests to a controller of roads for the installation of traffic signs and speed limits and "game on the road" in all public roads where

there is a possibility of damages by game in hunting area, in areas outside the hunting areas as well as in the non- hunted areas, to prevent damage from game on vehicles; 7) Other measures important for **protection of assets from game."** Article 4. Says " the owner and the user of the property, to prevent damages from game, regularly control the property and organize their protection and preservation in accordance with the law regulating hunting and the provisions of these Regulations, as follows: 1) By protection of vegetable gardens, nursery gardens, orchards, plantations and vineyards in a manner that prevents the passage of furry game; 2) By customizing the choice of the crops planted or seeded in natural environment that is around agricultural land that is processed, in a manner to avoid or reduce to the greatest extent possible risks of damages by game; 3) by removing the of crops and fruits from the areas in hunting area and close to hunting areas in agro-technical term; 4) By using mechanical and chemical agents (repellents) that reject game from crops, seedlings and young trees, and in the manner prescribed by the written instructions of the manufacturer; 5) By binding dogs next to crops, and 6) By the use of visible scarecrows, light and sound equipment; 7) By controlled burning of materials which smoke and gases reject game, 8) By setting electric fences (electric shepherd); 9) By using mechanical means for individual protection of fruit trees and other plants (alufoil, metal strips, plastic strip, plastic film, plastic or paper bags, wicker, corn and other materials); 10) By keeping of farm animals with the constant presence of the shepherd and guard dogs; 11) By the closure of domestic animals during the night in pens constructed in such a way to prevent the entry of any kind of game that causes, or may cause damages to domestic animals; 12) By the implementation of other measures of protection. "The law clearly specifies the obligations of the user and the owner of the hunting area on which the game exist.

Damages made to the crops and fees that are paid to farmers in Italy and France are to several hundred thousand Euros (Mazzoni della Stella et al., 1995; ON CFS-2004). In Tuscany, in a region of great beauty and in a region with a long tradition of production of agricultural products specific to that region, in 2001 an amount of 2,645,000 Euros was paid to farmers for the damages caused by game. It is estimated that, from total made damage, up to 70% of the damages were caused wild pigs (Osservatorio Faunistico Toscano, unpublished data). French Institute for Hunting and Wildlife (Office National de la Chasse et de la Faune Sauvage) recommends the effective protection of large arable land or forests than the small individual holdings. By using 800 m electric fence, for example, it is possible to protect an area of 4 hectares (if a square plot with all the same sides, length of 200 m). If 800 m of fence set along the entire length in a single line, the area up to 32 ha could be protected , taking into account that the fence can protect the field up to 400 m in length, facing the interior grounds (Vassant, 1994). Research conducted in Switzerland (Geisser H, Reyer HU - Journal of Wildlife Management, 2004 - BioOne) included the three aspects of crop protection from the attacks of wild pigs: 1) intense shooting, 2) feeding of the game far into the forest that would distract their attention from crops and to easy shooting, 3) setting electric fences around crops. Result said that in addition to hunting, setting electric fences is the most efficient form of protection **of crops from wild pigs' attacks. It follows that on the ground where there are no hunters** meeting all the requirements necessary to carry out wild pigs shooting, the fence remains as the most effective solution.

The aim of this paper is to analyze the problem of making damages to agricultural crops and their adequate protection by the owners of parcels and crops.

MATERIALS AND METHODS OF WORK

Surveys were conducted in hunting Podravlje (Croatia, Baranja region) and Gemenc (Hungary, Baranja region). Both deal with the intense hunting deer breeding, and breeding boars. Managers of the areas need to protect seeded lawns from deers and wild boars how deers could have greener and more varied food. The problem occurs when the crops sprouting, because the deer chew off the young shoots, and wild pigs not only eat plants, but the prairie area. As the most appropriate form of crop protection, users in both hunting areas started to use electric fences - shepherdess. The main purpose of setting up an electric fence is to:

- **grazing of domestic animals (cows, goats, sheep, horses, pigs),**
- **prevent access to wild animals, pests in the area where are the crops, gardens, orchards,**
- **keeping of dogs within the area or preventing access to the area.**

Electric fence for protect is the most economical way to enclose and keeping of animals within the enclosure, as well as keeping crops from pest attack.

Results of the research

Properly installed, electric fencing meets all safety-related regulations. It is very important right choice of electric fences, because they function as a system, and the heart of the system is an electric guard, which works on the principle of electrical impulses. The power supply is possible at 220 V, 12 V, 9 V or combined. When setting an electric shepherd, it is necessary properly determination of the height on which tapes will be installed through which the electrical impulses pass. Protection of wild pigs or protection of deer and hares are not the same. To protect crops from wild pigs, it is necessary to set the first track at the height of 15 cm, then the second tape at the height of 35 cm, and the third at the height of 80 cm. The reason that the first tape has to be set low is a size of the piglets. If the piglets entered the crops, there would be a risk that a sow, looking for piglets, could skip or even break the electric fence. The advantages of electric fencing are that is a assembly - removable, it is portable, suitable for all terrains, can work without electricity as for power supply a solar panel can be installed of specific size and capacity of power generation. Plastic and aluminum tapes, different fabric materials, arbitrary scarecrows are not enough to terrify the game. Over time, the game gets used to them so the function of scarecrows and tape becomes almost meaningless. Once meet with the electrical impulse that occurs in the contact of game and the strip of a shepherd, game for a long time remembers the pain that occurs. Since the nature of wild pigs is such that likes to muzzle and push, an electric punch that gets is much more painful than leaning against the fence from on the side or the back. The muzzle is very sensitive due to the nerve endings that it contains. By setting of the electric fences, hunting areas considerably increased the area under sown meadows, animal nutrition with green food

was improved, the consumption of concentrated and roughage in summer periods was reduced, which positively impacted on the health and the trophy structure of game.

Conclusion

There is a need for mutual cooperation between the hunting area and the owners and occupiers of land on which the game exists. Such cooperation would reduce tensions between farmers and hunters. Crop growth is controlled and thus provide conditions that human determine the moment when crops are ready for use. The application of electric fences would bring great benefits to producers of potatoes in mountainous regions because they have problems with damages that wild boars do. Also, they should also avoid seeding of corn on the edges of large complexes, because it is almost impossible to protect him from the attacks of wild boars, especially in the milk stage. The application of electric fences should find much wider application in Serbian hunting areas, and possible subsidy from the state and Hunting Association of Serbia, when purchasing an electric fence.

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Determining the Participatio of Young Hares in the Population of Vojvodina for the Period from 1967. to 2012. with Proposed Measures

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Abstract

During 46 years the laboratory for Hunting from the hunting Association of Vojvodina continuously, every year hunting organizations sent eye lens to determine in hunting area, the participation of youngs in the micropopulation, and based on that real growth. These two parameters, along with spring numerical strength and harvest from last year are enough to them that the Professional service Association give recommendation how and how many hares they have to hunt in current year. Initially (1967) about 20% of hunting areas were sending patterns, and after 10 years (1977) it amounted over 30%, at the year of 1987. over 45%, 1997. over 60% and 2011. about 70%, with maximum recorded in 2009. with nearly 75%.

In the period of 46 years it was examined 371.612 eyes of hunted hares, that approximately was 8.079 eye lenses from total 9.015 examples, so that the annual average of the samples was 196, or about 50% of all established hunting areas. The small number of hunting areas that didn't send the samples didn't hunt the hare either.

Research has shown that for such a long period, the average percentage of youngs was 58,08% (with a minimum of 38,0% recorded 2010., and a maximum of 70,3% recorded in 1994.), that is, the average part of youngs in the population of Vojvodina was 58,1%, and that the average ratio of the real growth was 1,67 youngs per hare (with a minimum of 1,13 recorded 2010., and a maximum of 2,33 recorded in 1994.).

To make recommendations by professional hunting services Hunting Association of Vojvodina, for each specific pattern of hares eyes, it is necessary to submit the data on the number of hares in the hunting area, the last year harvest, what was the weather conditions during the hunt, and the length of hunting- the number of hours, number of participants and the amount of coughed hare. After considering all the parameters and laboratory processing of samples, professional service sends a recommendation for each area: to be hunted according to the plan, we need to stop hunting or to reduce hunting quotas.

These parameters are important for realistic planning and balancing the hare population in hunting grounds. Determining the actual annual harvested quota of hares is of importance for modern planning and rational management of the hare hunting, but also with other types of small game, and thus the preservation of hare populations in our hunting grounds. Because of this, the hunting grounds of Vojvodina are today the riches hunting areas with rabbit in this part of Europe.

Keywords: young's participation, hare, real growth.

Introduction

Age of a hare (*Lepus europaeus* Pallas, 1778) can be determined in several ways. One of the way, in **addition to scientific contributions, entered in "routine" practical application is determination of the young hares participation in particular micropopulation (hunting grounds - hunting society), and real growth is obtained based on this indicator.**

Also, based on that indicator, the expert service of Hunting Association of Vojvodina sends to hunting organizations professional recommendations on the continuation of hunting, the reduction of hunting quotas for a specific year, or a total suspension of hunting.

Now, with decades of experience, since 1967. till today, in Vojvodina the participation of youth in the population, and then real growth, is determined by laboratory analysis, on the basis of the examined lens of the eye of hares, caught in the first hunts (October-November). This method has been applied since in 1967. up to 1987. (Agriculture in Novi Sad), and since 1987. till today in the laboratory for Hunting in the Hunting Association of Vojvodina. By laboratory analysis and procedure of the lens of the eye of caught hares, (a sample of at least 30 eye lens - lens cristallina), is determined the participation of young people in particular micropopulation, and on that basis the real growth is determined. After that, with data obtained from each year in this way, from the hunting area from which samples were obtained, professional service of the association with obtained data on the number of hares in the spring and finished shooting in the previous year, sends professional recommendation. This recommendation consists of the following: if a growth is small, and when the participation of young in the population is below 50%, then any further hunting should be suspended, if this percentage is above 50%, and if a good spring fund is on disposal, they can be hunted according to the plan.

Although this method is applied in other countries (Hungary, Czech Republic and others.), the highest application it has in the hunting grounds of Vojvodina, and according to the current density, it certainly has justified the confidence in professional and scientific workers as well as hunters on the fields (hunting grounds).

There are several methods for determination the age of hares, such as: age determination based on ossified lump located on the lower end part of the elbow bone (Styloides ulnea), then based on the lacrimal bone and on the basis of ear splitting, but those methods related to the first are quite unreliable.

Age determination of hares

The study of the ideal annual growth of the hares

Number of litters and number of fetuses in bunnies (ideal growth), first were studied in the Pearl Island by prof. **Valentinčić (Valentinčić S., 1955)**. It was determined the ideal growth and number of litters in 1954. and in 1955. Based on these studies it was found that the average female hare has baby bunnies five times, which means that there are five litters.

The first litter occurs between 8 and 25 of March with the epicenter 18 to 20 of March. The main mating (breeding) of female hare runs from 25 of January till 11 of February, with the epicenter approximately on 5 of February. In the second year of study having baby bunnies is started massively from 1 to 20 of March with the epicenter from 10 to 15 of March. The main mating (breeding) of female hare began about 17 of January and lasted until 5 of February with the epicenter from 27 of January to 1 of February.

For the first litter the average of offspring per female for those two years has been determined at 1.23 cubs per female.

For the second litter for the first year of the study has determined that there were between 25 of April and 5 of May, which means that the second mating of female hares were between 15 and 25 of March. The average number of offspring in the second litter, studied for two years, was 2.9 offsprings per female per year (bunnies).

Third litter for the first year of the study was between 5 and 23 of June, with the epicenter about 15 of June and the third mating (breeding) of female hares were between 23 of April and 15 of May (with the epicenter around 5 of May). For the second year of study the third litter was at the end of May, and the third mating (breeding) of female hares was about 20 of April. The average number of the youth in the third litter for two years was 2.75 offspring per female hare.

The fourth litter was from the end of July to 10 of August, with the epicenter about 5 of August, and the fourth mating (breeding) of female hares was between 20 and 30 of June, with the epicenter about 23 of June. The average number of offspring per female hare in the fourth litter is 1.20 bunnies.

The fifth litter was between 5 and 20 of September (with the epicenter around 12 of September), and mating (breeding) of female hares between 25 of July and 10 of August, with the epicenter about 1 of August.

Based on the study of Valentinčić (Valentinčić S., 1955) was found that most bunnies were born in the first litter from 10 to 20 of March, in the second from 25 to 30 of April, in the third from 1 to 15 of June, in the fourth from 1 to 15 of August and in the fifth litter from 12 to 25 of September.

All this suggests that the mentioned days, or whelping time, are the most decisive for the survival of the whelped hares (meteorological factors, field work, peace in hunting ground, feathered and furry predators, dogs and cats, etc.).

When talking of five litters, it doesn't mean that every female hare give birth five times. Hence, the entire hare fund is considered, not some female hares.

Based on these studies, the ideal growth in the first year of the study it is determined up to 10 offspring per female hare, and in the second year, slightly lower ideal growth is determined, which amounted up to 8 bunnies per female hares.

Based on the above it was found that the ideal growth in the second and third litter (average of 2.90 and 2.75 as for the two litters totaling 5.65 bunnies per female hare), which is the most important for the preservation and prognosis of real annual growth, and those two litters are the carriers of the whole growth. The percentage of these two litters compared to the first year of study was over 56% and over 70% compared to the second year of study.

The second and third litter actually carries population and if these two litters survive, a good hunting season may be expected, under the condition that we have a solid game fund in spring. It also means that for the two litters of crucial importance are conditions for the survival of bunnies in these days in the last decade of April and the first half of June, and how many predators are in the hunting ground.

It is also interesting that no young female hare was found who was whelped in the same year so she could be pregnant in the first year of her life.

With the three-year research of Jovanovic and Aleksic (Jovanovic, V. and Aleksic D., 1976, p. 283) of ideal annual hare growth, it was observed that hare mating does not begin before 10 of January. They found that the terms of some litters were: the first, from 23 of February to 15 of March; the second, from 9 of April to 29 of April, the third 22 of May to 11 of June, the fourth, from 3 of July to 23 of July and the fifth litter from 15 of August to 4 of September.

Analyzing the data for three years together (1974-1976) the following facts have been determined:

- That in the first litter was pregnant 57% of hunted female hare and that 0.6 fetuses was the average per female;
- In the second litter 88% of the hunted females were pregnant with an average of 2.5 fetuses in the wombs;

- In the third litter 92% of the hunted females were pregnant with an average of 3.9 fetuses;
- In the fourth litter all hunted females were gravid with an average of 3.4 fetuses and
- In the fifth litter 46% of the hunted females were pregnant with an average of 1.2 fetuses.

Considering all three years, it can be concluded that from the total number of hunted females, **pregnant was 79% (research of Valentinčić for two years, the average was 68%), and the average number of fetuses per litter was 2.4 (Valentinčić research for two years, the average was 1.5).** The largest number of fetuses for three years was determined in the third and fourth litters (3.9 and 3.4), **while with researches of Valentinčić the largest number of fetuses was determined in the second (3.3) and the third (2.5) litter.**

With researches of Valek (Valek J. 1976) from 1968. until 1974. for Czech conditions of the hunting grounds was found that the first gravid females appear in February (63.5% were pregnant). In March, the number dropped to 60%, in April, May and June was from 74 to 77% and 65.5% in July and in August only 53%. In September solitary pregnancies are determined.

In February, in the uterus of pregnant females an average of 1.3 fertile eggs was found, in March an average of 2.3, in April an average of 3.1, in May 3.6, in June an average of 3.2, in July, 3.3 and in August 2.7.

Out of 159 pregnant females, 29.6% had three fertile ovum, 22% - four, 21.4% - two ovum, 18.2% - one, 8.2% - five and 0.6% - seven ovum.

Depending on the number of pregnant females and the mean number of fertile ovum in the breeding months, Valek, 1976, determined form of litter per months. From the overall number of offspring born in March was 6.3%, in April, 10.4%, in May 18.0%, in June 20.0%, in July 18.2%, in August 16.3% and in September 10.8% of bunnies.

By the examinations of Novak (Novak, E., 1960) on the effects of temperature and sediment on the in the **hare population density, it was found that, the March "bunnies" are irrelevant to the overall production.**

Jaksic (B. Jaksic, 1956) states that the offspring of the second and the third litters are numerous and, in terms of the number of offspring in some litters, stronger in the years following unfavorable years for hares. He also states that no litter in number reached the average of four individuals.

Romic (Romic S., 1965) when investigating fertility of the female hares, classified them into three groups: young females to 3.70 kg, mean old females from 3.70 to 4.70 kg and old females over 4.70 **kg. The average number of fetuses in the female hare's womb was: 1.54 in mean old females 2.56 and 2.20 in the elderly.**

Donchev and Trpkov (Donchev I and Trpkov B., 1971) found that the development of the embryo begins in some female hares in January, and that female hares give birth til August.

Material and method

Determination of the real annual growth of hare

To determine the age of hares there are several methods. Some of them are very simple and do not require special expertise or technical analysis for the application, while others are much more complicated, so for their use, in addition to trained technicians, and a well-equipped laboratory is necessary. Of course, the accuracy of determining the age of hares is far greater, and the data obtained by this second group of methods are more reliable.

In determining the age of hares, known methods are based on the color of the coat of the forehead, ease of splitting ears, body weight, degree of ossification of the lacrimal bone and the like. Conclusions on age, based upon them, should be used with a lot of reserves.

By changing the understanding of the role and significance of a hare, as a member of modern biodiversity and by development of game management, as the industry branch, leads to the development of new methods.

According to Selmic, in 1981., in 1931. Mr. Stroh introduced a new method of determining the age of hares based on the fact that the epiphysis **lump on ulna of hare's forelegs is lost in time of** complete ossification of these bones, ie. at age of 9-12 months. This disappearance of the epiphyseal lump has become the subject of many scientific researches and discussion (W. Rieck, in 1963. Szederjeii MIA, L. Studinka, 1959).

An advantage of this method is the ease of implementation and use in the open countryside, and the biggest disadvantage is the unreliability of the results obtained during their application on the study population, according to Šelmić, in 1981. according to Bujalski and as. 1965 Waldhovd, in 1966.

Semozorovova (Semozorova I, 1975), in order to determine the age of a hare, the degree of epiphyseal of these fortified bone was determined by x-ray machine, which gave slightly more accurate results, but the research was more expensive.

Quite a different approach - of age determination of hares

According Šelmić (1981), Lord (1959) introduces the application and explains a new method for determining the age of hares. This author did an experiment on Floridian hare (*Sylvilagus floridanus* JA Allen, 1890), and a method of determining their age is based on the phenomenon that was first observed by English ophthalmologist Smith (1883). According to research of Selmic (1981), Lord quoting Lemsiga 1952 than he Kraus O. 1934 than he Clappa 1913 than he WJ Collins 1905, than he ET Collins in 1894, and then he Smith in 1883., studying disease of a crystalline body and eyeballs. Smith noted that the growth of the eye lens is not stopped as the growth of other organs of the body, but that it continually grows the entire period of life (Jovanovic, V., et al. 1971). Precisely on this fact, Lord has based his hypothesis, that it is possible to determine the age of the hare on the weight of dry eye lenses, which proved by Floridian experiment on 92 hares of known age. The method has proved to be powerful, not only in the separation of the young hares in one year old and older, but it has made possible to accurately determine the age within these classes, birth month in youth and year of birth in old hares. Lord is in this work, also examined the

dependence of wet lens weight, lens volume and the percentage of dry matter of the lens compared to the age of the hare.

In the European literature of determination of the hares age, this method is mentioned as Rieck because of that, as this writer applied it first in the European hare - *Lepus europaeus* Pallas, 1778 (W. Rieck, 1962), as he stated in his works, he was inspired by the work of Lord. Since at that time hunting of hares in Germany was from mid-October to mid-January, the use of Stroh method for determining the age of hunted hares gave not objective results. Due to the aforementioned lack Rick concurrently was investigating the application of both methods and found that from 4 of **November 8% of young hares don't have Stroh mark. The most comprehensive comparative study of these two methods, according to Šelmić (1981) worked Krystyna Cabon - Raczynski and Jan Raczynski in 1972.**, on a sample of 2,277 hares. These authors have reported the presence or absence of epiphyseal growths by palpation, and at the same time, they determined the weight of dried eye lenses. They found that the limit value of weight of dried eye lenses between youth to one (1) year and over one year old is 275 mg.

These authors also found that no hare, which had epiphyseal lump, did not have heavier dry lens of the eye than the established limit values between young and old. Based on their results, it can be concluded that the use of Stroh method is limited to individual cases of age determination, when it comes to studies that used capture-recapture method, as Andersen and J. Jensen B. applied in their researches (1972). But since Stroh method gives the results up to 20% less than the actual situation, this is not reliable in population dynamic studies, in which the method of dry eye lens weight is superior, and with its results disqualifies Stroh method. However, despite the obvious deficiencies of Stroh methods, there are authors who consistently used it today.

Based on the weight of eye lenses. - Several other researchers have used the method of estimating the weight of the dried eye lens to determine the of the age of, not only hares, but other species of game. Some of them have examined the influence of different fixation treatment **and drying of eye lens on the accuracy of the results. So Šelmić (1981) found that by freezing of eye lenses their weight was drastically reduced and imprecision was increased. Šelmić (1981) recommend, for the best results, that the drying carried out at a temperature of 60 ° C and Cerne (1979) at 110 ° C.**

In the former Yugoslavia, determination of the age of hares based on the dried eye lenses first started prof. Bogdan Jaksic, by following parallel body weight as well as the state of ossification of the aforementioned lump on elbow bone in examined hares. The study was conducted on material taken from 300 hares. Based on these researches, Jaksic came to the following conclusions: weight of old hares was usually between 3,600 and 3,900 g, and the weight of their eye lenses between 250 and 490 mg. He noticed an extremely low incidence of animals with a body weight of 2,800 to 3,300 g and 3,800 g. By comparing methods of age determination, with the respect to the presence or absence of a lump in the and part of the elbow bone and the weight of eye lens, samples were found in where there were no lumps (according to that method old hares should have been considered), and the weight of eye lenses showed that they were young rabbits, and vice versa. Presented research was accepted with caution, because it was a small sample (300), and

the year in which the survey was conducted (1961-62) was quite unfavorable, because hare weighing from 2,800 to 3,800 g were very rare, as it could be anticipated that the hares from the May-June's litter died due to unfavorable climate and other factors.

In the laboratory of the hunting of Agriculture University of Novi Sad, this method of determination of the age of hares was used in 1967. (led by prof. Vojislav Jovanovic). The procedure of fixation and processing of materials is done in the way that to the hunted hare carefully is removed the eyeball that is put in 5-10% solution of formalin (formaldehyde) and holds there for 3-4 days. After that time, the lens is removed and dried for 72 hours at a temperature of 55-60 ° C in a thermostat, and as completely dry, measure on the Meltzer scale with an accuracy of 5 mg. Uniformity ways of stuffing, drying and measuring of the lens from the start of adoption of this method by the laboratory ensures that opens the possibility of comparing results from different years. Thus obtained data have been used to investigate the effect of various meteorological factors on hares growth (Jovanovic, V. et al., 1971) and determining the real hunting quotas of hares, as the measures of active protection of hares population in Vojvodina (Šelmić V., 1981).

Based on weight in the dry state, the division of the population is done into six age classes: I age class up to 100 mg - hares up to 3 month old; II age class from 100 to 200 mg – hares old from 3 to 6 months, III age class from 200 to 280 mg - hares old from 6 to 12 months; IV age class from 280 to 310 mg - hares old between 1 - 2 years; V age class from 310 to 370 mg - hares old between 3 - 4 year, and VI age class over 370 mg - hares old over 4 years.

The limiting values **between age classes were determined based on research of Šelmić (1981)**. This research in Vojvodina have been continuously working for 46 years (1967-2012), and until now, 371 612 eyes of hunted hares have been processed and measured out of 9,015 samples.

Innovations in laboratory processing of materials

Laboratory techniques of eyes processing of hunted hares from the first few hunts are consisted in the fact that, upon the receipt of the samples, eye lenses are placed in 5-10% formalin solution to fixate. The eyes are kept for at least three (3) days in solution, after which the lenses are extracted from the eyeball and placed in the thermostat at 37 °C to dry for a period of 3-4 days. After that, the precise Meltzer analytical scale measures dried eye lenses. This technique has been applied till 1989. when, at the suggestion of Prof. Dr. Nestor Šijački from the Faculty of Agriculture in Novi Sad (in the lab for hunting) a correction was made. The correction of the method consisted in the fact that after obtaining samples from the field, from the first hunts, vitreous of the eye were immediately separated (lens cristallina) from the outer part of the eye and placed in 10% formalin solution in which it was for 48 hours. After that, by separating of the vitreous part of the fluid, they are placed in a thermostat at 37 ° C until reaching a constant weight (for 2 to 3 days). Such dried eye lenses were measured on the precise Meltzer analytical scale in mg. After measurement of all samples from a hunting ground, data are classified according to the weights by age, as already mentioned in the previous section. Due to the changed mode during the laboratory processing of samples, time is reduced (fewer days for the processing of samples), and the entire process is simplified.

A practical method

As noted, these researches have been conducted in Vojvodina for 46 years and so far, this method has given excellent results and thanks to it, only realistic was hunted. Realistic means that not interfered with breeding stock and it was hunted just as much as our nature "allowed", so that in a large number of hunting grounds hares were preserved. Nevertheless, it is the most important that almost all hunting grounds in Vojvodina have adopted this method as "their" and from the first hunts they sent (those that hunt a hare) one by one lens of the eye of each hunted hare, which is kept in the laboratory, and then follow the treatment of the sample as described above under "shorted" process. Tests are performed for the first hunts, that means in the fall, when the most of young hares are grown up.

Based on the determined participation of young hares in the population (up to one year old) at the beginning of the hunt and the criteria for assessing the real growth (Šelmić V., 1981), as well as data obtained from hunting societies - section on the spring number of individuals, and hunting performed in previous year, professional service is able to, for each processed sample obtained from the field, give a recommendation on hunting opportunities according to plan on to the end of the hunting season, or should it be reduced hunting quotas for that year. The proposal for reducing hunting quota refers to the greatest extent to those hunting organization in which in that year was found that the participation of youth in the population is less than 50%, and therefore the real growth is small and in hunting ground have a low density (for example under 10 individuals per 100 ha).

Based on the above set of criteria and based on the spring number of hares, the condition of each specific population and micropopulation of hares is determined and on that basis, recommendations are given to the hunting clubs - sections on possible revisions of hunting plans.

Table 1. The criteria for determining the participation of youngs in the population and the real gain in relation to the numerical strength of hare in the spring

Evaluation of growth	Participation of young hares in the population	Periodic real growth compared to the numerical strength in the spring
Very low	till 40%	till 20%
Low	from 41% - 50%	21% - 40%
Good	from 51% - 57%	41% - 62%
Very good	from 58% - 63%	63% - 90%
Excellent	over 64%	over 90%

It happens that the hunting grounds which have high density populations of hares in the spring (as the hunting clubs in Vojvodina, where in the spring the average number in hunting ground is over 50 individuals per 100 ha, for example, a hunting ground is good if its density is between 25 and 30 individuals per 100 ha) may have a small real growth, but can hunt as planned because their numerical strength in the spring and in the fall is beyond the capacity of hunting ground.

In the hunting grounds where there is small number of hares in the spring, it is possible that the real growth is twice higher than in the previous example, so in those hunting grounds a minimum hunt is recommended (is only rational hunt) as long as the planned capacity of hunting ground is achieved.

The increase in the population of hares during a year depends on a number environmental factors, modern machinery, and pesticide use in hunting, increased numbers of predators and similar, so these researches so far are valuable because they "kept" hares in Vojvodina.

Results and discussion

The coefficient of periodic real growth

The coefficient of real growth till the hunting season, calculated on the basis of the participation of young hares in the population at the beginning of the hunt, is balanced for the entire test period, except in 1993 (2.26) 1994 (2.33), when the highest participation of young in the population was recorded, and thereby the highest real growth for 46 years, since this method have been applied in practice (Figure 1). Numerical strength of mega-population of hares in Vojvodina (Figure 1) for the observed period from 1967. to 2012. is balanced, except in 1971. when the minimum strength was recorded (Vapa et al., 2007). Because of this fact in the hunting grounds in Vojvodina during two years, a total ban on hunting was introduced (in 1971.and 1972), except for experimental purposes (Vapa Lj., et al., 2007). The maximum strength was in 1995.

The hunting for the same period ranged between 35 and 45,000 in the most years, with the average for the entire period of 42,635 hares. The largest annual harvest was recorded in 1985 (63.591), 1986 (61.667) and 1994 (65.848) and the annual percentage usage of 13.2 (1991), when in the whole Vojvodina, because of the war in the neighboring, a partial ban on hunting was introduced. The same percentage was recorded in 1996. and 1999 (10.1), and in 2012 - (Only 8.95%), when the most of the hunting grounds stopped hares hunting, because the year was disastrous drought, with an increased number of predators, particularly foxes (oral vaccination was done). The highest percentage of the use was recorded in 1983 (21.8) 1984 (21.2) 1985 (23.3) and 1986 (22.7), with the average for the entire period of 16.44.

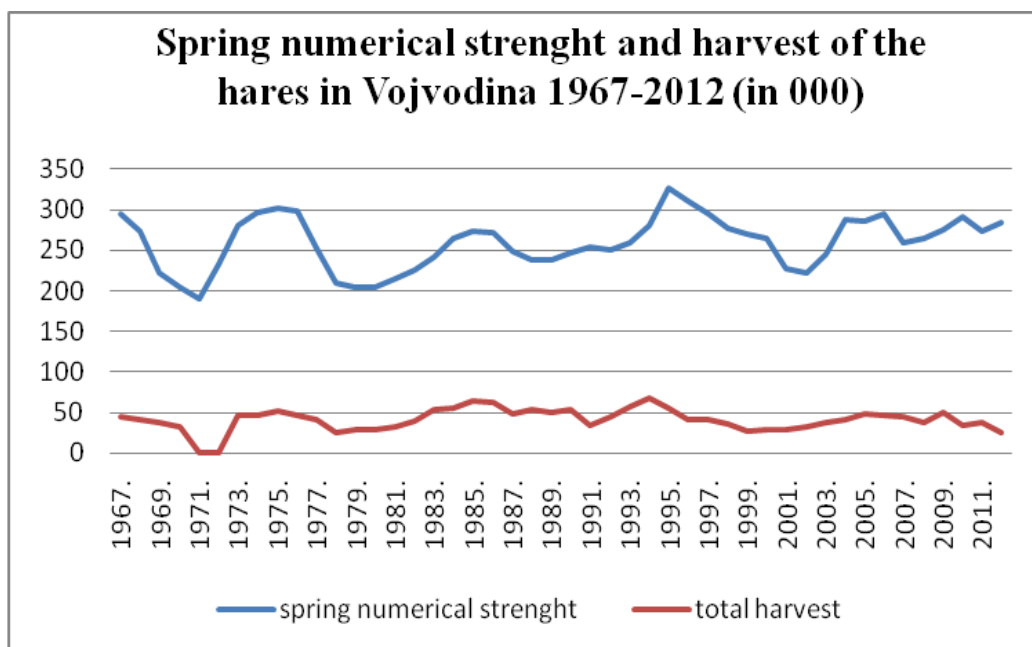


FIGURE 1.

The participation of young hares in the population (Figure 2) at the start of the hunting season, during which samples are processed (one eye lens was removed from the hunted hares from the first hunts), and determined real growth have a balanced flow. The minimum participation of young hares was recorded in 2010 years (38.0%), and 2012, (43.5%), with the average for the completely observed period of 58%.

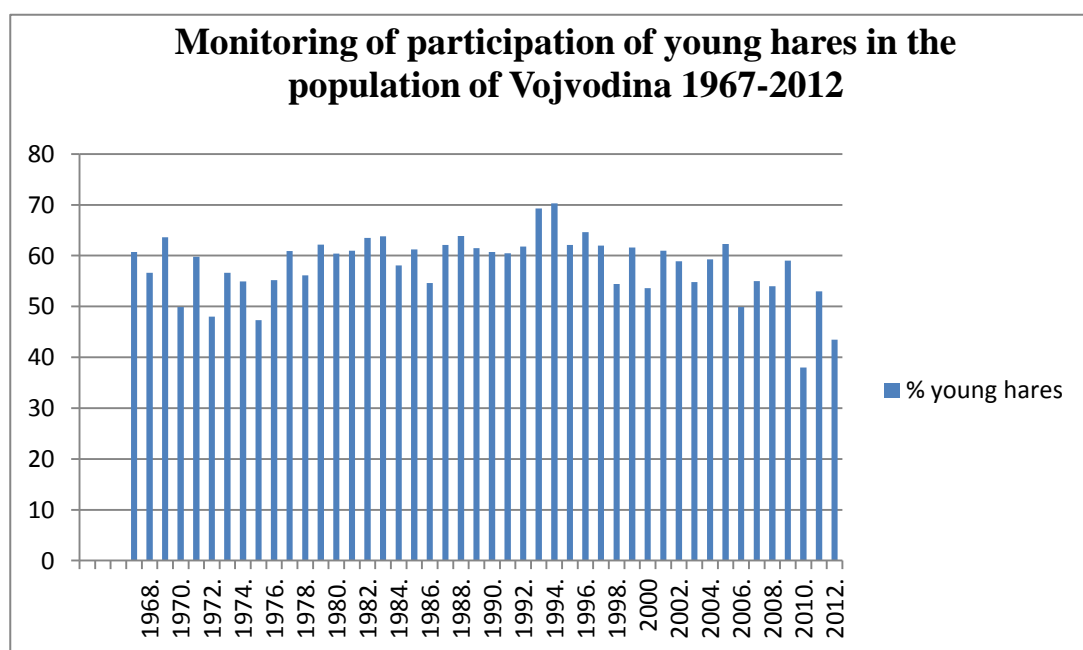


FIGURE 2.

The coefficient of real growth (Figure 3) was minimal in 1972 (1.25), when a hare was not hunted throughout Vojvodina, but only experimentally, and in 1975 (1.33) and the lowest value repeated in 2010. of 1.13 and in 2012 was 1.24. The maximum ratio of the real growth was recorded in 1993 (2.28) and 1994 (2.33), with the average for the whole observed period of 1.67.

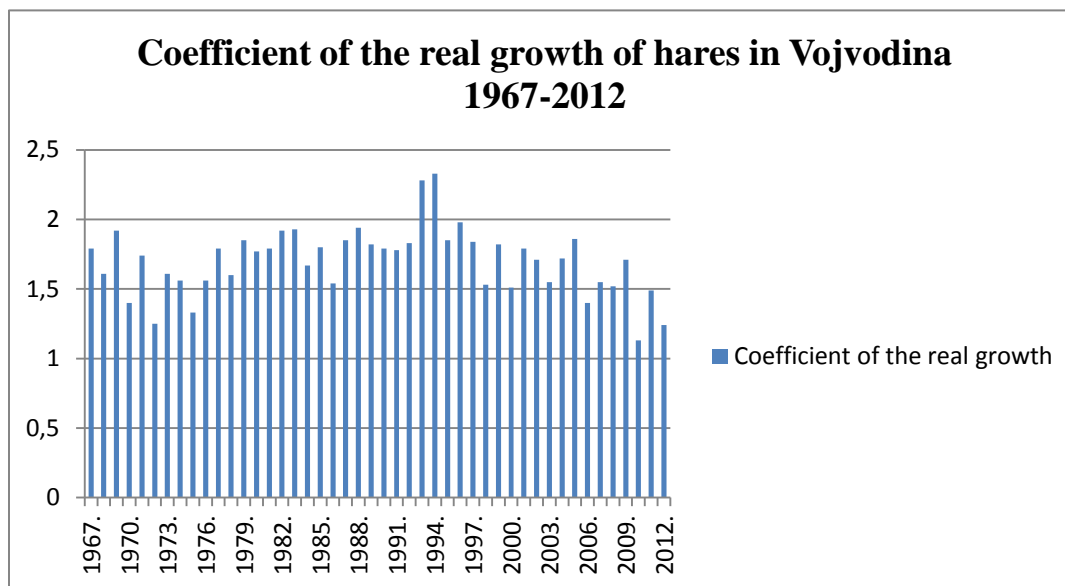


FIGURE 3.

Conclusion

Determination of youth participation in the hare population in Vojvodina, and based on this parameter real annual growth hare is an invaluable contribution to balancing quality hare populations, using data of the spring numerical strength or loss (winter) to rational planning and management of hunting with a population of hares. These studies are aimed at preserving the population primarily in the hare hunting grounds, and all other countries in which this method is applied.

Determination of real annual hunting quota of hares, based on these studies, it may be accurate enough to determine the participation of young rabbits in the population, and based on this parameter, the real annual growth. For quality balancing of micropopulation for which determines the participation of youngs and the real growth is necessary to know the ecological population density in the spring, and just before the hunt. Since the numerical number is not determined in autumn, to calculate the hunting quota, in Vojvodina based on numerical strength in spring and obtained real gain for each year comes to autumn conditions. Obtained from such a situation, we are able to get to the computation of winter losses realized by subtracting the hunting of the year and subtracting the strength of the spring obtained by counting the hunting ground in the next year. Losses of 30% of the numerical strength of spring are used in preparing planning documents (Valentinčić, 1956, Šelmić, 1981). Ristić and research Matejević, (Ristic,

Matejević, 2010), winter losses and losses in the period of reproduction are 32%, and the authors suggest them as planning documents for realistic planning of hare population.

Method for determining the participation of young hares in the population in Vojvodina, and then received real periodic gain was fully accepted by hunting organizations and hunting grounds which sends eye lenses of the first hunts, and then, after laboratory processing waiting for recommendations on suspension or continuation of hunting. Due to this fact, it can be concluded that more than 70% of hunting grounds have stable populations of hares, and thus secured the permanence of management with hare. This is very difficult in the management of small game, especially in the open hunting grounds.

In the preparation of planning documents (management plan), in preparing the dynamic of hares population, it is recommended to use the average real gain coefficient of 1.65 till 1.70 that was obtained on the basis of decades average of stable population. Using a larger coefficient than it is predicted, it can in a short time reduce the number of hares in hunting area, that is to unrealistic harvesting.

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Session 9: Thematic routes

Creating a Cultural Tourist Route in Subotica based on the Art Nouveau Architecture Projected by **Marcell Komor and Dezső Jakab**

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Abstract

Subotica is famous for its exceptional cultural heritage in the style of Art Nouveau. The main features of Art Nouveau architecture are unrestrained forms full of curved lines, wavy shapes and unusual color combinations. The use of new materials as well as geometric and floral motifs has become favorite design elements that can be found on the facades of the buildings in Subotica.

There are more than 100 buildings in the city that were built in the style of Art Nouveau and 14 of them were built in the Hungarian version of this style. Some of the most famous buildings, such as City Hall and Synagogue, were projected by **Marcell Komor and Dezső Jakab**, the main representatives of Art Nouveau in the architecture of Subotica. Their influence is visible not only throughout the fact that the buildings they projected became the symbols of the city, but also because they were responsible for bringing Hungarian Art Nouveau to Subotica. Although the scope of their work in Subotica is not particularly large, each one of their buildings became a symbol: Synagogue, the building of Jewish church municipality, City Hall, Subotica Savings Bank Palace, Aloiz Polakovic tenement palace and a **large complex of buildings in Palić**. These buildings are exceptional for their location and size, and they make Subotica worthy of its name - city of Secession.

As an addition to the existing cultural route of secession in Subotica, which was made as a part of the IPA Cross-border co-operation programme and includes a route which connects Szeged in Hungary and Subotica and Sombor in Serbia, it is necessary to develop and implement a route which would connect the buildings projected by Komor and Jakab. This route could present Hungarian Art Nouveau in a new and different way and introduce

Subotica as a city in which these prominent architects from Budapest left their traces. The purpose of this paper is the presentation of the cultural route based on the architectural sites projected by **Marcell Komor and Dezső Jakab**, as well as the analysis of its opportunities and possible ways of implementation.

Keywords: art nouveau, Subotica, cultural route.

INTRODUCTION

The first mentioning of Subotica in written documents dates from May 7th 1391, however the settlement has surely been older. It has been established that people inhabited these territories even 3000 years ago. The City of Subotica is located on the north of the Republic of Serbia, along the main European corridors and between two rivers: the Danube and the Tisa. Rich cultural heritage assets, lavishly decorated buildings, multicultural spirit and European charm – these are the features that make this city distinctive.

This city in the heart of the Pannonian basin, is famous for its exceptional cultural heritage in the style of Hungarian version of Art Nouveau. Art Nouveau is a specific artistic movement in Europe that developed at the end of the 19th century. The style was opposite to the previously accepted and officially recognized forms of art. There are more than 14 buildings in Subotica that were built in the style of Art Nouveau and the most famous are City Hall and Synagogue. Secession is very often referred to as Art Nouveau, and its main representatives in the architecture of Subotica were **Marcell Komor and Dezső Jakab, who formed an architectural partnership in 1897**. They both graduated at the Technical University in Budapest, worked in the various architectural bureaus, and they both joined the office of Ödön Lechner. They can principally be seen as followers of Lechner's attempt to establish an unique Hungarian style of architecture. With the arrival of these two Hungarian architects, the city underwent an urban renewal that, in accordance with the modernity of the day, transformed it into the main centre of Serbian Art Nouveau.

THE DEVELOPMENT OF NEW ART – ART NOUVEAU

After the era of absolutism, in which the leading centres of art and culture had been related to courts and capitals, 19th century industrialization released the energy accumulated in the provinces, and all over Europe the artistic explosions occurred in the provincial areas, each of them essentially being a different manifestation of the very same tendency. The wish for **individuality and one's own identity, often accompanied with the need for articulation of one's national sentiments, resulted in the creation of the art movement which assumed**

various names in different environments: in England it was *Arts and Crafts Movement*, in France: *Art Nouveau*, in Germany: *Jugendstil*, in Catalonia: *Modernisme*, in Vienna: *Secession*, etc. (Vasović, 2005). Many of these countries' provinces saw the birth of a local, autochthonous style based upon the common ideas.

Art Nouveau developed in Europe in 1892, due to the action of the artists from Belgium and Germany. Secession was formed in opposition to the existing and officially recognized forms of art. Groups of artists distinguished from these forms and formed new affiliated societies, as a part of the desire to resist conventional academicism. The main features of Art Nouveau architecture are wild, unrestrained forms full of curved lines, wavy shapes and unusual color combinations. Emphasized asymmetry and use of new materials and new construction techniques provided buildings a certain plasticity and sophisticated, sometimes even exaggerated, décor of the Art Nouveau ornament – playfulness (<http://www.senses-artnouveau.com/biography.php?artist=sec>).

The first attempts to create the Hungarian version of Art Nouveau were based on the application of simple linear ornaments, with the traditionally conceived architectural elements. The next generation of architects turned to the development of the construction methods of the buildings. They studied the manner of construction and building materials thoroughly, and developed a new style, based on the simple lines (<http://www.art-nouveau-around-the-world.org/en/pays/hungary.htm>).

There were two crucial moments in the development of the Hungarian version of Art Nouveau. The first one is represented in the way in which some artists and architects saw the meaning of this style. They believed that the sources of unique Hungarian folk art could be found in the art of the Far East, and found the commonalities between these two artistic worlds in slightly rounded forms of architectural units, in the broad pillars and the wide multitude of wall ornaments. The second crucial moment for the development of Hungarian secession was the encounter with the art of Finland on the World Exhibition in Paris in 1900. The common origin of these two nations led to the rapprochement of the artists of the two countries. The Finnish Art Nouveau was inspired by primitive folk handicrafts, and an uncommon sense of architectural layout replaced the previously developed central asymmetry of the buildings. These characteristics of folk art inspired the artists to develop the Hungarian version of Art Nouveau at the beginning of the 20th century.

The architecture of secession in Vojvodina is inseparably connected with the architecture of secession in Hungary. The territorial affiliation with the former Austro-Hungarian monarchy resulted in the appearance of the same architects and artists in this region and in Budapest, as well as in the other areas of the monarchy (Duranci, 2005).

Changes that originated in Europe slowly found their way in Subotica's architecture as well, but were further developed in two directions, two distinct currents. While one current gravitated toward European cities such as Munich, Vienna, Paris and London, the other, more dominant one, turned to the national, Hungarian version of Art Nouveau - Secession. Although the European version was more abundant, the Hungarian version, with only few buildings, yet exceptional for their location, size and purpose, dominates Subotica and makes it worthy of the name City of Secession (Jovčić and Banjanin, 2013).

MARCELL KOMOR AND DEZSO JAKAB – THE SCOPE OF THEIR WORK IN SUBOTICA

Name of the architect **Dezso Jakab** (1864-1932) was mentioned for the first time in Subotica in 1895. As an independent architect, Jakab made the drafts for the two-story tenement palace for a merchant from Subotica, Ignac Kunec. The palace was made in the style of the late eclecticism, with the elements of the gothic style. His next piece was made in cooperation with the architect Marcell Komor (1868-1944), in the style of secession (Martinović Cvijin, 1988).



Fig 1: Marcell Komor and Dezso Jakab (www.szecesszio.com)

They projected the Synagogue, the first building built in the style of secession in the town, in 1899, and the project was completed between 1901 and 1902. The building of Synagoge represents a milestone in the usage of new decorative elements from Hungarian national motives, as well as in the revolutionary application of new construction materials and techniques. One of the most important pieces the two architects made together is the City Hall, built between 1908 and 1910, with the interior decoration completed in 1912. The main form of this massive building relies on the architecture of the baroque, but the concept of the useful areas and functional units and the usage of ornaments and coloring gives this building a true secession character. The richness of the materials used for its decoration – wood, stained glass, mosaics, ceramic tiles from Pécs – classify the City Hall among the top secession

style achievements. Staying in Subotica while the construction of the City Hall was in progress, Komor and Jakab made projects for a bank in the city center. Projected in 1907 and completed in 1908, Subotica Savings Bank Palace was the first bank in the town's main street. On its compact, convex rolled wall surfaces, Komor and Jakab developed incommensurable richness of zoomorphic and floral details subordinate to the style of secession, which were **"borrowed" from the inexhaustible repertoire of folk art. The work of the architects culminated with the construction and regulation of Spa Palić between 1910 and 1912.** For the purposes of the resort, they projected the Water Tower, Grand Terrace and Women Lido. During the construction of the spa objects, Komor and Jakab opted for a less strict version of Hungarian secession, which relies on the traditional wooden architecture of Erdely, carved and decorated with floral motives and lively coloring, characteristic for the folk art. In the axis **of the alley, near the lake Palić, they built a memorial fountain which contains written data about the procreation and the emergence of the lake and spa Palić. With the construction of these buildings the action of the two architects from Budapest ends, as well as the creativity in the style of secession.** After the Second World War, Komor and Jakab turn to the modern style (Martinović Cvijin, 1988).

The influence made by Komor and Jakab is visible not only throughout the fact that the buildings they projected became the symbols of the city, but also because they were responsible for bringing Hungarian Art Nouveau to Subotica and giving the town a new, characteristic look.

CREATING A CULTURAL TOURIST ROUTE IN SUBOTICA AND PALIĆ BASED ON THE ART NOUVEAU ARCHITECTURE PROJECTED BY MARCELL KOMOR AND DEZSŐ JAKAB

Although the scope of their work in Subotica is not particularly large, the influence Komor and Jakab left on each one of their buildings is large. Synagogue, the building of Jewish church municipality, City Hall and Subotica Savings Bank Palace are all exceptional examples of the Hungarian Art Nouveau architecture.

As an addition to the existing cultural route of secession in Subotica, which was made as a part of the IPA Cross-border co-operation programme and includes a route which connects Szeged in Hungary and Subotica and Sombor in Serbia, it is necessary to develop and implement a route which would connect the buildings projected by Komor and Jakab. This route could present Hungarian Art Nouveau in a new and different way and introduce Subotica as a city in which these prominent architects from Budapest left their traces. The route could include the Synagogue, the building of Jewish church municipality, City Hall and Subotica Savings Bank Palace, as well as the complex of the buildings in Palić.

Hungarian secession was introduced in Subotica by the prominent architects from Budapest, **Marcell Komor and Dezső Jakab in 1902. Their first joint appearance in Subotica is related to** their project of the new and unique building of Synagogue, designs for this building were made for competition organized in Szeged in 1899 for the design of Szeged Synagogue. The architects lost competition, but were soon accepted by the Jewish community of Subotica, providing that they also opted to build a new Synagogue. The construction works began in 1901 and the massive building was completed only one year later. Not only that Komor and Jakab made a difference by introducing the elements and the decorations based on the folk motives for the first time in Subotica, but also they deviated from the usual constructive scheme of this type of building (Duranci, 2005).

Contrary to the majority of other synagogues built in Central Europe at the time, that had longitudinal base, the Synagogue in Subotica has the central space with eight steel pillars arranged along the edges of a truncated-corner square. These pillars are simultaneously the **basis for the building's extraordinary structure (Martinović-Cvijin, 1988).**

In their upper zone, the pillars are mutually connected with horizontal steel beams, which serve as a support for the massive octagonal circumferential brick wall (tambour). Above the **tambour stretches a concrete dome with "rabic" netting, 8-10 centimetres thick,** whose rigidity and bearing capacity were provided by the ribs which are 50 centimetres high and arranged in the shape of a star. Near the apex of the dome there are eight of these ribs, each of them branching into two separate ribs, and with addition of 16 more ribs on the bottom, creating the total of thirty two ribs near the base of the dome. Above the concrete dome rises a wooden construction of the roof and tower which shields the rabic dome from the weather, **while simultaneously emphasising the dome's position viewed from the outside. Four smaller towers above the corner areas of the Synagogue serve to achieve the balance of the masses, as well as to emphasise the verticals of the Synagogue's four stairways. This way, by supporting the central dome by pillars, exterior walls remain unburdened, being just sheet-walls as they mimic the structure of a tent (Aladžić, 2013).**



Fig 2: The building of Synagogue in Subotica (www.subotica.com)

The decoration of Synagoge includes the elements with stained glass windows made in the famous workshop of Róth Miksa in Budapest, as well as the elements with Zsolnay tiles. Stylized motives of rose, carnation, tulip, peacock feathers and branches with leaves, which originate from Hungarian folklore art, are present in all decorative elements: from stained glass, plaster ornaments, decorative paintings to terracotta. The Synagogue is thus entirely original and unique edifice of Hungarian secession style which is present in all the aspects of the building, from the most general concepts of design, shape and construction, to its smallest details. The building of Synagoge represents a milestone in the usage of new decorative elements from Hungarian national motives, as well as in the revolutionary application of new construction materials and techniques (Martinović Cvijin, 1988).

After the constuction of the Synagogue, Komor and Jakab designed various buildings in the other parts of the monarchy. They returned to Subotica in 1907, when they received an order for the project of the bank. The construction began in the same year, and was finished only one year later, in 1908. Synagogue should be the starting point of the route based on the art nouveau architecture projected by Deszo Jakab and Marcell Komor.

Subotica Savings Bank Palace was the first bank in the towns main street. On its compact, convex rolled wall surfaces, Komor and Jakab developed incommensurable richness of **zoomorphic and floral details subordinate to the style of secession, which were "borrowed"** from the inexhaustible repertoire of folk art.

The main purpose of this building can be easily recognized by the symbols on the façade: a squirrel – a symbol of diligence, a beehive – a symbol of frugality and an owl – a symbol of wisdom.

The facade is bent around the corner, and the upper floor part is embellished with decorative ceramic elements inspired by folk art motifs and stone carvings. The Savings Bank Palace was the first building in Subotica with large glass surfaces instead of a massive, closed ground floor. However, the greatest value of this building is simply in its beauty, in the fact that its every color, every detail, every ornament is well thought and balanced (Martinović Cvijin, 1988).

The year 1907 was the year of the intensive engagement of Komor and Jakab, as the two architects were called to amend the character of the town. The same year, the Senate announced a competition for a project of a new City Hall.



Fig 3: Subotica Savings Bank Palace (www.visitsubotica.rs)

The mayor informed Komor and Jakab about his wish and idea of a new building in the style of baroque, which was meant to be built in honor of the Empress Maria Theresia and the period when Subotica got the status of the independent royal town in 1779. Komor and Jakab accepted these terms, but at the same time, created a project based on the Hungarian version of Art Nouveau, with a strong arguments to support this modification which would significantly reduce the costs of construction. They managed to impose their idea, so the new building was decorated in the style of secession. Subotica City Hall was being built between 1908 and 1910, while two additional years were spent finishing all the interior work. Due to its location, magnitude and flamboyant architecture of the new national style, City Hall became “the monument to an epoch of high aspirations, great potentials and great achievements”.

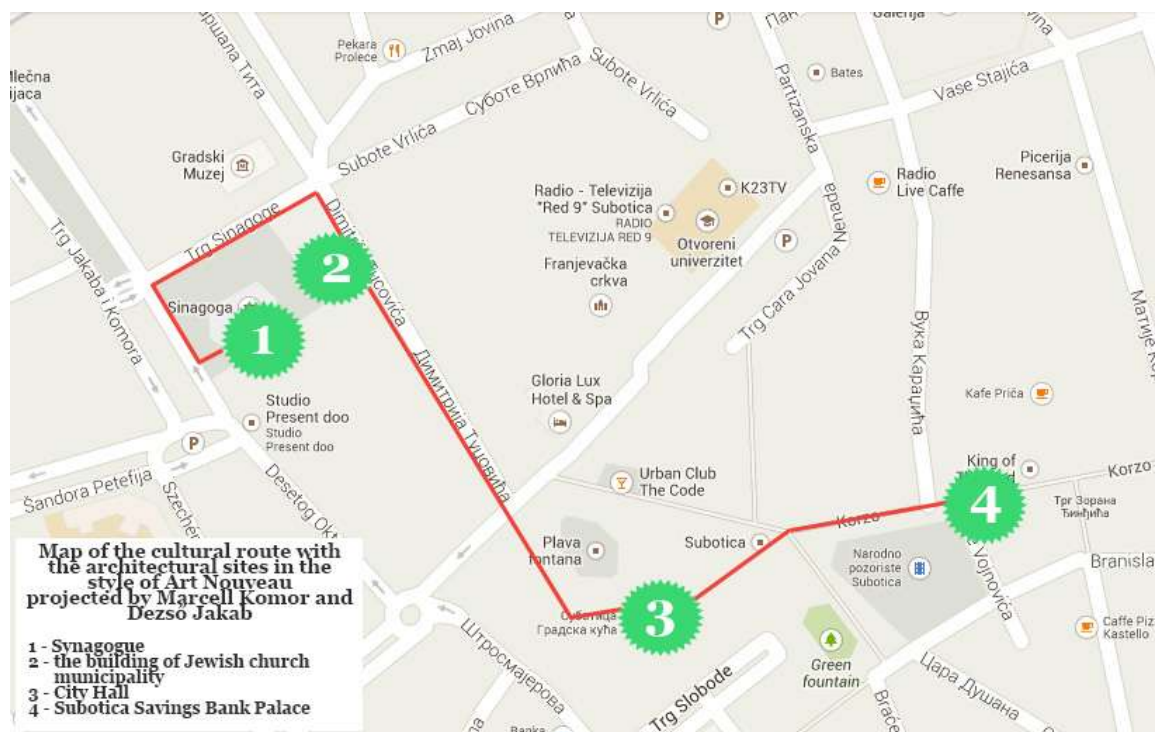


Fig 4: City Hall (www.subotica.com)

In its layout, City Hall drew on the baroque concepts, but the introduction of a series of innovations such as four court yards, a staircase in the transverse tracts that divide the yards, as well as opening of shops and a town tavern on the ground floor, resulted in the creation of a contemporary building in line with present demands.

The first floor featured town's government and administration, the second town's police, while the third constituted town's prison. All the offices were oriented to the street and the corridors were oriented to the yard. Within the building, there was a hierarchy of areas according to their attractiveness. The grand hall, offices of the Mayor and Great Prefect were oriented to the Square of the Republic and had the most opulent furnishing (Aladžić, 2013).

Decoration of the building in the style of Hungarian secession was inspired by the motives taken from Hungarian folklore art of Transylvania. It was made based on the drawings of **Dezső Jakab, through the joint effort of the architect and craftsmen.** The richness of the materials used for its decoration – wood, stained glass, mosaics, ceramic tiles from Pécs – classify the City Hall among the top secession style achievements.



Map 1: Tourist route in Subotica based on the Art Nouveau architecture projected by Marcell Komor and Dezső Jakab

Palić lake and the settlement are located 8 km east of Subotica. Palić gained fame as a spa resort and elite summer destination at the end of the 19th century. At the beginning of the 20th century, the task of spa expansion and renovation was appointed to the architects Marcell Komor and Dezső Jakab.

The ensemble of Palić buildings that belong to the Hungarian Art Nouveau movement was inspired by Transylvanian folk art. Parts of this ensemble are the Water Tower, the Grand Terrace, the Women's Lido, the Music Pavilion and the Memorial Fountain (Jovčić and Banjanin, 2013).

Komor and Jakab brought the idea of connecting architecture and atmosphere of the Grand Park to perfection. Each of these structures is different, depending on its function. The strict border between the outer and inner space is lost by applying passages, porches and terraces. Intertwining of nature, architecture and interior design is probably the greatest value of these Art Nouveau buildings.

All these buildings, designed by the two greatest Art Nouveau architects, have become symbols of Palić. The unusual architecture of these buildings intended for relaxation and recreation, attracts and invites visitors even hundred years later. Now, there is very high rate

to these building start being included in the cultural route "Cities of secession – Subotica and Szeged".

The Palić Water Tower is located in the Grand park, represented with an unique ambient, where natural values and architectural heritage create an overall harmony. The symbol of a peacock, represented on the shape of the Water Tower, stands as an early Christian symbol of resurrection. It was chosen to represent a new beginning of the future spa. The Tower was built in 1912. It stands right at the main entrance of the spa, leading from the middle of the forest, starting at the main road, to the Vigadó and directly to the lake. The builders, Marcell Komor and Dezső Jakab intended several purposes for the water tower: it operates as water tower as its basic function, it is the main entrance of the summer resort and also a stop for the tram arriving from Subotica (Martinović Cvijin, 1988).



Fig 5: The Water Tower in Palić (<http://www.park-palic.rs/images/tinymce/Vodotoranj.jpg>)

It is surrounded by the Grand Terrace, Music Pavillion, Women's Lido and numerous cafes, restaurants, villas, wineries. Typically, buildings that are surrounding lake Palic were designed in Hungarian Art Nouveau style.

The Grand Terrace is a part of spa buildings intended for relaxation and enjoyment. The main and the largest Palić's building, through which the central promenade trails, is the most

important building made by the Palić's constructors of the 20th century, Dezső Jakab and Marcell Komor. The grand opening of the Grand Terrace was in 1912 and since then, it served as kur-lounge and entertainment venue, with a multipurpose ballroom, pastry shop, restaurant, shops and two large balconies, gently curved. The upper floor was renowned for its monumental ball room. Allegedly, the second indoor tennis match in the world was held in this ballroom. A restaurant and a pastry shop were on the lower level of the building. Two open terraces that embellish the front of the building are decorated by magnificently wooden carved parapet typical for Hungarian Art Nouveau. Today, it is also a multipurpose venue with a big conference hall (Merković, 1964).

The Music Pavilion is a small building used for a special purpose, at the beginning of the 20th century. The Pavilion is a place where musicians contributed to a better atmosphere for the guests of this trendy resort. The City Council then passed a regulation that 13 members of the orchestra should play promenade concerts every day during June, July and August.



Fig 6: Music Pavilion in Palić (<http://www.phone-travel.com/fajlovi/idea/muzicki-paviljon>)

Art Nouveau architectural ensemble of Komor and Jakab boasts a unique bathing site, **Women's Lido**, at the junction of the coast and lake. It was erected in 1909 and modelled after the pile dwelling houses, on the wooden piers on the lake. The only access from the mainland was through a small bridge, while a row of changing cabins separated it from the

coast, in order to hide the female bathers from the curious glances of people passing by (Martinović Cvijin, 1988).



Fig 7: Women's strand (http://sumedija.rs/news/zenski%20strand_1_web%20naslovna.jpg)

The cultural route based on architecture of Deszo Jakab and Marcell Komor includes these four building in Palić, which have the task to complete the tourist offer.



Map 2: Tourist route in Palić based on the Art Nouveau architecture projected by Marcell Komor and Dezső Jakab

Conclusion

Architectural heritage of Marcell Komor and Dezső Jakab in Subotica is worth of preservation. Comparing modern architectural buildings with buildings built in 18th, 19th and 20th centuries, it is possible to notice that the spirit of tradition and authenticity lacks on the modern buildings. Tourist organization of Subotica is aware of the importance of the secession as a factor of development of tourism in the city, and therefore it makes numerous efforts so the city can be recognized as a city of Art Nouveau.

Cultural route constitutes a new category of cultural goods which generates an interaction between a monument in need of protection and development, and the cultural or regional context to which it must be linked in order to be fully understood and appreciated. Therefore, cultural heritage should be managed in a well-balanced way to provide continuous protection and proper maintenance of the secession architecture in Subotica, while offering access to larger audiences of visitors who come to appreciate their uniqueness.

The route will include the two symbols of Subotica, City hall and Synagogue, as well as the **Subotica's Savings Bank and the building of the jewish municipality, as well as four buildings located 8 km east of Subotica, in Palić. The aim of this route is to attract more visitors, because it is an evident fact that Subotica has an extraordinary potential for tourist development as one of cities of secession.**

In future, it is necessary to provide adequate tourist offer, which has to include corresponding accommodation and additional facilities, professional tour guides and a wide range of **services in the destination in order to improve Subotica's place in the network of European cultural cities, because it definitely meets the requirements for it.**

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Future Trends and Directions of the Development of Rural Tourism in Serbia and in the World

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Abstract

Well preserved nature, healthy life environment and relaxing vacation have become the everyday tendency of the perfect man to meet his need. The product of rural tourism is in correlation to natural environment, which is also the resource base when attracting attention towards tourism tendencies. The aim is to make the most of natural resources of the country by offering a highly healthy food that will contribute to the development of rural tourism. Revive the village, the tradition of hospitality and the cult of rural households, as well as natural and man-made features of rural areas, to apply the policy of sustainable development of rural tourism in order to maximize the benefits for future generations. The basic hypotheses which start with the preparation of this work are:

- **one of the future directions for the development of tourism of Serbia is rural tourism.**
- **Serbia has considerable natural resources** that can certainly be valorized through rural tourism.
- **Rural tourism can become a new development opportunity and the branch for the development of this type of tourism.**

The aim of the paper is to show that rural tourism can affect the economic development of our country and the better preservation of natural resources.

By adopting the concept of sustainable development and using the experiences of many European countries, Serbia may be in great demand of international market as an ecotourism destination

Keywords: rural, tourism, recreational, cultural function, product, sustainable.

Introduction

Rural tourism is ecological travel to relatively saved areas, for fun and enjoying the nature. Rural tourism is common to the term of sustainable tourism, but it is very narrow term from it. During the past years rural tourism takes more holds. It means sustainable, ecological, economic, and social development, because it presents keeping all those values for the **welfare of the future generations.” Rural tourism is closely connected to eco-tourism**, which is shown in well conditions of saved nature, environment, clean air, unpolluted rivers and lakes, wealthy flora and fauna, while the staying in the nature gives the possibility to tourists for recreation, sport, organized picnics to the close caves, waterfalls, possibility for hunting and

fishing, riding horses, gathering forest fruits and healthy plants, as well as recreating and **funny activities in the nature.**" (Strbac, Hamovic, 2011, pages 241,249).

Diversity of natural resources is one more reason for the development of rural tourism which is considered very important element of sustainable tourism development. The bases for its **development represent protected natural goods.** "Till now **418 natural goods have been** protected- 5 national parks, 19 nature parks; 9 areas of exceptional beauty; 71 nature reserve; 322 nature monuments, 45 nature goods with historical and cultural characteristics, 215 plant and 427 animal species (www.cenrot.rs) According to evaluation of World's tourism organization, the participation of rural tourism in total tourism travel is between 2 and 4%. That is a small percentage for our country and the reason lies in insufficient motivation and low profitability of intermediaries- travel agencies.

In big part of the country, i.e. in rural areas, the cult of hospitality and household is still kept. That is how it is, for example, in many villages of Podunavlje (Belo Blato) – which give comfortable accommodation in ethno houses to home and foreign tourists, on the way that alives rural tourism, architecture, as a tradition and folklore of its own people. The reservation of nature Carska bara, which abounds wide plant and animal species and wild bird habitants, should be mentioned as well. The politics of sustainable development of rural tourism needs to be used, in the future, for maximizing positive and minimizing negative effects.

1. The term and bases of the development of rural tourism

The term of rural tourism means some new behaviour of people involved in tourism trends, their spiritual enrichment, meaningful relationship to natural anthropogenic tourism values. According to today's researches in consideration of rural tourism three dimensions are included (Milenkovic, 2006, page 264):

- The activities that are not directly connected to natural conditions of life environment;
- Those dependent of ideal or real condition of natural environment and
- Those under which dominates life environment.

Many economists, like *Lindberg*, *McKercher*, *Fennell*, *Bimont* and others, dealt with the formation and the development of rural tourism. According to *Fennell*, "eco-tourism" is sustainable tourism based on natural resources where the stress is on the experience and study about nature, and making profit, i.e. gain, as well.

In many countries, it can be classified in three special groups of observers and producers. Those are the following groups (Milenkovic, 2006, page 264):

- 1) Independent rural tourism, where the consumers choose travel destination as its own discretion;
- 2) The individual rural tourism, refers to small groups of consumers;
- 3) The highly popular rural tourism, available to different groups of consumers.

It is very important to mention two more kinds of rural tourism here:

- 4) The tough rural tourism, where the special groups of consumers use natural environment dedicatedly;
- 5) The soft rural tourism, short-term effect of tourist and mediator in natural environment (picnic, weekend and excursive tourism).

Rural tourism is seen as:

- Higher interest to natural environment;
- National parks, reservations and other protected areas;
- Long-term profit of local people;
- Adventure and tourism challenge;
- Sustainable development of tourism;
- Limited user of nature of consumer behavior, etc..

Tourism also may have negative influence on natural environment:

- 1) Destroying natural resources due to massive number of tourists;
- 2) Destroying resources by local people;
- 3) Destroying resources due to inadequate building of infrastructure for tourism;
- 4) Degradation of resources because of the objects that are not in accordance with recreation territory.

To realize the influence of tourism to natural environment in the right way, it is necessary to observe such process in different natural territorial complexes. That is done over the system of monitoring. I am going to say about very important system that is used in managing of life environment. That is eco- management system (EMS), whose mission is to solve all the ecological problems as easiest possible.

EMS includes:

- 1) Defining ecological politics due to plans;
- 2) Planning the programme for improvement of ecological efficiency;
- 3) Monitoring of programs;
- 4) Control of the management results.

Keeping the capacity of one territory on which tourists are staying can be shown by the following relation:

$K = (S \cdot K_o) : N$ where is,

K – maximum capacity of territory (the number of people),

K_o – correction coefficient whose value is from 0,5 to 1,0, it depends of the landscape, hydrological and other elements,

S – the total surface area (m²)

N – normative area for one visitor (m²/person).

Sports complexes in regions for vacation should be in correlation to catering objects for tourist accommodation. For example: the biggest national park in Lithuania has area of 300.000 hectares, and for a visit is allowed 4-5000 people a day. "Yellowstone park in USA, in order to minimize the nature pollution, has the plan to build five big tourist centres, near the roads." (www.eco-tourism.org) Tourists couldn't carry in food and transports in those centers. In the future, better standards need to be established for better assessment of tourism territory capacity. Natural potentials of our country is possible to use through the offer of high-healthy food, that will contribute to the development of eco-tourism and rural village. Forest fruits, healthy and aromatic plants, fruits, vegetables, and agriculture products, becomes more wanted at international markets. Over the development of organic agriculture contributes to the better protection of nature, and water and air keeping, but also to bigger employment of people, who over their knowledge can give big contribution to the development of rural areas. Rural tourism is developed in west and central Serbia- Sumadija, where the stress is on the development of rural areas such as: Stara planina, Gornje and Donje Podunavlje. The mountain area of Serbia, because of preservation of ecosystems, can be considered the biggest protected area. All the national parks (Kopaonik, Tara, Sar Mountain, Fruska Gora and Djerdap) are also the hunting grounds. Deliblatska sands is at the same time hunting ground and the reserve.

National park Djerdap, which covers the area of 63.806 ha, while the total protected zone 93.000 hectares, is considered the biggest national park, which dispose the objects for stationed tourism in Donji Milanovac, Kladovo (Karatas) and hunting houses and mountain lodges. Djerdap is rich in flora and fauna diversity. The proof of that is the existence of 50 different communities of forest and bushy type, where 35 are of relic character. The relic species are: wild hazel (*Colirus colurna*), hackberry, lilac, hornbeam, sweet walnut. The nature reservation „**Golubacki town**“, represents the area under low and high coppices of lilac, ash, eastern hornbeam, and forest warm beech trees, oaks and walnuts. Djerdap fulfills all the four conditions: geomorphological, hydrological- those are rivers the Danube and a number of tributaries, natural (the wealth of flora and fauna), cultural-historical and ethnological. Apart from Djerdap, Fruska Gora also represents natural wealth of the Danube flow through Serbia. Valuable monasteries (14) of Fruska Gora, Petrovaradin castle and historical town- the museum Sremski Karlovci, with spa resort Vrdnik, and monastery Grgetek, present the most significant park in the north part of Serbia.

Lepenski vir – the most significant archeological region of Djerdap, with **Trayan's panel**, makes the cultural- historical function of the park. Djerdap has its transitional- tourism function: Djerdap-Belgrade-Pozarevac-Veliko **Gradište**-Tekija-Romanian border. Our tourism potentials could be more valorised in the future. It is necessary to precisely define Serbian tourist brand and promote it by teamwork.

The adequate legislation is needed for the better protection of life environment. The sustainable development requests the usage of the following measures (Milenkovic, 2006, page 167):

- The development of all life environment elements;
- The bigger efficiency of economic and ecological elements of the life environment;
- The integration of the conception of sustainable development and tourism in the socio-economic-political system ;
- The removal of people in the life environment, which can reduce socio-economic efficiency of the surrounding in the future and
- The usage of technical and technological achievements in the processing of information of the life environment.

2. Sustainable tourism in the function of rural tourism

The dynamic way of life causes the desire for rest, recreation and pleasure in nature in the humans. **That's one of the tries to keep the village, tradition and cult of the village's** household hospitality alive. It actually represents the purpose for tourists to stay. Tourists can choose herbs, forest fruit and make healthy teas, juices, sweet of them, engage in hunting, fishing and do other activities. Every destination has its characteristics and special customs, on which the national cuisine and gastronomic specialities are based on, that keep the spirit of an area, i.e. rural area also.

This kind of events leaves a great impression to home and international tourists, and also raises the level of tourism offer of a village. Statistics show that many events do not cause the constant increase of tourism turnover, but they promote culture and spirituality of the village over the socio- cultural significance. Today the whole planet is faced with huge problems concerned with the life environment pollution, urbanization, spending big amounts of non-renewable natural resources. The answers to these questions we can find in establishing strategic goals of the sustainable tourism. Of the vital significance is that tourism respects the elements of sustainable development and influence the work of the touristic economy and making of the space for the sustainable development through tourism. Touristic economy because of that needs to have in mind the following (Stetic, page 67):

- The expectations of the visitors,
- The production of the products,
- The sustainable usage of natural and cultural resources,
- The request for the economic business.

The sustainable development means harmonious relationship between economy and **ecology in order to keep the natural wealth, as for the today's generations so for the future.** It includes tourism trends with meeting the social, economic needs and keeping the general characteristics of cultural and historical heritage protection of the environment. Apart from the advantages sustainable tourism offers, there are many flaws that refer to economic effects and indirect costs of tourism. Some of the aspects of its expressions are (Ibidem, page 65):

- 1) Touristic monoculture- starts with the change of manifesting and behaviour of travel **demand, and fires...**;

- 2) The changes in economic structure of the destination in negative sense- comes to the decrease or disappearance of traditional activities (agriculture, cattle breeding, fishing), because of the transfers of radio-active population in service activities;
- 3) **The growth of the land's prices, and destroying some ecosystems;**
- 4) The consequences local people bear for different purchasing power;
- 5) The unplanned resolution of communal, infrastructure systems, polluting the environment;
- 6) The costs and propagandas and promotions of tourism that insufficiently pay attention to the sustainable development, and
- 7) The appearance of opportunity costs – have the certain significance for valorisation of the investments in material basis.

Choosing the adequate destination it is necessary to have in mind all the positive and negative effects of the tourism development in the future (Vujovic, Kvrđić, page 65).

In order for our economy to have the access at the EU market, it has to build the legislation that will include harmonization of economic interests with the needs of the life environment protection.

The sustainable development and tourism request the following measures:

- 1) The development and keeping of the all life environment elements;
- 2) The bigger efficiency of economic and ecological elements of the live environment;
- 3) The integration of the concept of the sustainable development and of the sustainable tourism in the sphere of socio- economic and political system;
- 4) The employment of people in the life environment who can reduce socio-economic efficiency of the environment in the future;
- 5) The usage of technical and technological achievements in information processing of the life environment.

The sustainable tourism is very important factor of socio- economic development of every country and because of that it is necessary (Milenković, 2006, page 167):

- For its development to be built on the criteria of sustainability;
- To raise the level of human conscience about the tourism;
- To establish the programmes in order to secure the sustainable development of the tourism;
- To widen the knowledge of ecologically sustainable technologies in tourism;
- For studies of tourism development influence on the development of life standard of people and the development of travel destinations.

3. Future potentials of the Danube for the development of ecotourism

One of the future ways for the development of tourism economy of Serbia is rural tourism. Serbia possesses much wealth that can be valorised through rural tourism. According to the facts of World Tourism Organization, with the year's growth of 5% in world's proportions, which is 6% of world's gross product, and 11,4% of the consumption, great attention should be given to the tourism market. In order to realize all that the country's help, the adequate infrastructure, the raising of the ecological level of people's conscience, the usage of international standards and good marketing are necessary. Home and foreign tourists want active vacation and recreation in protected areas (national parks), i.e. untouched nature.

Future potentials for the development of this kind of tourism are big. Its multiculturalism becomes quite impressive motive for tourists' coming, as for the creation of income in the villages of undeveloped areas. Tourists visit many local manifestations, which are inspired by culture and tradition of our people. Tourist offer in villages can be presented over ethno-houses or museums, gastronomic specialties, old homecraft, carriage rides, rich folklore. There is, in Vojvodina, between the rivers Begej and Tisa, protected natural resource nature reserve Carska bara, with many bird's habitat. It is at the same time the habitat with 250 kinds of birds, 500 plant species, 24 kinds of fish, 76 kinds of reptilians, 10 kinds of amphibians and 50 kinds of mammals. Carska bara is full of plant species- recognizable for the wealth of white lilies, and there are also water semolina and water fern. Bird-watching as a kind of eco-tourism, means the stay in nature and enjoying the birds, with bigger mental and physical activity. The development of this kind of eco-tourism, in our country doesn't require big investments. Hotels, motels, and other catering objects for guest accommodation, can become the oasis of eco-tourism. According to statistics form 2009, in our country are known 42 areas for bird protection, i.e. they are located on 14,25% of the country's territory, while in Vojvodina is 22%. The visitors of this reserve more services are offered: visiting on a tourism ship, renting bungalows. In wider area there are suitable conditions for hunting (wild boar, quail, deer) and fishing (carp, catfish).

In Serbia there is a string of ethno- houses, from wich we emphasize: Ethno- house

Belo Blato (Zrenjanin) – the village inspired by village architecture, that gives to the tourists the comfortable accomodation in ethno- houses which describe a life in a village.

Tršić (Loznica), ethno-kuća built in memorial to mark permanently the memory to Vuk Karadzic and his work. This house is a section with open hearthstone, dishes characteristic for 19th century houses.

Sirogojno (Uzice) – the museum in which architecture and life in mountain areas of Zlatibor are shomn.

Kostunici (Gornji Milanovac) – where is also locatade the industrial organic food complex "Etno-art", and tourism complex of ethno- house of "Andjelija Misić", and ethno-museum "Prodanovica magaza" (Prodanovica storeroom).

Drvengrad (Mecavnik) – is located on the mountain Tara, not far away from the ethno- village Sirogojno and Zlatibor, village Kremna. This village became very popular during 1970s for the production of sweaters "Moda Sirogojno" (Sirogojno Fashion) all round the world (Paris,

London, Vien, Moscow, Rome). Here we are going to single ethno- village Vranes, built on Zlatibor Lake, at elevation of 9,43 meters. Ethno- village is built in the spirit of Serbian village architecture, according to strict environmental standards, from ecological materials from Zlatibor area: rock, wood, black pine. The special attention is given to gastronomic specialities, because of the specialities of Zlatibor area: kajmak, cheese, prsut, ajvar, proja. Part of the offer is healthy food of cereals, fruit, vegetables and brandy (apple brandy, geneva brandy, plum brandy), as homemade juices, and sweets from forest fruit. There are inevitable spa centers (massages and special programmes enriched with traditional medicine). Hunting, fishing and rafting are mostly represented from all tourism activities. Multiculturalism as a basic motive for creating tourism offer can be a big stimulus for tourist arrivals and making the income in these villages.

To make a high level of sustainability of rural tourism in appropriate time, many extra activities are planned in order to gain very important sector at foreign market, but also national strategies for further development of rural tourism, in a way it is done in other countries. **"Agriculture mechanisation is one of the aspects and indicators of the level of agriculture mechanisation.** The usage of agriculture machines in the work process is the result of the development and the progress of science and technique, but also one of the factors of the future advancement of the agriculture production." (Petrovic, Cikic, 2011, pages 487, 502).

4. Global tourism trends and strategic tourism place of Serbia in future development programmes

For one country to prosper at international tourism market, it has to precisely define tourism product, as a structural travel destination. Tourism product and adequate destination have to be compatible to international standards and followed by marketing. We are going to mention many examples of those tourism countries that have placed in a professional way their tourism product and destinations, and those are: Austria, Spain, Italy, Hungary – which includes touring i rural tourism. According to great number of analyses, global tourism market, it is to note that the global processes and trends are more in favor of Serbia to **European familiar travel destination. The average number of travel at year's level grows, so as the number of tourism products as the exchange value for money.** Key products of rural tourism are:

- Agro-tourism and rural tourism – developed in west and east Serbia;
- ethno- rural tourism, i.e. characteristics of rural area (culture, history);
- co- ruralni tourism– developed in the countries of west Europe, refer to the natural resources protection, and
- combined shapes of rural tourism- refer to the events, manifestations, recreation and the vacation in the nature.

The incomes from international tourism in Serbia grow after 1999, especially in last five years for about 10 times. It is recorded that the notable growth of tourism turnover on the Danube (over 51.000 visitors on ships in Belgrade during first nine months in 2005) that is shown increase six times bigger than in 2000.

The income of international tourism in Serbia is quite lower compared to other countries of the world. Bulgaria realized from tourism 1.203 millions USD in 2004, and on the same year Romania achieved about 757 millions USD. Tourism clusters Belgrade and Vojvodina, with the Danube (the events, river cruising, travelling), can play a big part of tourism products at international market.

New tourism positioning of our country at international market, certainly must be based on (Strategy of Serbian tourism development, pages 111, 136):

- objective defining of strategic potentials for the better progress in tourism,
- analysis of possible trends in global tourism and overview of possible chances in all that,
- analysis of the competition of other touristic countries.

Touristic products of Serbia, i.e. rural tourism is directly connected to socio-economic development of the country, so this product should be developed only at middle and long period. This kind of tourism can be contributed to economy development of the country and better preservice of natural resources (water, food, ground, flora and fauna), as reduction of the differences between rural and town areas.

Conclusion

According to many world trends, the conclusion is that the tourism in the future is going to recon mostly on the development of sustainable tourism. National parks, nature reserves, protected areas refers to the biggest incomes of rural tourism (Australia, Brazil, Kenya), which is not the case in our country. Because of that it is necessary to precisely define the Strategy of rural tourism and bring adequate programmes and plans that will be directed to the infrastructure development and better life environment protection. Although there are no precisely defined guidelines for rural tourism planning, it is necessary to use the following items (www.ecotourismserbia.com):

1. to make the interministry working group that combines the expertise ministry for tourism, life environment or an agency for rural development, natural resources or park management;
2. to finance the department of experts who work in a section of managing the natural resources, community development and tourism;
3. to develop the common programme of planning which includes participants from all country and region, including village and earliest inhabitant communities;
4. to establish the aims of programme based on the investment of participants (increased economic development of the village, increased budgets for managing the protected areas);
5. to evaluate traffic corridors, the access for little planes and other infrastructure necessary for the development of eco-tourism;
6. to develop the politics for making the aims and budget mechanism for their financing;

7. to develop the programme for informing the visitors;
8. to develop the long-term program of training the community in order to develop the participating of the community in the development of rural tourism;
9. to develop the mechanism of financing for the development of little villages;
10. to develop information concerning ethics of establishing touristic products, about questioned of certification and plans of managing visits and
11. to develop the ability of planning the usage of ground at local's level by exposing them to the benefits of the division into zones and regulatory techniques.

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Pedestrian Recreation Area of Modern Russian Cities as an Object of Cultural and Historical Heritage

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Abstract

The Volga-Ural region of Russia has attracted increasing attention of domestic and foreign tourists. Ethno-cultural and religious diversity, interest in local history, the dynamic economic development, international sports events are the drivers of growth in tourist flows. The downside of faster economic development is a rapid construction, especially in the large cities of the region, including their historic centers, which often results in the loss of many objects that are monuments of architecture. And foremost, it's these old historical and architectural centers of our cities that are attractive and original. During the democratization of the Russian society, in the late 90s, the historic parts of many large cities were equipped with pedestrian streets to be visited by the guests and residents of these cities, and for various events and public festivals. In Kazan, we have the Bauman Street, in Cheboksary - the Kokshaga quay, in Chelyabinsk – the Kirov Street, and in Yoshkar-Ola it is the area of the Tsarevokokshaisk Kremlin. Each of them has its own unique style and character, its history, the formation and development concept aimed at, among all other things, the preservation of cultural and historical heritage of these cities. At the same time, there are many similarities in **the authors' approach in their creation and principles of pedestrian and tourist area. Today** this experience is being discussed by the experts: historians, architects, managers of tourism. The Internet forums offer many feedback messages and comments of the tourists visiting **these historic centers. We can't but note many favorable responses, and critical comments as** well. Here, we propose to compare the pedestrian streets of Kazan and Chelyabinsk, comparable in many ways. The purpose of this paper is to analyze the condition and use of the cultural-historical and architectural heritage of the pedestrian streets in the Russian cities, to increase their tourist appeal.

Keywords: Pedestrian recreation, cultural and historical heritage, Russian cities.

COMPARISON THE PEDESTRIAN STREETS OF KAZAN AND CHELYABINSK

The most ancient and original is the Bauman Street in the city of Kazan having 1000 years of history. During the period of the Kazan Khanate, the beginning of the Nogai road had used to be here, and after the capture of Kazan it started to be named the Bolshaya Prolomnaya (as a reminder of the breaches in the city walls during the assault of Kazan by Ivan the Terrible). In 1930 it was named after the revolutionary Nikolay Bauman, who was born and raised in the vicinity of this particular street (it would be good, if the plate were installed reminding about this). A particular historical and architectural atmosphere of this street, a pedestrian area since 1997, is created by the numerous buildings dated back to the 19th - early 20th centuries, built under the guidance of the prominent architects. Among them are the pharmacy of the Brenings (built in the late 19th - early 20th cc., with the apothecary museum located inside); the mansion of the merchant Smolentsev (architect V. Trifonov, end of the 19th century.), now it houses the "Chaliapin" hotel; the building of the National Bank (architects F.P. Gavrillov and A.G. Sapunoff, 1914-1915); the Cathedral of Epiphany (built in the 18th c.), where F.I. Chaliapin was baptized; the bell tower of the Cathedral of Epiphany as an independent landmark (the beginning of 20th century); the house of the merchant Zharkov (Bauman St, 40, built in 1836-1838); the building of the "Kazan" hotel, the former rooming house of Schetinkin (architect F.I. Petondi). A lot of interesting facts can be mentioned about each building in the street, about its owners, dwellers and occupants, the events associated with it. But above all is the desire that the current owners should remember what those buildings were before. For example, a corner of the Smolentsev mansion was used to be a place of an active tea trade for half a century. In Soviet times it was a home to the "Tea" shop with the very popular non-alcoholic **bar (tea, coffee and cakes)**. **Maybe today it's time to reestablish it?** Apart is the building of the Printing House, built during the take-off of the Soviet architecture in 1933-35, by the architect S.S. Pan in the constructivism style. There are only two more similar buildings; these are a printing complex "Red Proletarian" in Moscow, and "Printing Palace" in Baku, built under the guidance of the same architect. The building is currently being remodeled into a hotel. However, the Printing House is associated with the names of almost all the classics of the Tatar literature of the Soviet period, and it is desirable that a proper exhibition and the room of the Tatar literature at the hotel remind us about them.

Design work of the Bauman street, and a historical and cultural complex "Kazan Posad" has been performed by the Personal Creative Workshop of Architects headed by E.S. Yevseev and N.M. Novikov. [5, 268]

Starting with the square named after G. Tukai where you can get by the municipal transport, including subway, you catch a sight of numerous small architectural forms: the "Clock"

monument in national style, fountains "Su Anasy" ("Mermaid") (based on fairy tales by G. Tukai) "Frogs" and "Pigeons", a bronze replica of the coach of Catherine II (all by sculptor I.N. Bashmakov).

Impressive are cultural institutions located in that historical recreation area: The Kachalov Academic Theatre of Russian Drama, Kazan State Theatre of Young Spectator, the museum of the writer Kamal Sharif. A museum of the prominent local artist Konstantin Vasilyev opening now in a historic building of the merchant Petzold, allows you enjoy his distinctive paintings.

At present, souvenir trade for every taste and pocket is at high level: "Russian souvenir shop", "Kazan souvenir", "Souvenir Gallery" - these are just some of these facilities, visited by any curious tourist.

The pedestrian recreation offers you a music performance by the street musicians throughout a day; you can also order your own portrait worked by the local artist, posing for him an hour and a half.

In that tourist recreation area there are about 30 different catering establishments, including restaurants and cafes: "House of Tatar cuisine," cafe "Pancake", "McDonalds", "Pizza a-Rome», «Turkish coffee", "House of the Tatar tea."

In the run-up to the millennium of Kazan the special administration - Prefecture "Kazan Posad"- was responsible for the planned operation of the pedestrian recreation area and excursions and hikes along the Bauman Street. Probably, these traditions will be continued further. There are a lot of tour routes through the city center.

The development of the area neighboring the street has begun in ancient times. Later, the local people built a fortress on the site of the today's Kremlin, serving as the northern outpost of the Volga Bulgaria, that existed from the 9th century until its conquest by the Mongols of Genghis Khan, and later revived as "Kazan Khanate". Since the 16th century, after the conquest of Kazan by Ivan the Terrible, the city center has been developing in the form of settlements of craftsmen and urban residents, settled near the walls of the Kremlin fortress that protected them. However, a modern layout of the streets, their stone paving and the city construction on the whole were featured by the Empress Catherine II during her visit to Kazan. Today we have the mosque built in her memory and with her permission that bears the name of a **religious reformer Shigabutdin Marjani. Also, the Empress' coach has been preserved, which** she used to move in the surrounding area (the city museum owns the original, the street has a

copy), and above all - a respectful memory of the Tatar people - "Abi-patsha ", that is, "the Grandmother Queen".

It is her credit too, that she denied the total conversion of the Tatars into Christianity - "A Decree on the tolerance of all faiths" - and prohibited the forced baptism. Religious and ethnic tolerance in the Volga region has a 250-year history; however, the local population of the Volga Bulgaria and the Kazan Khanate were tolerant too: a severe punishment was imposed for the desecration of any religious shrines. Religious tolerance can be seen through the eyes of an ordinary tourist in the center of Kazan: the Bauman Street has two functioning churches: the Cathedral of Epiphany and the Nyssa - St. Nicholas **Church, which haven't** ceased to work even in the years of the Soviet atheism. And when you finish your stroll in the Bauman Street by visiting the Kazan Kremlin, which dominates the center of the city, you can see and enter the Kul Sharif Mosque, which is one of the largest in Europe, and the Orthodox Annunciation Cathedral. And the neighboring streets are home to the synagogue, and the Catholic and Lutheran churches.

The dramatic events of the October Revolution had a great impact on the Bauman Street, too. It was the basement of the newly restored National Bank building, from where the famous train with the Russia's gold reserves had moved out, the greater part of which was lost in the countries that intervened Russia.

Recently, a film was created about the ever missing gold treasures of the Kazan Khanate period, that had been hidden, according to the legend, at the bottom of the nearby Kaban-lake.

An experience of creating pedestrian streets in the cities of Russia has been scrutinized by the administration of a major city in the Urals, the Chelyabinsk, which had been, as well as Kazan, little available for tourists before the end of the 1980s. It was awarded the status of the city in the 18th century, and again, due to the name of Catherine II (and before this point it had the status of the fortress). Today the city has only one old street, well preserved, the history of which goes back for over 250 years - the Kirov Street.

More interesting is a concept of a pedestrian recreation area (authors of the project are architects A.I.Kuzmin and I.V.Yurchak) created there in the early 2000s. We see the reconstructed small Ural town of the 19th century. It begins with the city gate booth policeman, whose bronze figure guards the area, and you can take a picture close to him. Small architectural forms, many (over 20!) bronze sculptures, are the kind of "a calling card" of the street. Among them are: a Coat of arms of Chelyabinsk - a camel and its guides embodied

in bronze; a symbol of the Ural craftsmen, an artisan 'Lefty' shoeing a flea; a bronze beggar, stretching an empty hat; a mere man - muzhik at the front entrance of the institution; a clerk, inviting visitors to the master's shop; a fireman in the cart with a barrel; a strolling lady-fashionista; a Soviet veteran on the bench, and others. All these sculptures are made and arranged with a certain hint of humor, across the relevant institutions and for certain practical **benefits: you can't pass by without taking a picture of them.**

The practical side is meaningful too, when arranging the rows of souvenir shops in the open, where you can buy Ural gems, flowers, paintings, and crafts. And nearby is the "Art Gallery", where the local craftsmen create their works for sale right before your eye.

The so-called "Kirovka" cares and preserves each of the relatively few monuments of the Russian architecture standing there.

The street begins with the Legislative Assembly of the Chelyabinsk region (built in the early 20th century). Before the October Revolution, it housed a purpose-built Chelyabinsk branch of the State Bank of the Russian Empire.

The building next to it was built in the neoclassical style for wholesale and warehouse commissioned by the merchant F.M. Valeyev. Today it is known as a store "Young Fashion". At the beginning of the 20th century it was the largest and the most modern commercial institution in the city. Gold and silver ornaments, footwear, Orenburg downy shawls, gramophones, stationery – they all were traded there.

Some distance away is an art shop. Before the October Revolution, the mansion was owned by the merchant Zakir Akhunov; it housed the store of colonial and Oriental goods.

The main street of Chelyabinsk has preserved the Holy Trinity Cathedral, built in 1914 in the place of the dilapidated wooden church. An example of modern buildings in the "Kirovka" is the most prominent monument to the Soviet constructivism - the Main Post Office, built on the latest technologies in 1936.

Several cultural institutions neighbor the pedestrian area, too: State Opera and Ballet Theatre n.a. M.I. Glinka, built in 1950, the City Museum, of modern construction.

There are also a lot of catering facilities here. Presented as international brands are "Irish Pub" and the Ukrainian tavern "Little Farm", and as the local - "The Ural Dumplings". However, as well as the Bauman Street in Kazan the "Kirovka" in Chelyabinsk can't offer good Russian

cuisine brands. However, the problem of Russian restaurants, and rather the lack of them, is **not confined to these Russian cities only. "Kirovka" lacks the Tatar cuisine facilities, too,** although Tatars make up a significant part of the population in Chelyabinsk and the region.

Conclusion

To conclude our stroll over the pedestrian streets of two major cities of the Volga and the Urals regions, we sum up the results. Over the past decades much has been done in Kazan and Chelyabinsk to preserve and augment the historical and architectural heritage. Restored are many buildings of great historic, cultural and educational value, as well as the downtown streets of these cities. And note that the process itself was challenged by the transition period when many buildings were converted from the state to private ownership, by scant funding, the complex processes of privatization of many cultural sites, when it was important not to lose them, but to include them in the economic processes, and tourism as well.

At the same time, we must recognize that, for example, in Kazan, many historic buildings are irretrievably lost, anyway. Obviously, even today the administration does not fully perform its security functions. We can bring an example of the most ancient monument of civil architecture in the city of Kazan – the merchant Mikhlyaev's **house in the Profsoyuznaya Street**, neighboring the Bauman Street. The building of the 17th century was built next to the old cloth manufacture. Peter I stayed here and perhaps this was the place he celebrated his 50th anniversary. Currently, the building is in a very poor condition, urgently needing full reconstruction. It is located near the St.Peter and Paul Cathedral, on the territory of a still operating (thank God!) Garment factory. The house is to be urgently withdrawn from the specified territory, and its restoration would contribute to further allocation of the Museum of Kazan-city in its premises. Probably it would be a Wax museum of historical figures whose names are associated with the local population, with Kazan territory, for example, Khan Kubrat, the founder of Great Bulgaria, Ilham Elteber who defeated the Mongol army of Subedei Bahadar, Ulu Muhammad, founder of the Kazan Khanate. Or it would be B.N. Yeltsin, or the first President of the Republic M.S. Shaimiev.

Yet, we should note that in our opinion, both cities have successfully managed to keep and highlight the regional and cultural features of the created tourist and pedestrian recreation areas.

The pedestrian street "Kirovka" was designed and established a decade later than its Kazan analogue, given its experience. That is why it is more convenient for tourists and pedestrians: it offers more snug and comfortable resting place, the benches (more than 200), local street markets that are attractive for the tourists in terms of photo shoots: more than twenty sculptures, lots of trees. Also, there are convenient pointers, stationary public toilets, boards **to accommodate visitors' comments, etc.**

And tourism services, the national cuisine catering, museums and other unrealized projects and development trends to be well-organized and high-quality, it takes a time, a quiet work in healthy competition and the creative experience exchange.

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Wine Tourism as One of the Possibilities of the Development in the Area of Lake Skadar

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Abstract

Lake Skadar (Montenegro) is the largest lake in the Balkan Peninsula and covers the area between 370 - 500 km² depending on the water level. One part of the lake belongs to Montenegro (221 km²), and the other to Albania (147 km²). Apart from being a big fresh water capacity, Montenegrin part of the lake with the lake shore with area of 40,000 ha was designated as a national park in 1983. That is why Lake Skadar with its surroundings represents a great potential in the tourist offer of Montenegro for domestic and foreign nature lovers' visit.

Apart from visiting various cultural monuments, getting to know with the diversity of flora and fauna, tasting delicacies from the national cuisine, wine tourism represents one of the aspects that has fulfilled Montenegrin tourist offer in the recent period.

Namely, vine growing subregions Rijeka, Podgorica and especially Crmnica, which lies on the shore of Lake Skadar with its northern part, offer the quality of their wines in old stone wine cellars and other home made ecological products, together with its traditional hospitality and give an extraordinary experience for those tourists who want to run away from the urban jungles. Data in this essay show the satisfaction of the inhabitants of the shore of Lake Skadar with the degree of involvement of the *wine tourism* in it, as well as the success of the *wine trail* of the Plantaze, the company which produces and sells grapes and wines among other activities.

Keywords: Wine tourism, Lake Skadar, wine trails, wine.

Introduction

The connection between wine and tourism has existed for a long time, but the development of this industry has become very strong in the last 25 years. When I wrote *for a long time*, I meant the period of ancient Greece and Rome, although Alsace is regarded as an area where 50 years ago the wine tourism was born.

Nowadays, 20% of the total sale is done in the wine cellars in Alsace (Waller, 2006).

There are various definitions of the wine tourism in the world. Among them Carlsen, Charters, 2006 define it as a visit to the vineyards, wineries, wine festivals through which the visitors gain experience and impressions in the given region.

In somewhat more rigid sense, wine tourism also anticipates increase in selling the wine (and other home made products and services) on the doorstep, thus the increase of the positive image and identity of the local family wineries. In some global wine areas, the reason for a visit is a good gastronomic offer such as in France and Italy.

Sheridan, et al., 2009 give precise conclusion and they think that benefits from wine tourism have to be - employment increase with better education and training, and potential transfer of the land to younger producers. The same authors state that the institutional support must be based upon better collaboration of the producers and the institutions and better transparency in using the marketing and other advantages, especially credit benefits.

With regards to the development of certain leading vineyard countries, it might sound inappropriate to mention the detail that the visit to the cellars in California reached 20 million visits per year; visit to Italy reached - 9 million, France - 7 million, Spain - 6 million. (Joseps, 2007)

When we talk about wine tourism in Montenegro and in the region as well, there are no significant research contributions to this topic. But regardless to the lack of adequate literature, we should know that there are two vineyard regions in Montenegro - Montenegrin coastal and Montenegrin basin of Lake Skadar (Law on wine, 2007). Montenegrin basin of Lake Skadar is significantly leading in terms of area, production and significance. It comprises the biggest number of family wineries which are included in the *Wine Trail of Montenegro*. On the other hand, the biggest state company for grapes and wine producing - Plantaze, also situated in the region Montenegrin basin of Lake Skadar, has its own wine trail.

Apart from above mentioned, we should emphasize that wine is a drink which is increasingly consumed in Montenegro. Some of the reasons are as follows: expansion in producing and quality of wine, well-informed consumers with regards to wine as a drink and various types of wine education by the means of electronic and printed media and promotions (Savic, 2011).

Asero, Patti, 2009 confirm that the quality of wine helps valorize and promote the Italian vineyards, i.e. develop "Wine and Food Routs" as an alternative tourism.

Attractiveness of one wine destination, however, is not measured merely by recognizing the wine from that vineyard area (usually through the brand), the cultivar itself or geographic area.

Based on the research Strategic Marketing Research, 2008, regarding wine in Montenegro for those who love this drink, both domestic and foreign ones, the brand *Crmnicko wine* is the most recognizable wine brand apart from the state company *Plantaze*. Bonnemaison et al., 2005 confirms that and states that when we talk about wine, the average consumer first

recognizes regional brands or *geosymbols* such as: Bordeaux, Tokay and Tuscany. In our country it is - Crmnica - and individual symbols like: Plantaze, Rubin, Navip etc. Also, the consumer recognizes wines from some cosmopolitan (Chardonnay, Cabernet, Sauvignon, Riesling) cultivars and local (vranac, krstach) cultivars. There is a problem when the wine is branded by the name of the locality or family winery. A big number of such brands creates a confusion in the minds of the consumers (Savić, 2012).

But, as the author himself noticed it, it is impossible to fully realize this project with good wine and recognizable tourist destination only. A comprehensive and systematic approach towards total development of a certain wine growing area or the rural area itself is necessary.

Mitchell et al., 2012 have the same opinion and they state that the ratio between cultural system and wine tourism must be located outside the rural area, local rural mythology and regional wine approach.

Methods and data

The author gives academic and empirical conclusions from his long professional engagement in the grapes and wine production, participating in wine festival organizations and in the project *wine trails*.

Apart from empirical approach, this essay explains the results obtained by using the method of the closed type polls (how various offers, among them the wine offer as well, influence the satisfaction of the citizens involved in the project "wine trails" - samples from 51 households were used by the means of the system of closed questions). The research comprised the settlements which incline towards Lake Skadar with their geographical position (Bar, Dodosi, Godinje, Karuc, Murici, Ostros, Podgorica, Plavnica, Rijeka Crnojevica, Sutomore, Virpazar, Vranjina).

Data collected by the closed type poll were processed with the method of statistical analysis (mean values, standard deviation, T-test, Eta square, analysis of variance).

The author also commented the data obtained in the Plantaze (2012), a state owned company which also has its own wine trail and apart from above mentioned, he focused on the basic obstacles which decelerate faster development of the wine tourism in the private family offer in the vicinity of Lake Skadar.

FINDINGS AND DISCUSSION

WINE TRAIL IN LAKE SKADAR SHORE LINE

A more active approach to the realization of *wine trails* in Montenegro started in 2006/2007 when a group was formed by the representatives of the Ministry of agriculture, water management and forestry of Montenegro, GTZ - Podgorica and NGO - Association of vine growers and wine makers of Crmnica started visiting vineyards areas in Montenegro and listing potential participants. The aim of these efforts was that the wine tourism, as one of the

possibilities for employing the local inhabitants and selling goods and services, could be transferred to the micro-rural level.

During the first months, the producers who were interested in involving in this project faced the following criteria: the quality of the wine cellars and range of products, availability to approach the cellars by the means of transport (bus, mini bus, van), settled sanitary facilities, total hygiene, possibility to offer overnight stay or food to the potential tourists, relationship with the potential guests, knowledge of languages etc.), and the potential participants were supposed to fulfill them gradually.

Today, after almost seven years of intensive work, one of the questions from the poll was "Please evaluate the satisfaction with the development of certain aspects of tourism so far (in this case visiting wine cellars) in the area of Lake Skadar on scale from 1 (very dissatisfied) to 10 (very satisfied)".

Average mark of satisfaction of 50 interviewees amounts 3.82 which represents less than averagely satisfied. (Table 1). There was no significant difference in mean values of the attitudes between female and male interviewees (Sig./2-tailed - 0.669). The other variables, with regards to the gender of the interviewees, also didn't show big differences among the attitudes of males and females towards the Visits of the wine tourism. Women showed more positive attitude, but these differences are also negligible (Eta square - 0.003).

Also, based on the mean value, middle aged population (36-55 years of age) show more positive attitude comparing to the other two groups of the interviewees. However, that difference (Table 1) did not show any significant statistical value (0.401). The results of Eta square showed that the influence of the age structure on positive answers is between small and medium (0.039).

Table 1. Visiting wine cellars

		T-test for Equality of Means						
Dependent variables		Average mark	t	N1+N2-2		Sig. /2-tailed		Eta square
Visiting cellars	wine	3.82	0.43	48		0,669		0,003
Dependent variables		1 (≤ 35 year)		2 (36-55 year)		3 (≤ 56 year)		Σ
		Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	3,895
Visiting cellars	wine	3,400	2,370	4,437	2,448	4,000	1,858	2.2807
Dependent variables		Sum of Squares		Sig.		Eta square		Σ
Visiting cellars	wine	9,742		401		0,039		244,479

Dependent variables	t	df	Sig./2-tailed	Eta square
I am looking forward towards the tourists' arrival because I like to meet new people and new cultures	.563	49	.576	0.0063
I am not happy when the tourists arrive, but I understand that it is good for economic and social development of Lake Skadar and my place.	.325	49	.746	0.0021

Source: Own researching, 2012

Table 1 shows all results of the analysis of the attitudes of people who live close to Lake Skadar (Vranjina, Virpazar, Murici, Rijeka Crnojevica etc.) and those from farther surroundings with regards to the tourists' visits. According to the analyzed results (sig. 0.576 i 0.746; eta square: 0.006 i 0.0021), there is no statistically significant difference in reviewed opinions, nor there is a big size of the influence of the independent category on dependent variable.

WINE TRAIL - PLANTAZE

Plantaze launched their *wine trail* 2007 year. The intention to form such a trail is the result of the analysis of the need to promote its products and increasing the sale of the wine *in situ*. This move is simply "extorted". Namely, according to the area that is comprised by the vineyards of Plantaze (50% of total Montenegrin area), capacities of the wine cellars they possess (33 million of litres), and technological and aesthetic solutions, each wine lover will not make a mistake if he visits this *wine trail*.

What is the *wine trail* of Plantaze characterized with?

It seems everything that family wineries totally or partially lack; thus, an excellent hard (roads, cellars, tasting rooms, range of products) and soft (communication, educated personnel, networking) infrastructure.

Table 2 confirms these facts. Namely, only in 2012 the Plantaze's *wine trail* was visited by 3466 tourists (this number does not comprise so called *gratis* visits which make almost 1/3 of the commercial ones). Based on the quarter analysis, it is recorded that the biggest "concentration" of the visitors was in the period April - June and October - December.

Table 2. Visits, *Wine Trails* - Plantaze, 2012

Months	Number of groups	Number of visitors
January	5	117
February	2	29
March	12	192
I Quarter	19	338
April	12	344
May	12	239
June	20	462
II Quarter	44	1045
July	16	364
August	6	72
September	14	165
III Quarter	36	601
October	10	917
November	7	78
December	7	477
IV Quarter	24	1472
TOTAL	123	3466

Source: Plantaze, 2012

The figure number 1 shows the number of visitors of the Plantaze's *wine trail* per month in the last three years (2010, 2011, 2012). As in 2012, the biggest number of visitors was recorded in the II and IV quarter. The most visited months are May, June and especially October.

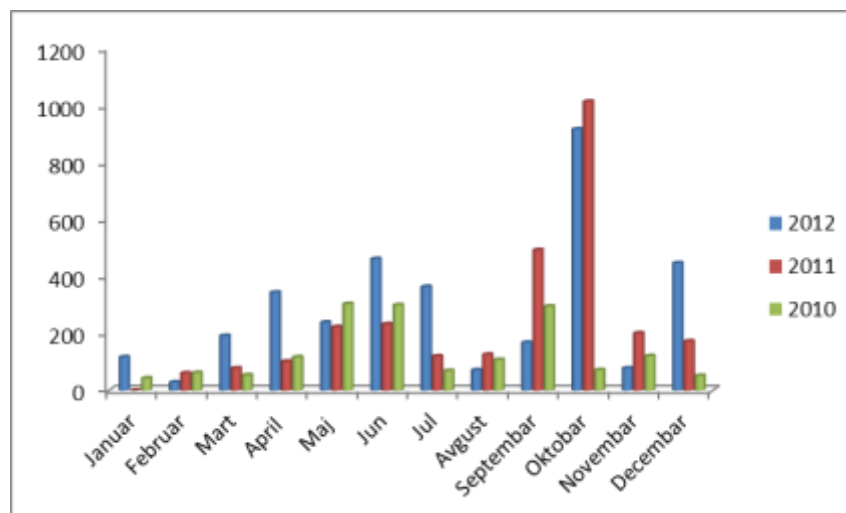


Figure 1. Monthly structure of the visits to the *wine trail* - Plantaze (2010, 2011, 2012)

Figure 2 shows data on the total number of visits in years (2010, 2011, 2012). It is more than obvious that the total number of visitors (with slight monthly fluctuations) has a linear

increase. With approximately 1700 in 2010, the number of visitors in 2012 reached the number of 3466. Whole 100% of increase.

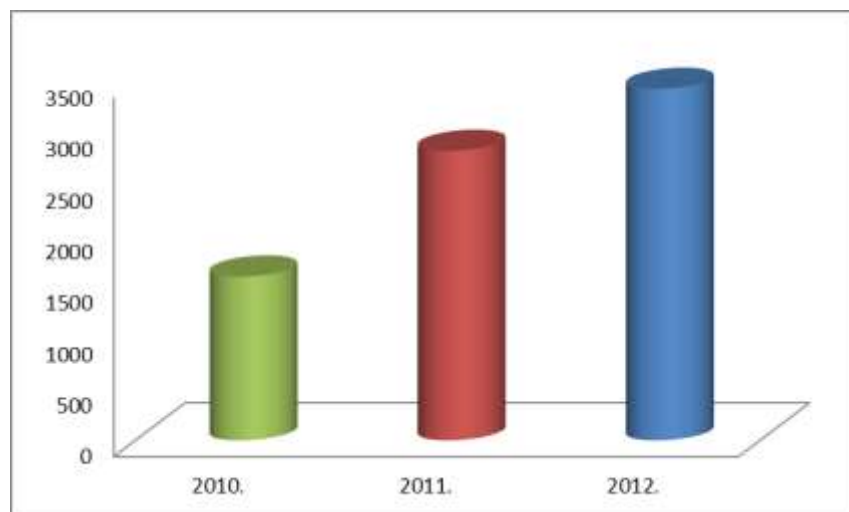


Figure 1. Total number of the visits to the *wine trail* - Plantaze (2010, 2011, 2012)

EMPIRICAL REVIEW

As I already mentioned the "background" of implementing certain criteria for joining the *wine trails of Montenegro*, I should add that during these activities a few local associations of vine growers and wine makers were formed, thus the total number of the people interested in the *wine trail of Montenegro* started to increase. At the same time, there was a process of forming the National association of vine growers and wine makers of Montenegro. The structure of the wine trail is made of the members of the above mentioned associations.

GTZ financed one-year training for the producers in the grape and wine production within the framework of improving this project and for those who are preparing to fulfill the criteria necessary for the *wine trails*; they also organized a few visits to the vineyard regions in Europe, recording the CD about the manner of vine growing-wine making procedure and serving the wine, and also for choosing the logo and symbol for the *wine trails*.

Somewhat more intensive approach towards organizing festivals started and *Wine and bleak festival* in Virpazar dominated among them. Festivals are a great opportunity for determining the preference of the tourists and lovers of this drink towards wine and activities related to wine production. Celebrating wine, consuming wine and food and getting to know local customs and products is the essence of wine festivals. A lot of domestic and foreign wine lovers visit such events according to the author's experience. A big number of exhibitors sell a certain quantity of wine during the festival days. It is, however, much more important that during "the celebration of Bacchus", some wine labels are presented and some contacts are made and they usually end up in further visits to the cellars.

Also, various fairs (national, regional) are one of the ways where small and medium producers offer their wines and they promote themselves in a cheaper way.

All in all, these activities made that one number of family wineries fulfilled the standards for joining the *wine trails*. It is obvious that approaches to the wine cellars are better and wider today, that the hospitality is still traditionally good, that the cellars are well arranged - this anticipates the room for wine tasting as well, and that the hygiene is on a much better level compared with the beginnings; also a number of wineries offer home made food and overnight stay.

What is the thing that family wineries lack in order to achieve better visit and sale of their goods and services?

At this moment, the trend of strong growth, setting up the plants and wineries and the wine production in Montenegro are entering into the calm period. Such trend is influenced by the global crisis and local economic crisis. Young wine production in family wineries hasn't stabilized yet nor gave the second generation of producers (Savic, 2012). It is indicated by a big purchase of grapes done by the Plantaze during the last two years (2011-2012). Producers and small wineries *de facto* lack money.

The authors wrote a few times about the role of the wine marketing and presentations in the electronic and printed media. Thus Savic (2011) states that one of the problems of small and medium producers are insufficient promotion of their products and insufficient increase in number of visits to their cellars as a consequence of that.

One of the positive examples of promoting the wine is *Wine and Bleak Festival* which takes part in Virpazar every year in December. The winner and the best wine appear in the media (free promotion, contributions, reports in printed media etc.), which influences the increase of sale of the winner's wine in the biggest number of cases.

Apart from above mentioned, one of the main deficiency of family wineries in Montenegro is presentation in the virtual world, on so called websites which enables initial interaction between the winery and wine lovers. Apart from some exceptions, the majority of wineries do not have such presentation and even if it exists, it is not updated regularly.

It is also obvious that the price of food and drinks which is offered to the visitors of the vicinity of Lake Skadar is relatively high. These details are a result of a series of discussions with tourist agencies. On the other hand, the producers mention small production and so many visits as a reason for "such" prices. The author thinks that both parties are partially right. Namely, agencies wish to achieve the lower possible price of the "dry visit" so that they can implement their work into the price. (So far there is no conjoint information about tourists' visit to family wineries which can comprise a few important issues: number of visitors, age structure of the visitors, time of the visit, satisfaction of the visitor and the host. This information is dispersed into more tourist agencies who offer such services so far). On the other side, family wineries do not have constant visit which could enable reducing the price of the meals through the number of visitors.

One of frequent remarks of the visitors of the *wine trail* is that the wine offer is monotonous. Namely, in the region of Lake Skadar, Vranac dominates in the wine production. Although the heterogeneity of the relief somewhat influences the diversity of the vranac wines, it is still almost ultimate that there are other cultivars on the table, especially white and rosé.

The author thinks that, among other things, one of the aims of wine tourism is that a tourist should buy wine at the doorstep at lower price than in the shops. It seems that this rule is not active so far.

Also, traditionally, the price of home made wines is almost never under five Euros per bottle, and very often it reaches even 40 Euros. Such price of wines at family wineries is again the result of relatively high investments per product unit (bottle of wine) and small production volume.

Conclusion

Producers and tourist workers start to realize that wine tourism, as one of the aspect of agro-tourist offers, is one of the possibilities for increasing tourist consumption and development of the area of Lake Skadar.

The research points out that the population did not show even the average grade (3.83) of satisfaction with the development of the wine tourism. Middle aged population (36-55) showed bigger preference towards the wine tourism. The difference in attitudes between male and female gender was not significant, nor was it in the attitudes of the interviewees with regards to the distance of the settlement from Lake Skadar.

Some of the causes of (dis)satisfaction (regardless the good product - wine and individual successes) should be looked for in too small economic-commercial capacity of family wineries, high investments and thus the high price per product and service unit, and very bad presentation in electronic and printed media.

Within the region - Montenegrin basin of Lake Skadar, wine trail - Plantaze represent an excellent paradigm of realization model of such project. Namely, Plantaze literally fulfill all criteria *a propos* wine trail. Such conclusion is confirmed by permanent increase of the number of visitors for *wine trail* - Plantaze.

According to the data of Plantaze, it is obvious that the biggest visit of the wine trail takes part in so called pre-season (May, June) and post-season (September, October), which is a very important conclusion from the aspect of possibility to improve the flexibility of the tourist visit during the year. Although there are no precise details of the visits to family wineries, these off-season periods should indicate the dynamics of the visit of wine tourists.

The author thinks that some vineyard area cannot automatically transform into a wine tourist destination (by the decree, decision or attitude) without significant investment in time, money and efforts. So called hard infrastructure (roads, electricity, water supply etc.) is

especially important, but also the soft one, which anticipates: knowledge, communication (especially between tourist agencies and wine producers involved in wine trails), innovations, information, strategy etc. On the other side, micro economy of family wineries must be precisely elaborated starting from setting up a winery to the degree when it is possible to join the wine tourism.

That is why access to the wine tourism must not be partial or locally oriented, but well conceived and integral, conceptualized at the regional approach. Unlike local interventions, regional approach has broader context which comprises the system of wine cellars, service and ecological system. In order to maximize the effect of regional approach, wine tourism should not be given only regional but also national significance and also national intervention from one side, and local approach from the other side.

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Desining Cultural Routes To Improve Cultural Tourism In Western Serbia

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Abstract: Rich cultural heritage has become a factor that affects the competitiveness viability of the overall tourism product in certain area. Linking heritage in one or more cultural routes reflects the strong social, economic, political and cultural development processes. It reflects also the movement of people which have created the cultural diversity, multi-dimensional and continuous exchange of goods, ideas, knowledge and values among people, countries, regions and/or continents in the long period in the past. It can be presented by cultural, natural, historical and intangible heritage and tracked by complex, more versatile and more **accurate interpretation of the history. The role of cultural routes is to “follow” the history of the nations, migrations and propagation of European civilization achievements in the field of philosophy, religion, culture, art, science, technology, and commerce (e.g. Baroque, Celtic or Viking Route, the Silk Road, the Road of Slaves, the Salt road).**

The cultural identity of Western Serbia is based on good knowledge and appreciation of local cultural heritage, history, and collective memory. Through the Western Serbia territory, numerous local and regional cultural routes could be established, as well as routes that would connect the same or similar features in the whole state and thereby acquire a national character. Due to the geographical position of the Western Serbia and, above all, a joint history with the neighbouring countries, it is possible to design international cultural routes covering the bordering area of Bosnia and Herzegovina and Montenegro.

Key words: Western Serbia, cultural routes, cultural tourism, design, improving

Introduction

Tourism is a very important economic activity in Europe and is considered as a major source of employment in the future. European tourism industry, directly or indirectly, employs 12.1% of total employment, providing 24.3 million jobs and 11.5% of GDP. It is well-known that tourism encourages the development of undeveloped or underdeveloped areas affecting the socio-economic development of the entire area.

The economic importance of tourism and cultural tourism in the European Union was **recognized in March 2006 at a conference on “Tourism - Key of development and employment in Vienna” (ECTN, 2006).** Cultural tourism comprises the historical cities, cultural heritage, intangible heritage, events and alike, that makes a place specific and cannot be the subject of globalization, as most business activities are. Cultural tourism helps in creating of positive image of the entire society and better relations between nations. This type of tourism

is also supported by the European Union (Cengiz, Eryilmaz, 2006).

Concept of cultural routes

Cultural routes, i.e. culture roads reflect the strong social, economic, political and cultural development processes and the movement of people which create the cultural diversity, multi-dimensional and continuous exchange of goods, ideas, knowledge and values among people, countries, regions and/or continents in the long period. It can be presented by cultural, natural, historical and intangible heritage and tracked by complex, more versatile and more accurate interpretation of the history (Maxine and others, 2009). **The role of cultural routes is to “follow” the history of the nation, migration and propagation of European civilization achievements in the field of philosophy, religion, culture, art, science, technology, and commerce.**

The Cultural Routes Programme was set up by the Council of the Europe in 1987 to support the resolution of Parliamentary Assembly of the Council of Europe (EICR, 2003). The Programme main objectives were: to raise awareness of European cultural identity, to promote inter-cultural and inter-religious values in order to better understand the history of Europe as well as the preservation and promotion of cultural and natural heritage in order to improve the quality of life, socio-economic and cultural development.

This initiated the adoption of the Resolution on Cultural routes by the Council of Europe in 1998 (98) 4. **They primarily note that “such routes lend themselves to European projects of long-term co-operation in the fields of research heritage and culture valorisation, practice and arts, cultural and educational exchanges among young people, cultural tourism in Europe and sustainable cultural development” (EICR, 2003). The Cultural Routes encourage widespread community participation in cultural activities raising their awareness on a common cultural heritage. Established on cultural and social principles, the Cultural Routes represent a resource for innovation, creativity, small businesses creation, and cultural tourism products and services development (Council of Europe, 2011).**

In December 2010, the Committee of Ministers of the Council of Europe adopted the Resolution CM/Res(2010) establishing an Enlarged Partial Agreement (EPA) to enable closer co-operation between states particularly interested in the development of Cultural Routes (48 signatory countries of European Cultural Convention). Routes proposals, in order to be qualified and supported by the Council of Europe, have to be focused on a theme that represents European values and to be shared by several European countries. In addition, proposals must follow the historic route, contributing to long-term multilateral cooperation projects in priority areas and must be guided by an organized independent network. (www.coe.int).

European Institute of Cultural Routes is a technical body established in Luxembourg in 1997 for reviewing applications in order to establish new cultural routes, monitoring activities, expansion and documents. So far, 173 agreements on cultural routes were signed, 998 events

were conducted with over 3,000,000 participants with a total budget of 100 million Euros. Estimated number of visitors on routes is 5.907 million (www.culture-routes.lu).

Review of some certified culture routes in europe

Certified culture routes are themed through military fortification architecture, European industrial heritage, European historical figures, rural habitats, pilgrimages, etc. Existing routes cover the following corridors: Danube, Diagonal Corridor, East Trans-Balkan Corridor, Cultural Sofia-Ohrid Corridor, Via Adriatica, Via Anatolia, Via Egnatia, Via Pontica and Western Trans-Balkan Corridor.

One of the first European Cultural routes, the route Santiago de Compostela (also known as the Camino Francés) was established in 1987 and already in 1993 entered the UNESCO list of World Heritage Sites. It includes Spain, France and Portugal and it follows the increasing of pilgrimage, spiritualism and religion in Europe. Route is 800 km long and it is adapted for walking and cycling (Ivanovic, 2013).

Other representative routes established in Europe are: *The Castle Road* (Die Burgenstrasse, in Germany and the Czech Republic); *The Valley of the Kings* (Valley of the Loire/Loire Castles) in France; *Hadrian's Wall Path National Trail* in the UK; *The Limes Path* in Germany; *Via Claudia Augusta* connecting Italy, Austria and Germany; *Qatar Land* (Le Pais Cathare) in France; *UNESCO tour* in the Czech Republic; *Dracula Tour* in Romania, Royal cities of Slovakia; *Gothic Path* in Slovakia; *Le Vie Romane Del Mediterraneo* route connecting France, Italy, Spain and Greece; *Via Romana route* that includes the following regions: Emilia-Romagna, Bavaria, West Greece, Bulgaria, and Austria; *Mozart ways* presenting authentic connection to Mozart (Belgium, Germany, France, Great Britain, Italy, the Netherlands, Austria, Switzerland, Slovakia and Czech Republic) (www.mozartways.com).

Cultural routes in Serbia

In recent years, some cultural routes have been designed on national or regional level in Serbia as a part of international tourist routes. Cultural routes with different topics are established, from the Trail of the Roman Emperors to the Wine routes. However, not even one established route, except the Pedestrian corridor E7, passes through the territory of Western Serbia as they cover areas of Eastern and Central Serbia, the Danube Region, and Vojvodina.

One of these thematic routes, *Transromanica route*, was designed in German state of Saxony-Anhalt in 2003. Today it includes 32 partners from Germany, Austria, Italy and Slovenia. The main idea is to select five most representative monuments from each region, created under the influence of Romanesque art, and link them into a kind of cultural tourism network. In the extension of the project to the east, the National Committee Transromanica in Serbia selected five monasteries: Zica, Studenica, Gradac, Sopocani and Djurdevi stupovi. The Council of Europe has incorporated Transromanica in the program The European Cultural Routes

because it connects and promotes the common heritage of Europe (www.transromanica.com).

Route *Fortresses on the Danube* is a project launched by the Serbian Ministry of Culture, as part of a regional UNESCO program Cultural Heritage - Bridge towards a Joint Future, launched with the aim of strengthening regional cooperation in the protection and promotion of cultural heritage in South-Eastern Europe. The Republic of Serbia participated in this program since 2004 with seven countries in the region (www.tvrdjavateatar.com/tvrdjave-na-dunavu/).

Cultural route *Trail of the Roman Emperors* is an itinerary related to Roman heritage of Bulgaria, Romania, Serbia and Croatia. In Serbia, the route includes scenic road between Nis, Zajecar and Djerdap Gorge (Master Plan Roads of Roman Emperors, 2007). Since 2007, this route is on the UNESCO World Heritage List.

Serbian Wine Route is a project launched by the Ministry of Economy and Regional Development - Tourism Sector, in March 2010 in order to form the tourism offer of wine tourism. Nine wine routes are marked, as Wine Oasis. Wine roads in Serbia promote: wineries, wine cellars, wine makers and growers associations, thematic museums, wine shops and info centres *Wine Roads of Serbia*. (www.turizam.merr.gov.rs/index.php/sr/home/183).

Via Danubio is a cultural route created through the IPA project based on the characteristics of Roman culture and civilization, including the rehabilitation of infrastructure Roman Street (www.viadanubii.com). Development of cross-border tourism is driven by the creation and promotion of tourism product Via Danubio - 212 km long ancient Roman route with a starting point in the Romanian resort Herculane Spa and end point at Kostolac in Eastern Serbia.

Bike route along the Danube is a part of the Eurovelo Route 6, the project “Donauradweg” (Danube bicycle route) supported by GTZ (Deutsche Gesellschaft für Internationale Zusammenarbeit). The aim of the project is tracing the cycling route along the Danube eastern from Austria and Slovakia. Hungary, Croatia, Serbia, Romania and Bulgaria are partners in the project (www.ec.europa.eu).

Serbia became a member of European walking paths and roads by two routes, E4 and E7. In these routes, the most beautiful Serbian landscapes are linked in order to be walked for a one month (Ivanovic, 2013).

POTENTIAL THEMES FOR CULTURAL ROUTES IN WESTERN SERBIA

The authenticity of tourism offer of the nation, region or community is based in cultural identity. The cultural identity of Western Serbia is based on a good knowledge and appreciation of local cultural heritage, history, and collective memory. The answer to the question: “**Who we are**” is a strong and solid base of each local strategy, and in particular, the specific tourism offer based on the characteristics of local cultural resources (Dojcinovic, 2005).

Through West Serbia territory, the local and regional cultural routes could be created as well as routes that could be a part of same or similar national routes. Due to the position of Western Serbia, and, above all, a common history with the neighbouring countries, it is possible to design a cultural route with an international character, linking with the Bosnia and Herzegovina and Montenegro territories.

Itineraries can be based on various attractions - archaeological sites, monasteries, old city centres, monumental values, museums, places of interest ... It is possible to devise a route dedicated to famous people of the area, historical and ethnological routes, visiting cultural institutions...

The main characteristic of the cultural heritage of this part of Serbia is that these are the attractions of the local, regional or national significance, with high spatial dispersion. These resources usually do not have sufficient strength to attract, in the European context, a large number of visitors. Formation of a joint offer, by networking and connecting more attractions in one route, it could provide their attraction to the critical mass of visitors, and use the benefits of joint development guidelines, standards, services and marketing. If connection is not able to create an added value, it is necessary to create an additional attractions or events. Attracting visitors who are not primarily motivated by historical and cultural heritage to visit specific route requires a combination of cultural motifs featuring other types of tourism trends in a complex tourism arrangement.

Some of the routes which could be established on the territory of Western Serbia are:

Mystic Routes

Great number of countries creates routes with some dose of mysticism. Mysticism has always attracted tourists who want to escape from everyday life and enjoy the exotic. England also realized huge profits by playing and revitalizing cults that were honoured at Stonehenge. They cultivated the tradition of King Arthur, and stories about the ghosts that inhabit the numerous castles. Already known the Paris catacombs (underground quarries in the 18th century used to store dead due to the occurrence of various diseases), the Eiffel Tower, Louvre, Arc victory, the Champs Elysees, Notre Dame and alike, represent tourist motifs to visit **Paris. Certainly, the most famous personality embodied in Bram Stoker's novel Dracula (1897),** Vlad Tepes III brought recognition to the Romania on a planetary scale, today is presented as Dracula tour. Apparition of the Virgin Mary brought a boom in tourism of Medjugorje, where, in a short period, the huge number of visitors and pilgrims from all over the world has grown by exponential and reached incredible proportions. The similar situation occurred with the pyramids in the vicinity of Visoko (B&H), Dragon lines in Istria and mountain Klek with fairies, spirits and magical beings (Croatia).

It is the phenomena of spiritual tourism that attracts more and more fans in recent years. Today, people are seeking for a special story as a motive for their journey, to experience something that will be remembered for a lifetime. This motivation may be different,

depending on the view of the world and individual learning, and move within studying crop circles, photographing Loch Ness monster, meditating in a temple.

Kremna prophecy

It is believed that Kremna basin originates from ancient phase of Earth's formation, during its collision with another celestial body. In fact, Kremna land is composed of metamorphosed rocks *periodotit* that exceed the serpentine and have the natural power of biogenic radiation beneficial to the human body. Perhaps because of this stone, Kremna are always giving seers. **In the 19th century Tarabic prophets were born, and after them a few another Kremna's seers. Zaharije Zaharić their prophecies quoted to Radovan Kazimirović, who published them in his book "The mysterious appearance of the Serbian people and Kremna prophecy".** Kremna prophecy has a lot of predictions, some of them are fulfilled. Trabics predicted the invention of television, telephone and telegraph coming to Serbia, change of Serbian throne dynasty, **Mihailo Obrenovic and King Milan Obrenović governance, Serbian-Turkish wars, proclamation of the Kingdom of Serbia, the fate of King Alexander and Queen Draga, re-entry of Karađorđević's dynasty, World War I, a large epidemic in Zlatibor Mountain in 1915, the Ottoman and Austrian Empire doom, the fate of Istanbul, declaration of Serbian Empire, the arrival of the red king with the star on the forehead (an allusion to Tito), reconstruction of the Sargan Eight for tourist purposes...**

The first Serbian vampire

Sava Savanovic is a character from the story of Milovan Glišić (1847-1908) that is, after ninety years, presented as a vampire. Sava Savanovic's figure is mentioned in the first Serbian horror film named *Butterflies*, inspired by Glisic's story, and in the book *Fear and his servant*, by Mirjana Novakovic. According to the legend, farmer Sava Savanovic after his death lived in an **old mill in the village of Zarožje, in the municipality of Bajina Basta.** By legend, Sava as a vampire killed and drank the blood of people who would come to grind corn in his mill. In recent decades, the Sava Savanovic's mill is owned by family Jagodic. It worked until the late 1950s when it was closed. Watermill attracts visitors, but the villagers were not able to make a successfully tourist attraction.

Although Sava is mentioned as the first Serbian vampire, Peter Blagojevic, farmer from Kisiljeva near Pozarevac, who died in 1724, reached the European attention. As supernatural beings (vampires), the Ruza Vlajna (also from Kisiljeva), Arnaut Pavle (Serbian outlaw from the village Medvedja near Paracin), Milos from village of Radojevo in Banat, were mentioned...

Radovan Kazimirovic in his book: *The mysterious spiritual phenomena: witchcrafts, divination and sorcery in Serbian and other nations*, *Kremna prophecy* also quotes the text form the German newspapers about the vampire Peter Blagojevic. Kazimirovic wrote that the excavation and cremation of the dead was banned in the 14 century by Dusan's Code **because of the belief that it turned people into vampires. The story of the Sava Savanović can also be found in the anthology of stories about vampires.**

Who should fast?

Tourism market in Western Serbia was recognized as an important source of demand for traditional products. First steps in this area were conducted by the Tourism Organization of the region of the Western Serbia, supported by the program Private sector development (RDA Zlatibor). The first Gastronomy map was published and distributed through the Western Serbia destinations, under *Common yet Unique* slogan (www.rrazlatibor.rs). It offers information on local food. Increasing demand for traditional products includes their availability. To facilitate this, the program supported the establishment of four degustation centres: **Aćim in village of Mušvete (Dalmatian smoked ham and pancetta), Distillery Zaric in Kosjerić (brandy), Sopalovic in Mackat (ham) and Torlak in Sljivovica (blackberry wine and smith).** These are centers that specifically promote and popularize the traditional products on the tourism market in Serbia as new tourism niche. Opening a new market for small manufacturers who do not have other options for continuous and cost-effective marketing, these centers create a new form of demand and contribute to increased sales and income.

Roads of tasteful drops

In Serbia, there is annual production of 1,000,000 hl of hard drinks. The plum brandy is on the first place by volume of production, but in recent years, the expansion of other fruit brandies is notified (apple, cherry, pear, apricot, peach, quince, raspberries, grape, juniper, herb, honey, nut etc).

There are a few distilleries standing out by manufacturing technology and brandy quality. For tasteful drops lovers, it is possible to organize thematic routes, with distilleries site seeing, introduction to the history of the brandy production and origination. It is possible to organize retail degustation of all kinds of hard brandies (after the famous sightseeing of Rakia Bars in Belgrade with appropriate foods, i.e. refectation).

The route should include a visits to distilleries of Excellentia and Kulacin around Sabac, Lastar product DM from Lipolist, Srpsko zvono, Vesic Brandies, Blue Diamond and Djurdjevic from Valjevo, a distillery Zaric from Kosjeric, Zlatna dolina from Karan, Klekovaca Sreten Guduric Co, Stara Sokolova from Uzice, Tim distillery, Stara pesma, Simic M&S brandy cellar, BB Klekovaca from Bajina Basta and Metalflex from Arilje.

Distilleries site seeing could be complemented with a numerous events in Western Serbia in order to popularize agricultural production and strengthen the economic status of municipalities: Brandy Fair in Sljivovica (May), Raspberry Days in Arilje (July), Plum Fair in Osecina (August), Brandy Days in Sabac (November)...

Paths of spirituality

This cultural route i.e. pilgrimage through Western Serbia has religious motifs of tourist movement because territory is extremely rich in medieval monasteries and churches. The

starting points of the route should be the major cities and tourist centres in the season (Belgrade, Novi Sad, Kragujevac, and Zlatibor). The route should contain site seeing representative buildings of the religious heritage of Western Serbia, monasteries: Tronosa, Cokesina, Pustinja, Celijske, Jovanja, Bogovadja, St. Nicholas, Raca, Klisura, Uvac, Banja, Mileseva, Kumanica, Davidovica; wooden churches; and churches: St. Achilles, White Church in Karan and like. By creating this thematic route, it is obligatory to arrange a visit to monasteries and churches in Fruska Gora mountain and Sremski Karlovci, monasteries in Ovcarska-Kablar gorge, Zica Monastery, Studenica, Gradac, Djurdjevi stupovi and Sopocani (part of Transromanica route), Moraca and Ostrog monasteries in Montenegro, Dobrun monastery in Bosnia and Herzegovina. Accommodation on the route should be organized in rural households and traditional restaurants or in the monastery refectories.

Paths of freedom

Another cultural route that could be realized in this area is related to the Second World War. The fact that the House of Flowers in Belgrade has annual visit of about 150,000 people, shows that there is great interest in the life and work of Josip Broz Tito (Ivanovic, 2008). In Western Serbia, there are authentic destinations dedicated to the WWII and former Yugoslavia: Stolice, Krupanj, Robaje, Ravna Gora, Uzice (centre of the Republic of Uzice), Kadinjaca, and Jabuka... Since these sites had enjoyed protection in recent years, some changes in ideology and a different view of history did not lead to their devastation. They can easily be adapted to the needs of the target group, not only population over 60, but young population interested in Tito's life and work, as a kind of brand. A structure of visitors shows that there are a lot of foreign tourists, not only from neighbouring countries. In this way, we could make a route that includes Belgrade, Valjevo, Drina and Uzice region, as well as places of great battles from WWII.

Tesla and Stanojevic route

Centuries-old Serbian hydro power plants route, i.e. Tesla and Stanojevic route is the name of the first industrial route in Serbia. In Europe, Serbia was one of the first countries that began to produce electricity, and only four years after it was built at Niagara Falls, Uzice is given the first hydropower plant in Serbia. It was designed by Serbian scientist Djordje Stanojevic, **according to the principles of alternating electricity, Nikola Tesla's invention**. This hydropower plant is the first in a series of perfectly preserved Serbian hydro power plants. Part of the route are Gamzigrad hydropower, hydropower plant Vucjanka in Vucje canyon, Sveta Petka or "Villa from Nisava" in Sicevacka gorge and Moravica in Ivanjica.

Cooperating with Croatia, Hungary and other European countries where Tesla lived and worked this route should become a major international cultural route ***Tesla's route through the Europe***. The route begins at the Nikola Tesla Museum in Belgrade and the itinerary leads to the places which were visited by Tesla in 1892.

Route through Drina valley

This cultural route may have an international character because it goes through the valley of the Drina River. It can be realised in various ways including locations on Serbian and B&H borders territory. With detailed analysis and historical cultural route designing, after project for Felix Romuliana, Drina could be positioned in the market as a unique cultural route. This area contain numerous cultural heritage sites, including places of great battles and executions in all wars, combined with the valley of the Drina River, Tresnjica, Valjevo mountains, Lelic Karst, and National Park Tara...

As on the big screen

Due to good film productions, many places have become tourist attractions. There are some Serbian films that have the status of a cult film, and *Butterflies* is certainly one of them. **Butterflies (1973, directed by Djordje Kadijević), adapted from the story of Milovan Glisic is historically the first horror film taken in Serbia.**

Since the film is one of the most receptive media for audience, war films projections may have the great importance for the comprehension of the past and establishment of a real and objective attitude towards it. **Partisan's film is considered as authentic genre in the former Yugoslavia.** Films: The republic of Uzice, Partisans, Bosko Buha, Neretva Battle, Valter defends Sarajevo, Partisan Squadron, Sutjeska and many others are true epics that are watched by millions. Today partisan films are mainly watched as an action genre, not as epic because all films from the communist period are a part of the cultural archives. Certainly the most famous movies of our well known film director Emir Kusturica are recorded in these areas: Life is a Miracle (Zlatibor, Tara, Mokra Gora, Sargan, Uzice, Cacak), Testament (Uzice, Djetinja river, Tara, Mokra Gora) and some scenes for the film Black Cat, White Tomcat in Sabac; Zdravko Sotra's films *Ilka, Ivkova slava* and *the Professor Vujic's Hat*, were filmed in Tesnjar in Valjevo.

The projection of these films may be additional content on cultural routes, or they can be independent cultural route. Cultural routes with active tourist participation could be created, on the principle of detective stories. Visitors and locals could be animated to explore areas where movies were filmed, to identify scenes from movies, or, in a more serious design, to be costumed and acting like in a movie. The entire route, which would last for a weekend in the form of a game, participated by at least 10 players, could be based on the example of the best detective fiction. As a reward for successful participation in this form of tourist entertainment, participants could be awarded by souvenir specially designed for thematic route in which they choose to participate.

Conclusion

Cultural tourism in our country is not an object of appropriate researches as well as a part of strategic development plans. At the national level, the issue of cultural tourism is reflected in

the fact that the Republic of Serbia has not built or defined, in any form, tourism image and slogan that will represent Serbia at the domestic and international tourism market (unlike Slovenia, Montenegro, Croatia, Macedonia and other countries in the region). Policies and strategies of cultural tourism are not defined on national, regional or local level. Tourism Development Strategy of the Republic of Serbia from 2005 to 2015 does not recognize cultural tourism as one of the key national tourism products, although some elements are represented in recommended tourism products portfolio. On the other hand, Serbia still does not have a National Development Strategy of Culture, so due to unclear objectives and development priorities in this area, cultural tourism in Serbia is spontaneous and uncoordinated.

Low development level of cultural tourism products leads to changing a focus from national to distinctive regional products in Western Serbia as a cultural tourism destination.

Gathering themed material heritage in a unique tourist offer, it becomes more interesting to the visitors. The cultural routes highlight the uniqueness and authenticity of the destination, local knowledge and traditional skills. They have significant influence on the development of economic sectors, clusters, networks, encourage innovation and creativity.

To overcome the current situation and to access creating a new cultural tourism product in Western Serbia, it is necessary to constantly work on: education and animation of the local population, improving the protection and promotion of the monumental heritage, enhancing cooperation and coordination among key stakeholders in culture and tourism, establishment of an integrated management model, human resources development, improving the functions of research, development and planning, creation of cultural routes in Western Serbia and regional marketing and promotion.

Conclusion is that cultural tourism could become a significant factor in improving tourism in Western Serbia and become an independent form of tourist movement after overcoming the above mentioned problems in planning, designing and development. Until then, Western Serbia, although rich in cultural heritage, remains invisible in cultural tourism development on the national level, as long as the elements of cultural tourism in Western Serbia are classified as potential development factors.

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Religious Objects in Skopje (Specific Urban-Theme Tourist Attraction)

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Abstract

Skopje is the capital of the Republic of Macedonia and it is also the largest city in the country, the city is characterized by its poly functionality, multi-ethnicity and it is also the cultural center of Macedonia. Skopje is a city with a rich and turbulent history that has grown into a modern and urban city center with all the trappings of modern living. Skopje in tourist terms is the main and largest urban tourist destination in the country more than 22% of the total number of tourists that come to the country visit Skopje, or about 38% of the total number of foreign tourists which come to the country visit the capital. From these findings and data there is a need to create a special urban-themed tourist routes which will complement and enrich the tourist offer and experience, a program will be created to meet the needs and demands of the tourists whose satisfaction will be greater and thus achieving a greater number of tourist visiting Skopje. The purpose of this paper is to create and present such an urban thematic tourist route in the city, which will cover all the important sacred objects that have a great tourism value. In Skopje there are more than 50 places of worship belonging to several religions, but all of them have the same importance for the purpose of tourism, so the paper covers only attractive tourist places of worship. The importance and attractiveness of the urban-thematic route is greater because of the geographical and spatial structure of the analyzed objects, they are concentrated in the downtown area or in its immediate vicinity and they are in physical distance off each other which enhances the implementation of the thematic route into practice. Taking into account the characteristics of the treated religious sites into different historical periods from which they originated, the different religions which they represent and the high tourist value, the concentration on a relatively small space and access, the condition they are in and so on. We can conclude that the urban thematic tourist route will inevitably contribute to improving the quality of tourist offer in Skopje.

Keywords: urban tourism, religious buildings, thematic routes, Skopje

Introduction

Tourism or the tourism industry is a very important part of the economy of each country, including the Republic of Macedonia. Especially important for the development of tourism in the country (*which is not a traditionally developed tourist destination*) is its dispersion across regions and other areas of the state, as well as promoting and developing various forms of

tourist movement and various kinds of tourism. Urban tourism is exactly the kind of tourism that dispersed tourist movement from traditional tourist destinations in the country to urban centers while contributing to a better and enriched tourism offer. The importance of cities for the purpose of tourism especially emphasizes Stephen Williams (2009) "... cites in the twenty-first century represent an important tourist destination and so any attempt to develop an understanding of the space of the tourism needs to examine these primary tourist locations", Thus urban tourism should be understood much better as a definition and an essential part, but also as an addition to the tourists offer of Republic of Macedonia. We should also bear in mind that of the 29 cities in the country, Skopje is the largest and the capital and has all the attributes needed for the development of urban tourism. When we talk about urban or city **tourism, care should be taken so it will not to be equaled with the term "resort" in the context** of this Fainstein and Judd (1999) separated three categories of tourist cities such as: Resort cities, Tourist-historic cities and Converted cities. Skopje is a tourist town and not in any of these categories, but it is among the capitals with excellent conditions for urban tourism which Stephen Williams (2009) describes as "simultaneously capital, metropolitan and historic, industrial and a cultural place". So from this aspect we should consider the tourist offer in Skopje and we can see that it is necessary to enrich and supplement offer for the tourists, and one way to achieve the desired effect is through the development of urban thematic routes.

Skopje - tourist destination

Skopje by the number of its population is the largest city in the country, so according to data from the National Bureau of Statistics of the last census conducted in 2002; there are 467.257 inhabitants which live in the city. It is located in the northern part of the Republic of Macedonia has a favorable geographical position and good road and air connections. The border crossing with Serbia Tabanovce is about 60 km away, from the Blace border crossing it is only 10 km away while the distance to the border crossing Deve Bair towards Bulgaria is around 100km. For good traffic connections to Skopje contribute good road infrastructure, railways and air traffic. Skopje is connected by modern highways, Corridor 10 and Corridor 8, the international railway lines are connected to the north and to the south, the national railways is also connected east and west. Air travel goes through the international airport "Alexander the Great" which is only about 10km from the city center.

Apart from the geographical favorable position and good traffic connections, the development of urban tourism in Skopje is very important and with its receptive capacities. In terms of the number of accommodation situation in Skopje is satisfactory because according to the SSO (2012) a total of 26,448 rooms available in Macedonia 2355 in Skopje statistical region tourist, or 9% of the total number of rooms Republic of Macedonia in Skopje. The situation is similar to the number of beds, where about 7.5% of the total numbers of beds in the country are located in Skopje.

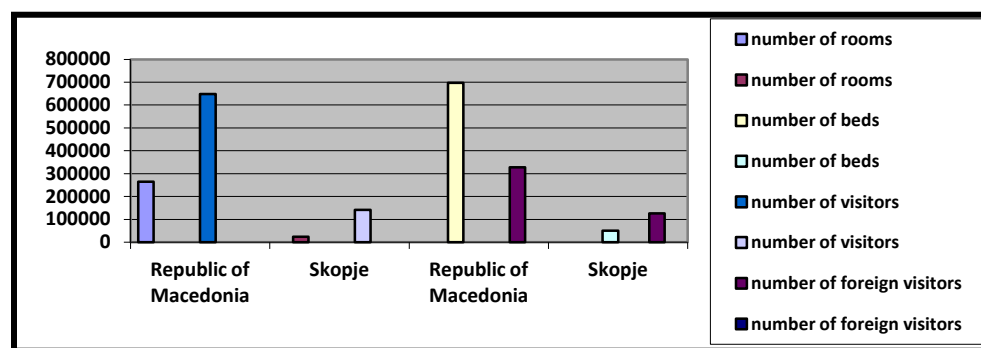


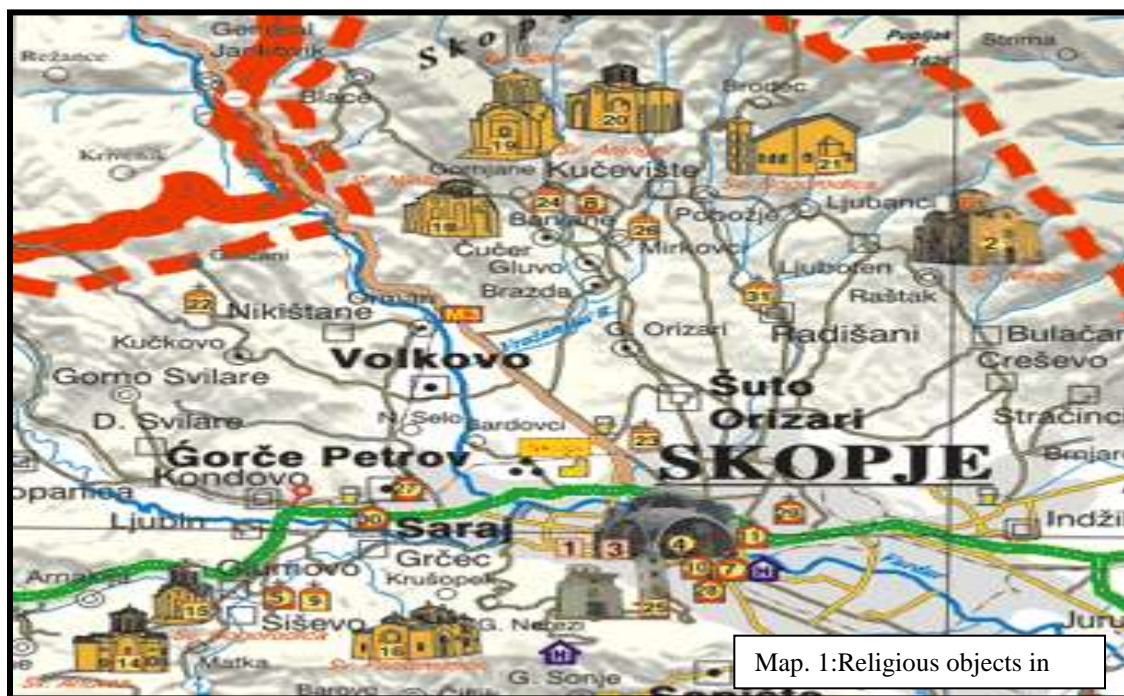
Figure.1: number of rooms, beds and visitors in Skopje in terms of Macedonia

Compared to the number of the accommodation facilities with the number of arrivals and overnight stays of tourists in Skopje it is significantly better and favorable, so it points to the development of tourism in Skopje as an urban tourist destination. According to the State Statistical Office (2012), the Republic of Macedonia has been visited by 647,568 tourists, of which 141,386 tourists or 21 % of the total number visited City. The percentage is significantly higher if we analyze the number of foreign visitors or tourists, so in 2011 the Republic of Macedonia was visited a total of 327,471 by foreign tourists, only Skopje the same year was visited by 125,407 foreign tourists, which means that 38.5 % of foreign tourists in the country visited the city. If we make the comparison in terms of nights spent, then we will see that in Skopje in 2011 a total 254,553 nights were generated, as comparison with the total number of visitors in Skopje (141,386) this means that a total 1.8 nights per tourist were generated. This data shows that the largest numbers of tourists which visit Skopje are daily visitors and tourists who stay for a short time. This generally corresponds with the modern trends in urban tourism.

Skopje is an urban tourist destination packed with numerous anthropogenic tourist values that allow and encourage the development of urban tourism in the city. Skopje derives from the ancient period (Skupi) and throughout its long history has been repeatedly destroyed and re-built, and because of that today it is full of buildings from ancient, medieval and the Ottoman period such as the Skopje Fortress, the Stone Bridge, Daut Pasin Amam, Kursumli An, St.Spas and St. Pantelejmon churches, the Roman aqueduct, the Old Bazaar, archaeological Skupi and numerous other facilities. Besides historical buildings Skopje is a modern and contemporary metropolis rich with numerous modern anthropogenic tourist values such as museums, galleries, cultural and historical monuments, modern architecture and a modern urban fabric of the city, sports facilities and events, cultural events, modern shopping centers, night life, entertainment and so on.

Sacred religious buildings in Skopje - special urban thematic route

The religious objects that can be put into operation for the development of the tourism industry belong to the group of man-made structures or values. Their initial and primary purpose is connected to the religious rites of the religion from which it originated but if they are characterized by certain attractiveness in terms of architecture, preservation and authenticity, historical value etc., then they have some attractive attributes which develop into attractive tourist places of worship. The tourist motivation that encourages tourists to visit religious sites may be different it may be religious, cultural and historical or as an introduction to the culture and architecture, artistic values of frescoes and iconostasis, etc. Whatever the motives the most important is for tourist initiates movement is the motive to visit these religious structures. If religious objects that are characterized by the aforementioned attributes are concentrated in a relatively small geographic area, then they can pose a special tourist offer in the form of thematic route - Worship. This kind of religious buildings can be found in the city.



In Skopje and its surrounding area over 50 religious buildings are located belonging of several religions, the religious buildings of the Macedonian Orthodox Church and Islamic religious buildings are the most numerous. Most religious buildings are recent and only for the purpose of religious rites, while only a few are featured with attractive attributes already mentioned and have a capacity of tourist motives. These are the church St. Spas, St.Dimitrija church, cathedral, church Sv.Pantelej Mustafa Pasha Mosque, Yahya Pasha Mosque and Sultan Murad Mosque. Besides these there are several buildings that have a great tourist importance but they are outside the metropolitan area of Skopje and cannot be a subject of the urban thematic route- religious buildings.

St. Spas Church is a cultural monument protected by law; it is located east of the Kale fortress in the old part of the City. The church dates from the XVI century, until it obtained its final appearance in XIX century. The church is of great tourist attractiveness due to two very important elements: the sarcophagus of Gotse Delchev and the iconostasis in the church. Sarcophagus which houses the remains of one of the most important and biggest



Macedonian revolutionaries and freedom fighters from the Ottoman period, the sarcophagus of Gotse Delchev is located in the courtyard of the church St. Spas, and it is an important tourist motive for visiting the church. But most important to the church as a kind of curiosity with priceless art is its iconostasis. The iconostasis in the church St. Spas was made in XIX century or to be exact in 1824 by the group of Peter Garkata, and according to their artistic qualities it is one of the finest wood carvings ever made. It has modest dimensions of only 10 meters in length and of 4.5 meters height, while in the middle section it reaches a height up to 7 meters. The motives of the iconostasis are borrowed from the Holy Scriptures with deep carving, and the Baroque style prevails which also intertwines over with other styles such as medieval art and motifs, Gothic and Renaissance, naturalistic motifs, parts of it have Rococo style and eastern and Islamic art influence. Thus the merger of several styles the wood carvers have created a unique style that is expressed by a master performance, rich in content and with high artistic quality, making the iconostasis among the top achievements of woodcarving art. With these attributes possessed by the church it is one of the great religious buildings of tourist importance and as such it should be a part of the tourist route "Worship in Skopje."

St. Dimitrija Church is located on the left side of the river Vardar in the old Jewish neighborhood and at the entrance to the Old Town. The church exists since the Middle Ages, in its place there was an old temple in the XVI century, in the period of the XVII century it was abandoned, but later in the XVIII it began its recovery. The St. Dimitrija Church at one point of time was the cathedral church in Skopje - based Metropolis and the Metropolis of the Pec Patriarchate. Throughout its existence the church repeatedly has been destroyed and renovated and it obtained the final appearance in the XIX century. The exact age of the church is not known, but it is known for its continuous existence since the XIII century according to the writings of Theodore Matohit (1299) who was a Member of the Byzantine court. St. Dimitrija Church is one of the few buildings in Skopje which escaped the burning of the city in 1689 by Enea Silvio Piccolomini the Italian nobleman who was an Austrian general that burned the city because of the cholera epidemic. The importance of the church and its importance are in the fact that this was the tomb of the first head of the Macedonian



bell tower - St.Dimitrija

Orthodox Church, Archbishop of Ohrid and Macedonia g.g.Dositej and the Archbishop of Ohrid and Macedonia g.g.Angelarij. The attractiveness of the church in an architectural sense is enriched by the bell tower which was built in 1907. Although packed with great styles and artistic values St.Dimitrija church is rich with history and its age contains some attractive attributes required and as such attracts a lot of visitors. Its tourist value is even greater because of the attractive location of which is located under the Skopje Fortress, the entrance to the Old Town just after crossing the stone bridge on the left bank of the river Vardar. Being at such an attractive location it is on the path of almost all tourists who visit Skopje and its landmarks. Because of these

features that characterize the church it is quite clear that this religious object should undoubtedly be part of the urban thematic tourist route.

The largest and most impressionable religious object in Skopje is the Cathedral of the

Macedonian Orthodox Church **""**. The cathedral is a building built in the recent past; its construction began in 1972 and was completed and consecrated in 1990, so it is a religious building of a new date and has a historical significance, it is packed with other attributes that contribute to its tourist value. The Cathedral in Skopje is the largest church in the country, which has an interior



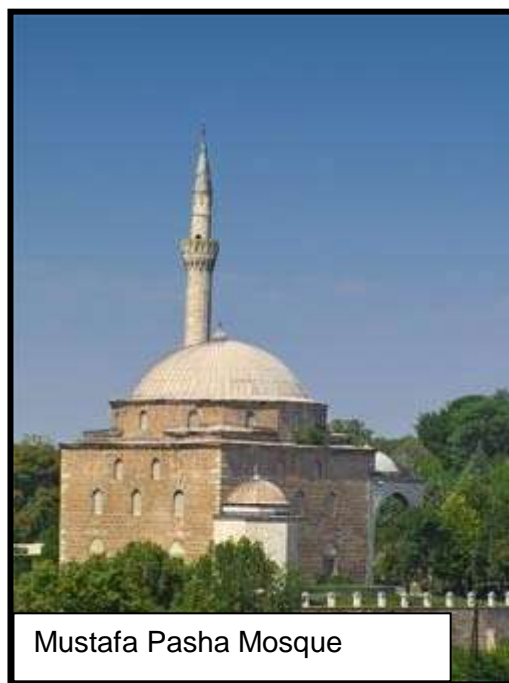
St. Kliment Ohridski

1000m² and it can fit up to 6,000 worshipers. The interior of the church is quite picturesque, while the exterior is impressive with its size and the architecture. Inside the courtyard of the church there is a 45m high bell tower which has three bells a fountain in front of the church and a monument to archbishop g.g.Dositej, this further enriched the aesthetic and architectural value of the church. The cathedral is located in the central city area of Skopje, the right side of the Vardar River, near the previous two mentioned churches. Because of its size and beauty and features, the location of the cathedral and its location as well as the **importance it has for believers the church "St. Kliment Ohridski" is daily visited by pilgrims** as well as by many tourists who come to Skopje this church is part of the sacral religious buildings of touristic importance in Skopje.

In the Skopje Diocese there are churches and monasteries that have a religious and a great travel value (eg St. Pantelejmon in Nerezi Sv.Andrej the canyon, etc.) but they are not in the urban area so they cannot be a part of the urban thematic tourist route.

Apart from the Orthodox religious sites in the city there are also Islamic religious buildings that are very attractive and they have a significant role in travel patterns, which undoubtedly arouse from the great interest among tourists who visit Skopje. Such Islamic religious buildings originate from the Ottoman period and are distinguished by their architectural beauty and great cultural and historical value, as part of the urban thematic route Worship in Skopje: Mustafa Pasha Mosque, Yahya Pasha Mosque and Sultan Murad mosque.

The in Skopje is one of the most beautiful buildings from the Ottoman period built in the city; it is located near the Skopje Fortress and Church of St. Spas, next to the Old Town. The mosque was built in the XV century, precisely in 1492 by Mustafa Pasha, built on the foundations of a medieval church throughout its history has not suffered major damage, and the last renovation was completed in 2011. According to the manner and style of the building, the Mustafa Pasha Mosque is representative of early Constantinople architecture, with a square base covered with a dome and a minaret which is 47 meters above sea level. The Mustafa Pasha Mosque has a great religious significance for members of the Islamic religion but it is also packed with a great artistic and cultural value and its favorable location only further increases its touristic value.



Mustafa Pasha Mosque

Another Islamic religious establishment which has a significant tourist value and it is aimed at the development of urban tourism in Skopje is the Yahya Pasha Mosque, located near the center of Skopje. The mosque was built in the XVI century or in 1504 by Yahya Pasha. In tourist terms the mosque is characterized by great artistic, cultural and aesthetic value, the inner walls are covered with marble slabs and the interior is enriched with marble decorations in the form of stalactites hanging while the front door is decorated with walnut wood carving. A special curiosity of the Yahya Pasha Mosque is its minaret, which is 50 meters high and is the highest minaret in Skopje and at the top the crescent and star are made out of gold.

The oldest preserved mosque can be found on the territory of Skopje and on the Balkan Peninsula and it is the Sultan Murad Mosque built in the first half of the XV century, precisely in 1436, by Sultan Murad II. The mosque is located near the Bit Bazaar and the Old Town, and in its place once stood the monastery St. George Gorgos Skoropostizhnik, which existed at the site since the Middle Ages. The mosque suffered severe damage in the course of its history, it was burned twice by fire and it was damaged during the great earthquake in 1963, but it was soon restored. Because it was repaired several times the original appearance

of the mosque is not known but it is considered that it was like the other two mosques in Bursa and Izmir which were built in honor of Sultan Murad II, the mosque was built in early Constantinople style and its interior resembles a square shaped basilica. This mosque is still known as the Clock Mosque because of the clock - tower which is situated in the courtyard of the mosque, and there are a further two Türbe for Bikij Khan and Ali Pasha of Dagestan. This religious building is the oldest preserved Islamic religious building on the Balkans, and is characterized by its unique, aesthetic, cultural and historic value and it has been declared a cultural monument protected by law, which confirms the importance of the religious object that has the function of the development of tourism in Skopje.

As we have already mentioned earlier in Skopje there are over 50 religious buildings but these were presented in this paper as religious buildings, both because of their ability to attract the attention of many tourists and these are very important for the City of Skopje and they affect the quality of the tourist offer of the town.

Conclusion

The need to create a separate urban thematic route – sacral religious buildings, as part of the urban tourism offer of the City itself, if we consider the characteristics of the city in the powerful position on the development of urban tourism. The main feature as well as the difference between Skopje to the conditions for the development of urban tourism between "tourist towns" is that Skopje has the status of a capital. This is especially important because according to Hall CM (2005) "Capital cities represent a special case of urban tourism", so according to this understanding of the uniqueness of Skopje, its tourist offer will be different from other tourist cities. Tourist offer of Skopje can be compact and unique, as is this case with a tourist city that has such feature and the Tourist-historic city, but it should consist of varied and numerous tourist routes and the offers to meet and answer the demand for various types of urban tourists staying in the city (business visitors, people who visit relatives and friends VFR, attending congresses, participants of various events, students, workers, visitors who specifically visit the city, etc.) because according to Maitland and W.Ritchie (2009) " ... it is becoming harder to distinguish tourism from other mobilities, especially in cities where there is a rich mix of leisure visitors ... ". This confirms the above-stated need for a special thematic urban route - Worship in Skopje. The city has excellent conditions for such tourism offers, especially if you take the touristic, cultural, historic, aesthetic, architectural, religious and location values and strengths that characterize and present the religious buildings. The realization of this tourist route as part of the urban tourist offer of Skopje, it will greatly improve the complete tourist offer of the town and will affect the increasing satisfaction of tourists or it will initiate major tourist movement in the future.

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Session 10: Natural and cultural resources

Pillars of Rural Tourism - between Natural and Cultural Resources

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Abstract

Attractive resources in rural areas included natural and cultural resources which affect profiling various forms of rural tourism, which tend to increase. Rural tourism product is a mix of natural and cultural resources. The relationship between natural and cultural resources in the process of rural tourism development are numerous and specific. The current era of tourism, tourism is indicated based on knowledge: The knowledge-base as a Platform for tourism - The Knowledge - Based Platform (Jafar Jafary, editor of Tourism Encyclopedia). Studying profiling of rural tourism, based on the analytic-synthetic methods, we came to the five pillars of rural tourism, which are explained in this paper. The rural tourist pillars, intertwined connections between natural and cultural resources.

We have presented it, on examples: Rural Museum Tourism: **The Open Air Museum "Old Village "** , in **Sirogojno** , Farmsteads (**salaši**) ethnic tourism: Dida Hornjak farm, Rural wine tourism: Rajacke pivnice (winw vault), Rural geotourism: Djavolja varos - natural geomorphological phenomenon .

We concluded that pillars of rural tourism contribute to: - fostering the identity of rural tourist sites and destinations, - economic and socio-cultural growth of the standard of rural tourist households, - the promotion and affirmation of local communities.

Keywords: pillars of rural tourism, natural resources, cultural resources.

Introduction

Rural areas and the impact of humans are the main factors of the development of rural tourism. Landscapes are the result of interaction between nature and man - the European Landscape Convention in Valencia.

Depending on the geographical location, the characteristics of rural areas, predominantly determined by:

- a) the natural features of the landscape: geomorphologic, climatologically, hydrological and geographical characteristics.
- b) Cultural heritage and to creation.
- c) Impact of man on the natural character of the landscape, through a variety of activities and the impact of cultural heritage.

Natural and cultural resources are attractive based on various types of tourism, and human factors affect their different profiling, which tends to increase.

Rural tourism is a type of tourism, and the tendency to expand specific profiling.

Rural tourism or rural tourism, integrating all forms of tourism in rural areas, as its primary or complementary feature

It is difficult to reliably counted so far profiled forms of rural tourism, but it is certain, that profiling should be based on knowledge and other rural tourism poles-RTS, which are the subject of this study.

Goal

The goal of this study is to point out that it is important that the profiling of rural tourism is based on certain principles – Model of Rural Tourism Pillars- MRTS, to preserve the rural tourism: improvisation, no ethics, quasi tourism.

Methodology

The current era of tourism, tourism is indicated based on knowledge: Knowledge-like platform in tourism - The Knowledge - Based Platform (Jafar Jafary editor Tourist encyclopedia).

Studying profiling of rural tourism based on analytic - synthetic methods, we came to the five principles of profiling rural tourism, which we have named: Model of Rural Tourism Pillars - MRTS (Table 1), as follows:

- I The Knowledge – Scientific knowledge as Based Platform about rural resources and rural-tourism desing of spaces.
- II Intellectual capacity of local community.
- III Partnerships on LEADER principles.
- IV Sustainable rural tourism .
- V Information and Communication thenology- ICT.
- VI Global Code of Ethics for Tourism (www.unwto.org) , (Table 1).

Rural tourism resources are parth of the territorial capital of rural communities. It is in practice necessary to establish horizontal and vertical relations between of the Model of Rural Tourism pillars MRTP (Table 1).

Table 1 Model of Rural Tourism Pillars -MRTP

Rural Tourism Pillars - RTP		
No.	name	description
I	The Knowledge – Scientific knowledge as Based Platform about rural resources and rural-tourism desing of spaces	The main component of rural tourism product is the scientific expertise: - facts of tourism resources , - the development of tourist areas,tourism quality management - IQM, - marketing.
II	Intellectual capacity of local community-ICLC	Rural tourism should: - merge all of ICLC , - Connect with intellectual capacity in area, - Transfer of knowledge and skills - Education .
III	Partnerships on LEADER principles	Strengthen community to activate the rural tourism potential,LAG,partnership training,workshops,clusters.
IV	Sustainable rural tourism	- The Sustainability of Rural Systems: Environment, ja (Economy ,Society , Institutional
V	Information and Communication thenology-ICT.	-ICT :basis for netowwking and information flow and position on tourism market.
VI	Global Code of Ethics for Tourism (www.unwto.org)	- Participants in tourism and tourists themselves should observe the social and cultural traditions and customs of the people and protect nature / -Local community representatives and local experts should cooperate, -Tourism activities should allow traditional cultural products, crafts and folklore to survive and thrive.

Author of Model of Rural Tourism Pillars - MRTP : Nada I. Vidic (Table 2).

In further research, the model established rural tourism poles MRTS, we analyzed in relation to the natural and cultural resources in selected tourist sites and destinations in different geographical areas of the country (Table 2).

You selected an attractive and renowned tourism sites include: Dida Hornjak farm, Rajacke pivnice (winw vault) , **The Open Air Museum "The Old Village "** in Sirogojno, Djavalja varos (Map 1, from north to south).

Research

Rural areas in Serbia, occupying about 85% of spaces. To the scenery: with 55% of the country's population, of which 21% are unemployed; depopulated landscape, with strong process aging population, in which about 60% of the population not engaged in agriculture, in them agriculture lost its centrality (Source: PPRS .2010-2020: 165).

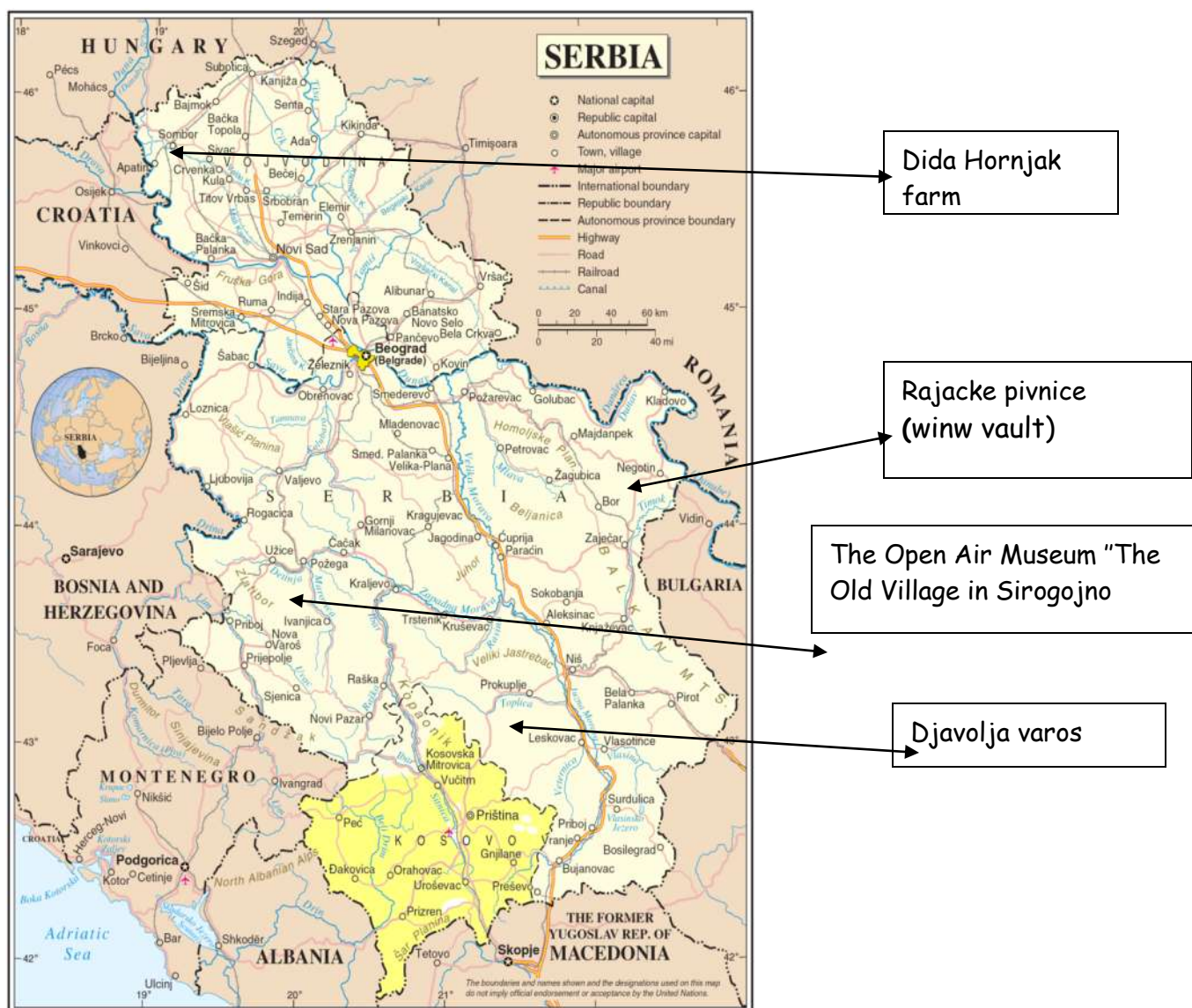
Natural and cultural resources of the rural landscape in Serbia, as an attractive tourist base of rural tourism in Serbia, which is on the rise and has excellent prospects for further growth (Vidic, 2013).

Rural areas in Serbia are characterized by: extraordinary attractive nature, preserved, authentic, unspoiled and rich cultural heritage. We will, in this paper illustrate, in concrete examples, and they are in our country-endless (Figure: 1-20).

Dida Hornjak farm

Dida Hornjakov farm is known tourism destination (salasz), (Figure 1). Dida Hornjakov farm is situated in Vojvodina-Pannonian Plain, northern Serbia, 1.5 km from the city of Sombor, the regional center of Western Backa (Map 1, Figure 1).

Dida Hornjakov farm is architectural complex which consists of buildings for housing and economic separate buildings, surrounded by the estate of about 10 hectares. On Dida Hornjak farm preserved folk authenticity, from the 19th century with the original interior and authentic cultural heritage of ethnic group –of Bunjevci (Figure 2).



Map 1 Geographical position : Dida Hornjak farm, Rajacke pivnice(wine), The Open Air Museum "The Old Village in Sirogojno, Djavalja varos (www.google.rs, допуна: Нада И. Видић)



Figure 1 Dida Hornjak farm Figure 2 Tradition style in room of Bunjevci,

(www.klaster.somborsksalasi.rs)

The old farm building is an exhibition space with the interior, showing the heritage and specific Bunjevci, one of more than 20 ethnic groups in Vojvodina.



Figure 3 New building of restaurant on Dida Hornjak farm
(www.salasi.rs)

Tourists enjoy a traditional rooster environment, peace, tranquility and harmony of the Pannonian Plain, smell of its fields, orchards, flowers. In the newly built (Figure 3), tourists can enjoy a rich and varied gastronomic offer, soup guinea fowls, cornelian cherry liqueur, liver dumplings, cherry sauce, cakes with poppy seeds and nuts and with the music of tambourines and Bunjevci songs.

Tourism attractions on Dida Hornjak farm is part of the tourism offer diverse and rich cultural heritage: a multicultural, multinational, multikontinental Vojvodina - European region. The farm is part of the rural tourism cluster Sombor ranches – farms (www.somborskisalasi.rs),

which is a pilot project of the European Union: Synergy Culture and Tourism - Synergy of Culture and Tourism (www.sycultour.eu, 1.mart2011-February 28, 2014). Over Cluster Sombor farms, Dida Hornjak farm is involved in cross-border project between the Republic of Serbia and the Republic Croatia: Tradition for future rural-tourism across the border, which is funded by the European Union. In near of Dida Hornjak farm, there are the Danube River and the Special Nature Reserve Gornje Podunavlje.

Rajacke pivnice (winw vault)

Rajacke pivnice (winw vault) are located in eastern Serbia, in the famous wine-growing area, a distance of 25 km from Negotin, near the border with Bulgaria (Map 1). Rajacke pivnice are exceptional and unique surrounding environment and make it a family wineries-breweries (Figure 4), which were built on the hill above the village Rajac, where otherwise the house of their owners (Map 1).

Wine pubs are objects, which are: cellar dug into the ground for optimal microclimate conditions favorable for the fermentation and maintain the quality of wine, and above the living quarters of their owners (Figures 4, 5). They were built in the second half of the 18th century and early 19th century, of stone or logs, with walls up to 60 cm. They are located at an altitude between 150 m and 250 m.



Figure 4 Rajacke pivnice (winw vault)

(www.rajackepivnice.com)

In this tourism destination has 270, a wine cellar with Square of Wine. Until a decade ago, Rajacke pivnice(winw vault), were abandoned and they were standing padlocks. However, the development of rural wine tourism in the country, begins, revives and winw vault and some are transformed into attractive wine vault (Figure 5) with accommodation in a unique ambiantal places.



Figure 5 Winw vault arranged for tourists

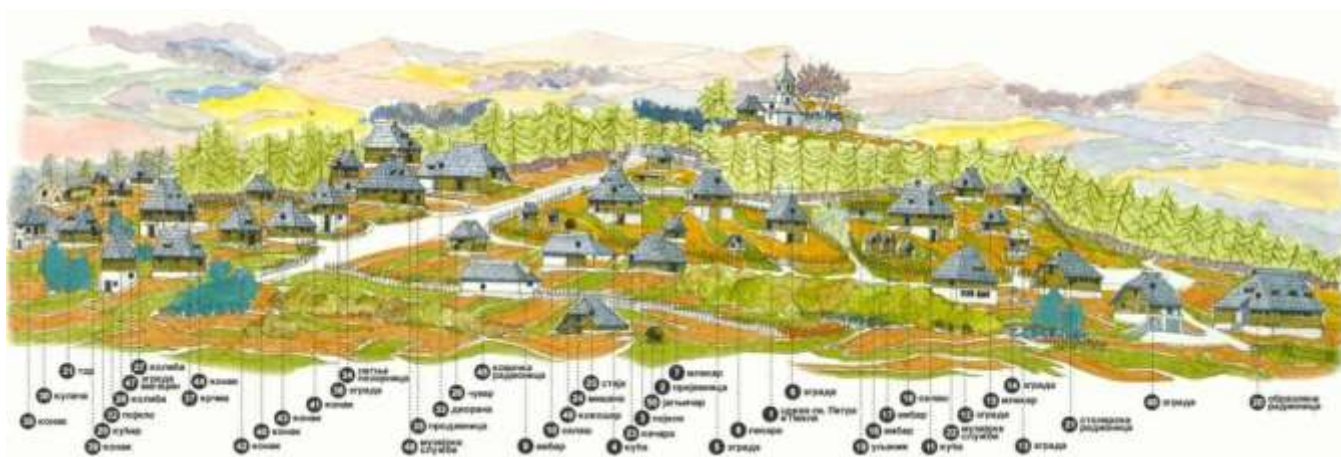
(www.rajackepivnice.com)

In Rajacke pivnice(winw vault), can taste and buy wine smelling these areas: prokupac, smederevka, cormorant, bagrina and many other varieties of wine. The hosts offer tourists and gastronomic specialties of this region: venison stew, Vlach beater.

Near Rajacke pivnice (winw vault), is an archaeological complex Felix Romuliana , who is on the list of UNESCO World Heritage Sites. Rajacke pivnice(winw vault) visited 15 000 tourists a year.

The Open Air Museum "The Old Village" in Sirogojno

In the central part of Serbia, in the southwest of the town of Uzice, is a municipality Čejetina, where is of village Sirogojno (Map 1), one of the 24 settlements in the municipality. This area is mountainous Zlatibor plateau, west part of the Dinaric mountain massif. According to the geomorphological characteristics, Zlatibor plateau, with altitude to 1496 m / Tornik pic / high with attractive landscapes, on which are,: meadows, coniferous forest, a treasure mountain with mild mountain climate, which makes it vazušnom most famous spa in Serbia. In this extremely attractive natural landscape is located The Open Air Museum "The Old Village " in Sirogojno.



Map 2 Complex of The Open Air Museum "The Old Village " in Sirogojno

(www.sirogojno.org.rs)

The Open Air Museum "The Old Village " in Sirogojno is located in the village of Sirogojno in Community Cajetina (911 m above sea level, 634-2011 census population) (Map 1). This Museum, makes a unique memorial to the indigenous mountain folk architecture and of rural life from XIX and XX century (Figure: 6,7). The Museum was founded on the initiative of enthusiasts from the local community with professional support of the Institute for Protection of Cultural , from Belgrade. On spaces from 15 hectares, were transferred the building of authentic living, by project of architect Ranko Findrik (1998). This process began 1980 year. Museum opened July 30. 1992. year.

Ambient complex of the Museum, was created around St. Peter and Paul, and makes them 46 structures (Map 2), including: residences, kulaks, cottage, pub, outdoor theater (Figure 12) , a building (Figure:10, 11), a blacksmith shop, guard, hall (Figure : 8,9), shop (Figure 15), museum service, barn, watering, distillery, dairy, bakery, carpentry workshops, admissions. The Museum has arranged and edited scientific and technical documents - material, which is at the Museum: collects, preserves, presents (Group of authors, 2012).



Figure 6
The authentic buildings in The Open Air Museum
"The Old Village" , in the village Sirogojno
(www.goolle.rs)



Figure 8 The building Halls for events Figure 9 Concert in the Ha
in The Open Air Museum
"The Old Village" , in the village Sirogojno
(www.sirogojno.org.rs)





Figure 10 Kacara workshop Figure 11 Interior dairy

in The Open Air Museum
"The Old Village" , in the village Sirogojno

(www.sirogojno.org.rs)



Figure 12 Summer stage Figure 13 Folk Ensemble at the summer stage

in The Open Air Museum
"The Old Village" , in the village Sirogojno
(www.sirogojno.org.rs)

All the buildings have been restored, according to the expert traditional methods, and with help of researchers in the field: ethnology, art history, architecture, and who have themselves personally studied, along with the creation of the Museum, and today are an expert team dedicated : PhDs, masters and specialists.



Figure 14 Handmade clothing made of wool from Iceland at the Museum (www.sirogojno.org.rs) Figure 15 Shop with authentic produce of

The extraordinarily preserved environment (Figures 6, 7,8,12), tourists in the Open Air Museum " Old Village" in Sirogojnu, enjoy the authentic architectural complex, extraordinary interiors, can participate in workshops in the processing of wool, milk preparation (Figure 11), a variety of crafts-knitting(Figure 14), keeping sheep with shepherds, a rich cultural program: seminars, exhibitions, concerts (Figure 9),

Unique, handmade clothing made of wool, they won the world markets worldwide since 1962, and today it has grown into a prestigious fashion Company: Sirogojno Style. Their production, was the beginning of the idea of creating a museum in the open.

The Open Air Museum " Old Village" in Sirogojnu, accommodation facilities are 7 suites in the residence halls, with 32 beds (Figure :16, 17, www.sirogojno.rs).



Figure 16 Guest house of Museum Figure 17 Entrerijer of guest house

(www.sirogojno.org.rs)

The Open Air Museum "Old Village " in Sirogojnu a member of the Association of European Open Air Museum - Association of European Open Air Museums (AEOM, <http://www.aeom.org>).

Djavalja varos

Djavalja varos is a geomorphological phenomenon and space complex, which consists of a group of 202 earth pyramids (glavutaka), composed of crystalline schists, which easily dissolve with andenzitskim caps on top (Figure: 18,19), (Vasović,et al. 1994 : 38).

Djavalja varos is located in the southeast of Serbia, 63 km south-west of the urban area of Prokuplje (Map 1), at an altitude between 620 - 660 m.n.v. (Macejka, 1984:70). Height geomorphological forms, ranges from 2 m to 15 m, a width of 0.5 m to 3 m. These wonderful geomorphological forms, the result of the strong erosion, primarily denudation, which has power-ups and accelerated the process of deforestation.



Figure 18



Figure 19

Geomorphological complex Djavalja varos
(www.djavalja.varos.com)

In the Djavalja varos , there are two unusual sources: Devil's water with acidity, pH is 1.5 mg, high mineralization, sulfur, iron potassium, copper. Second source is red hot, with low mineralization around pH 3.5, and the red color comes from the presence of iron.



Figura 21 Map itinerary of Džavolja varoš
 Figura 20 Entrance in Džavolja varoš
 (www.djavolja.varos.com)



Figure Figure 22 Track to Džavolja varoš 23 Wooden bridge, part of the track
 (www.djavolja.varos.com)

By this geomorphological complex leads hikes are decorated paths with bridges where necessary (Figures 20,21,22,23). Constructed are souvenir shops, galleries, restaurants. This tourist complex is illuminated with about 28 different colors and are organized and visit at night, which makes it a fascinating travel experience (Figure 24).



Figure 24 Džavolja varos is illuminated at night
(www.djavolja.varos.com)

Tourist desing this extraordinary geological heritage, not violating its natural environment. This resort is promoted through tourism; websites, guides, films, exhibitions, tourist visits. This is one of the most attractive tourist destinations of geotourism in our country, which is visited by about 50,000 tourists.

Geomorphological complex Džavolja varos , with a surface area of about 67 hectares, is under state protection since 1959, and since in 1995. He got the status of the natural resource of great importance, the first category.

Džavolja varos was a candidate for one of the wonders of the world

Discussion

Nature of rural areas in Serbia is highly attractive tourist potential and is an important motivator of tourism trends. Their attractiveness is based on:

- Geomorphological variety of landscapes:
- Tame the Pannonian plain in Vojvodina, with exceptional quality land suitable for processing. Dida Hornjakov farm is located in this region (Mapa 1).
- The hilly area, contact the Pannonian plains and planiskih space. The mountainous landscape with gently dissected relief and plateaus. In such area is the Open Air Museum "Old Village" in Sirogojno. Mountain spaces, with lowland valleys-between hills and mountain ranges. In such geomorphological area are Rajacke pivnice (winw vault), / close Negotinske Border, Map 1 /. High mountain areas, dissected numerous faults with attractive spas. In such an environment it is located geomorphological Džavolja bvaros (Map 1).
- The rich hydrographic network: many rivers, lakes and spas. Dida Hornjak farm is located near the Danube River. Rajacke pivnice are nearby Timok tributaries of the Danube River. The Open Air Museum "Old Village" in Sirogojno, in the nearby river Rzav andn Gostiljska

river with attractive waterfalls. Djavolja varos is located in the Djacki streams, with mineral springs, near to Kursumlijska and Prolom Spa .

- Diverse climates: temperate continental, what is Dida Hornjak farm; mountain climate, with different climatic varieties. Thus, landscapes Rajacke pivnic, characterized by a large number of sunny days and milder climate of severe mountain climate in the Djavolja varos, with a sharp snowy winters, **to those of landscapes in The Open Air Museum "Old Village" in Sirogojno.**
- The endless and preserved forest areas, various floristic and faunal composition, pastures and meadows, which are spread on the whole surface of the country. About 6% of the country's biodiversity is under a regime protection. That so to the west of Dida Hornjak farm, is Special nature reserve Donje Podunavlje, near of Rjacke pivnice is National Park Djerdap, near **The Open Air Museum "Old Village" in Sirogojno is Nature Park, , Zlatibor ``.** Djavolja varos is a protected monument of nature.

The rich and diverse natural resources, all selected examples of tourist sites in this study, is characterized by: a high degree of preservation of original, high aesthetic value, with recreational properties, in general, they are high attractive tourism resources (pictures in the paper, as an illustration). With such a valuable natural tourism resources in harmony cultural resources selected and described tourist sites and destinations.

So much of a strong harmony to give a specific tourism identity, each tourist destination. You **can not, even in imagination to imagine that The Open Air Museum "Old Village" in Sirogojno** be built in the Pannonian plain as Dida Hornjak farm and vice versa. We emphasize that the cultural heritage of all studied tourism sites, revitalized and preserved in the tradition, with some functional transformations, which are not detrimental to the authenticity. Thus, the cultural heritage in tourism triggered, only instrumentalized in order to preserve the traditional values has been achieved - very successfully.

Tourism values I and tourism identity of selected tourism sites are undisputed. However, their tourism value, not yet on level of their maximum tourist attractions. This conclusion, based on the gaps and deficiencies in their tourist activation, and we obtained by analyzing links between the Model of Rural Tourist Pillars - MRTS (Table 1), and tourism resources, selected tourist sites (Table 2).

Tourist activation of natural and cultural resources in the touristic complex of The Open Air Museum "Old Village" in Sirogojno is **fully based on scientific** – a profesional-knowledge as a tourist platform, and I Rural Tourism Pillar, which is not typical of all other tourist sites (Table 1, Table 2).

Under II Rural Tourism Pillar - RTP intelektualnih engagement capacity - IR, it is done at the **highest level, in the Open Air Museum "Old Village" in Sirogojno , according to other tourist sites (Table 1, Table 2).**

On the concept of Rural Tourism Pillar III – Partnership, tourist function: Dida Hornjak farm and the Open Air Museum “Old Village” in Sirogojno (Table 1, Table 2).

Table 2 Model of Rural Tourism Pillars - MRTTP, at selected tourist sites in relation to the natural and cultural resources, their immediate environment

I The Knowledge – Based Platform – about rural resources-RR and tourism desing of spaces-TDS			
Tourism destination	Fact of I pillar	Appraisal of I Pillar	Appraisal of relation: I Pillar/ RR/ TDS
Dida Hornjak farm	They are not scientific and professional Worked: tourism resources, the Tourism landscaping. Through Cluster Sombor farms funkcioni- IQM (Table 1).	1,5	2
Rajacke pivnice (winw vault)	They are not scientific and professional Worked: tourism resources, the Tourism Spatial Planning, IQM (Table 1)	1	1
The Open Air Museum “Old Village” in Sirogojno	Very good scientific expert worked: tourism resource (literature), the arrangement of space and partly IQT (Table 1)	5	5
Djavalja varos	Partially processed scientific expert tourist resource, the arrangement of space, but not the IQM (Table 1)	2	2
II Intellectual capacity of local community-IC			
Tourism destination	Fact of II pillar	Appraisal of II Pillar	Appraisal of relation: II Pillar/ RR/ IC
Dida Hornjak farm	There are also engaged (Table 1)	3	3
Rajacke pivnice (winw vault)	Mostly there are insufficiently engaged IK community (Table 1)	1	1
The Open Air Museum “Old Village” in Sirogojno	Extremely well-known, highly professional and totally committed to the functioning of the destination (Table 1).	5	5
Djavalja varos	Mostly there are insufficiently engaged IK	2	2

	community (Table 1)		
III Partnerships-P		<u>Appraisal of III Pillar</u>	Appraisal of relation: : III pillar/ RR/ P
Tourism destination	Fsact of III pillar		
Dida Hornjak farm	Included in the Cluster Sombor ranches-farm Switch on the pilot project of the EU Involved in cross-border project with Croatia (Table 1	5	5
Rajacke pivnice(winw vault)	initiative has	1	1
The Open Air Museum "Old Village" in Sirogojno	It was founded and operates on a partnership basis (Table 1	5	5
Djavalja varos	Yes, but not enough (Table 1	2	2
IV Concept of Sustainable Rural Tourism - ST			
Tourism destination	Fsact of IV pillar	<u>Appraisal of IV Pillar</u>	Appraisal of relation: : IVPillar/ RR/ ST
Dida Hornjak farm	In practice works (Table 1)	5	5
Rajacke pivnice(winw vault)	In practice works (Table 1)	5	5
The Open Air Museum "Old Village" in Sirogojno	In practice works (Table 1)	5	5
Djavalja varos	In practice works (Table 1)	5	5
V Information and Communication thenology- ICT			
Tourism destination	Fsact of V pillar	<u>Appraisal of V Pillar</u>	Appraisal of relation: : V Pillar/ RR/ ICT
Dida Hornjak farm	ICT is partly used (Table 1	2	2
Rajacke pivnice(winw vault)	ICT is partly used (Table 1	2	2
The Open Air Museum "Old Village" in	ICT is used, but the possibilities are not fully used (Table 1)	3	3

Sirogojno			
Djavalja varos	ICT is partly used (Table 1	2	2
VI Global Code of Ethics for Tourism (www.unwto.org)			
Tourism destination	Fsact of VI pillar	Apprais alof VI Pillar	Appraisal of relation: : VI Pillar/ RR/ ET
Dida Hornjak farm	ECT is fully respected (Table 1	5	5
Rajacke pivnice (winw vault)	ECT is fully respected (Table 1	5	5
The Open Air Museum "Old Village" in Sirogojno	ECT is fully respected (Table 1	5	5
Djavalja varos	ECT is fully respected (Table 1	5	5

Table 2, Compiled Nada Vidic

Appraisal : 1 – 5 1 - the lowest value, 5 - the highest value

We observed that all tourist sites work on Dragonflies of sustainable rural tourism-ORT-IV concept of sustainable rural tourism - ORT (Table: 1.2).

Possibilities of ICT, the function of tourist sites-fifth RTS, V-Information Communication tehnologije-ICT are not used enough in any of the tourist sites analyzed (Table 1, Table 2).

We believe that the activation of all tourist tourist attractions, is in accordance with the Code of Ethics in Tourism-VI RTS (Table 1), in all the tourist sites, which are the subject of this study (Table 2).

Conclusion

Model of Rural Tourist Pillars-- MRTP (Table 1), was first proposed in this study.

The main goal of the Model of Rural Tourism Pillars- MRTS is to encourage tourist activation of all sizes in a particular area, to their highest value.

This Model, using specific examples, in this study, we found, in which the degree of their tourism resources used (Table 2). According to the results obtained by the analytical method (Table 2), we conclude that the activation of the tourist just one of four sites achieved the highest achievement and the tourist attraction has its own distinctive identity of the tourism, **international importance, and it is the Open Air Museum " Old Village " in Sirogojno (Table 2).** For all other tourist sites, efforts should be made to rectify any shortcomings that are otriveni, which are specifically given in Table 2.

We believe that the application of the Model of Rural Tourism Pillars- MRTS , can improve the tourist activation of rural tourism resources, tourism and contribute to the creation of the identity of rural areas and the promotion of rural communities, regardless of the order in a rural area.

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Cultural Orientation in Nautical Tourism on the Example of “Grand Circle Cruise Line”

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Abstract

Tourism is one of the most important drivers of economic development in the world and probably the only activity which connects people and countries without any prejudice. Given that we encounter daily with clear differences in terms of ethnicity and gender, as well as their cross-cultural differences, it requires substantial effort in resolving the same. It is important to consider intercultural aspects of globalization in tourism. In the last ten years, there are many papers dealing with issue, especially those based on the implementation of Hofstede's dimensions of national culture. The paper specifically shows the classification of Hofstede's theory - the dimensions of culture and organizations with special emphasis on the cultural orientation of Grand Circle Cruise Line, which will be repeatedly compared. The idea for the research came from the above classification, and that the aforementioned company is also a global company that has to meet inequalities in culture and tends to mutual tolerance, respect, mutual similarity and closeness.

Tourism development and contemporary trends have contributed to the emergence of new directions in tourism industry. The aim of this paper is to examine nautical tourism as a selective form of tourism and become familiar with the issue of cultural orientation at the example of Grand Circle Cruise Line.

In general, comparing Hofstede's theory with ideas of Grand Circle Cruise Line, we came to conclusion that the collectivism, short-term orientation and uncertainty avoidance are business ideas and prevailing dimensions of cultural orientation of the analyzed company. The results showed significant differences in national cultures, which clearly indicate the company's orientation to a single target national group that is the residents of United States. This work, as an example, could be useful to similar companies regarding management of cultural diversity in their collectives.

Keywords: Culture, organization, nautical tourism.

Introduction

We live and work in an increasingly complex, multicultural world and diverse society. Different cultural values, beliefs and behaviours generate such challenges and circumstances that understanding differences between cultures is increasingly important. Also, one has to

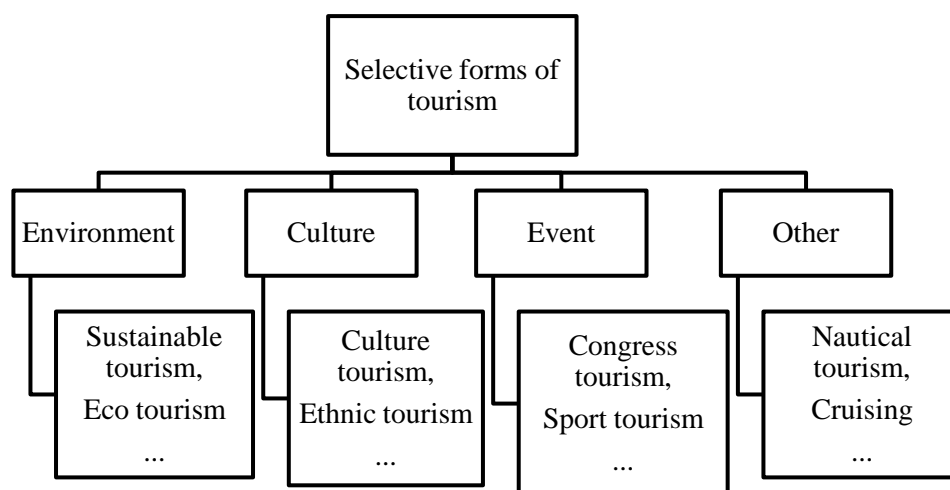
understand the strengths and weaknesses of its own culture in order to more easily understand traits of other cultures. Culture is learned, not inherited. Consequently, we can say that it derives from the social environment, and that is not something that is genetically predisposed. Culture should be distinguished from human nature on the one hand, and personality of the individual, on the other.

Many changes that have taken place in the world have influenced the development of tourism. Continuous improvement of tourism quality has contributed to increased development of special interest tourism. Consequently, there are selective forms of tourism. But it would be so naive if we think that we can simply bring people from all parts of the world together and expect them to integrate or adapt to each other. This paper will be devoted to nautical tourism that belongs to other selective forms of tourism and as such meet contemporary challenges of multiculturalism.

Selective forms of tourism

According to UNWTO data in 2012, the highest consumption in international movements was made by tourists from China (\$102 billion), so that they are in first place, just in front of **tourists from Germany, the USA and Great Britain (UNWTO, 2012).** The increasing tourists' movement and other changes in tourism industry had an impact on development of specific types of tourism. Contemporary trends in tourism, such as technology development, market segmentation and specificity in management, contributed to the emergence of selective forms of tourism (Hrabovski - Tomic, 2008). Authenticity of experience in traditional environment and culture of mutual respect between host and guest are just some segments of tourism demand that arise as a product of new special forms of tourism.

These are just some of the characteristics that mark selective forms of tourism. According Štetić et al. (2013) selective forms of tourism are shared by: environment, culture, event, etc. (Scheme 1).



Scheme 1. Manifestation and types of selective forms of tourism
Source: adopted from Štetić et al. (2013)

Definition and development of nautical tourism

According to Kljajic (1962), the term "nautical" comes from the Greek word *nutos* (sailor) and means skill of navigation, marine science, while Lukovic (2007) argues that the term originated from the Greek word *naus*, meaning ship, as well as navigation skills.

In the literature, the notion of nautical tourism is often equated with the concept of marine tourism. It is usually equated with sailing and other activities along the coast and at sea, although nautical tourism realizes on rivers and lakes as well as their banks, on own or rented **boats for recreation, leisure and sport, stationary or shipping** (Štetić et al. 2013).

Development of nautical tourism has become a worldwide phenomenon. Until the advent of air transport (early 20th century), traveling, particularly intercontinental, were carried out by ships, which eventually evolved into luxury hotels (Dragin, 2008). Tourist boats are now taken the meaning **of the hotel in the true sense of the word ("floating hotels")** (Dowling, 2006). The first known sailing for pleasure, recreation and sport was appeared in the 16th century in the Dutch canals. The most important events in the development of mass tourism cruises took place at the beginning of the nineteenth century. In 1801 begins the history of international tourist cruises - steamboat "Charlotte Dundas" embarked on its maiden voyage. Then, in 1818 the company "Black Ball Line" launched ship "Savannah".

At the beginning of the 20th century began the construction of specialized ports for mooring yachts and boats. The term marina was used for the first time by Association of constructors for engine and boat from New York ("New York") in 1928, since it has become internationally recognized for all the basic facilities of nautical tourism. In 1935 the most famous ship in transatlantic tourist cruises was the "Normandie" (Dragin, 2008).

Hofstede's theory of organizational culture

In this paper authors will present **Hofstede's attitude that culture has a meaning for the human collectivity as personality has meaning for individual**. The most popular literature, which shows the relationship between multiculturalism and its impact on organizational culture, partly **disputed by sociologists, is "Cultures and Organizations: Software of the Mind"**. Author of the bestseller is Geert Hofstede from the Netherlands, which research set boundaries for ethnic diversity and awareness of intercultural dimensions. Hofstede has conducted a set of research in a multinational company "IBM". The analysis included branches of the company in 50 countries worldwide. Results of the research are currently customary used not only to study for management, but also by broad audience. Statistical analysis of collected responses gave the answers about cultural values of employees in IBM branches in different countries. The results reveal common problems but different solutions from country to country, in the following areas:

- Social inequality
- Relationship between individual and group
- Concepts of masculinity and femininity - social implications
- Ways of dealing with uncertainty

The aforementioned four primary areas of concern are cross-cultural inequalities, on which basis Hofstede defined four dimensions of organizational culture. The problem is solved according to the following dimensions: power distance, individualism, "male" vs. "female" values and uncertainty avoidance. Dimensions of organizational culture were later upgraded with two more dimensions, the fifth is long-term versus short-term orientation and the sixth dimension is compliance versus abstinence.

National culture has a significant influence on the attitudes and values adopted by employees in an organisation. As already mentioned, differences in national cultures are the main problem, but there is a solution of this important problem. Ways to overcome these issues differ from culture to culture. However, Tayeb (Tayeb, 2001) points to the danger that the very complex concept of national culture is too simplified and thus call into question the ways of **solving the issues. Mojić (2010) states that relying exclusively on several cultural dimensions** neglects the broader context of cultures in which research is conducted and these dimensions are seen as the only determinants of cultural differences.

According to Trompenaru (2003) as well as many other authors (Trompenaars, 1993; Trompenaars and Hampden-Turner, 1998; Mead, 1998; Maznevski, 2002; Mojić, 2007), one culture differs from others by typical solutions for problems that occur in the form of dilemmas. These problems can be classified into three more general categories: the relationship with other people, relationship to time and the relationship to environment.

Some authors (Mead, 1998; Maznevski, 2002; Mojić, 2007, 2009, 2010) consider cultural dimensions useful for explaining behavior in different cultures that is cultural stereotypes may be helpful, provided that their limitations are well known.

The idea for this study came from **the way Hofstede defines culture as "collective programming of the mind distinguishing the members of one group or category of people from another"** (Hofstede, 2010). The above quotation indicates an organizational culture based on diversity. On that basis, international companies, national and educational institutions, universities may apply Hofstede's theory of cultural dimensions in the **management of cultural diversity. Mojić (2010) states that Hofstede's model can be useful as a** starting point for new, conceptually and methodologically based cross-cultural research works in organizations. A good example of this is the GLOBE project (House et al., 2004).

The following is a brief overview of dimensions of national culture, then values of these dimensions in some countries and finally implications of particular dimensions.

Power distance indicates "the extent to which the less powerful members of institutions and organizations in a country expect and accept that power is distributed unequally" (Hofstede, 2001:98). The main problem in this case is the level of inequality between people, which is extremely fundamental fact of each particular society. Inequality in a society with a low power distance is seen as "a necessary evil" which has to be minimized. In a society with high power distance inequality is considered as the basis of the social framework (Hofstede, 2001:97).

Individualism pertains to societies in which the ties between individuals are loose, and everyone is expected to look only after himself or herself and his or her immediate family. In collectivistic cultures people from birth onward are integrated into strong, cohesive in-**groups, which throughout people's lifetimes continue to protect them in exchange for** unquestioning loyalty (Hofstede, 2001:225)."

The masculinity dimension refers to society in which emotional gender roles are clearly distinct. Men are supposed to be assertive, tough and focused on material success. Women should be more modest, less rough and concerned in the quality of life. Feminine values characteristic for society in which gender roles overlap. Men and women should be modest, **caring for others and equally interested in the quality of life (Hofstede, 2001:297)."**

Uncertainty avoidance can be defined as **"the extent to which people feel threatened by ambiguity and try to avoid these situations"** (Hofstede, 2001:161). In this case, the main problem is level of stress in a society in the face of an unknown future. As human society widely uses technology, law and religion to struggle with uncertainty, organizations also use technology, rules and rituals. The rules are the way in which organizations (and society) **reduce internal uncertainty caused by unpredictability of its members' behavior.**

Long term versus short term orientation refers to the extent to which some culture encourages its members to accept delayed fulfillment of their material, social and emotional needs. In other words, **"long-term orientation is the fostering of virtues oriented towards future rewards – in particular, perseverance and thrift". Its opposite, short-term orientation is "the fostering of virtues related to past and present – in particular, respect for tradition, preservation of "face", and fulfilling social obligation" (Hofstede, 2001:359)."**

In revised and expanded edition 2010, Hofstede represents a new, sixth dimension of organizational culture - indulgence versus restraint. This new dimension is in interaction with long term vs. short term orientation. It focuses on aspects not covered by the other five dimensions. Indulgence stands for a society that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun. Restraint stands for a society that controls gratification of needs and regulates it by means of strict social norms.

In the first four dimensions Hofstede shows the difference in national cultures in Anglo-Saxon countries and Austria, with low power of distance and individualism. In fact, society is **oriented to "masculine" values, while in Austria there is a moderate degree of uncertainty avoidance.** Regarding Japan, its national culture is neutral or moderately oriented. They are **oriented to "masculine" values and are particularly distinguished in degree of uncertainty avoidance.** When it comes to Greece and Portugal, its cultures are oriented to **"feminine" values.** Their society is distinguished from uncertainty avoidance and collectivism. These national cultures

Generally, aforementioned six dimensions in relation to national culture can be divided into the Western, Eastern and neutral national organizational culture. In Western countries, the representatives of individualism, compliance, short-term orientation, low power distance and **"masculine" values are United States, Latin America and Western Europe.** In the group of Eastern countries there are national and organizational cultures of the East European countries and Asia. These national cultures are characterized by following dimensions: long term orientation, collectivism and restraint. Portugal, Greece and some Mediterranean countries are in the middle of the last dimension and represent societies with strong **uncertainty avoidance. Their culture is collectivistic with "feminine" values. Societies that in the research were neutral are led by the Arab countries, Singapore and Japan. Their main features are, as said, neutral in three of six dimensions.**

Hofstede's model is not the only model used in the research of culture dimension. For example, research works of Klackolm and Strodtbeck (1961) show that Japanese society

belongs to collectivist culture, focused on the group needs and goals. They belong to collateral culture, as members of Japanese society believe that an individual is a part of social order based on extended relations (extended family), what allows consensus and coexistence of differences.

Usinier (1993) believes that the characteristic of Japanese society, the so-called **“anatomy of dependence”**, i.e. **high expectations of the individual from other members of the group** to which it belongs, is unique. Within this culture it is developed specific perception of service quality, which includes attention to details, aesthetics and an attitude towards customers as **they are members of the “extended family”**. Such relation towards service user is now a generally accepted standard in service sector.

It is important to note that the second most prominent model for differentiating national cultures is work of an author from Netherlands, Fons Trompenaars. His most famous book is *Riding the Waves of Culture* (Trompenaars, 1993; Trompenaars & Hampden-Turner, 1998). In his view are visible influences of a number of authors, mostly of Kluckhohn and Strodtbeck (1961), Hofstede (2001) and Hall (1976a, 1976b; Hall, E. T. & Hall, M. R. 1990), and many others. According to Mojic (2010) until now the assumptions got serious criticism, but it did not prevent an increased interest in the theory of Hofstede’s dimensions and other approaches to the issue. However, recently there have been numerous attempts to complementary implementation of qualitative and quantitative methods in the study of culture, as well as warnings about numerous limitations of **“differentiating” of national cultures**.

Cultural orientation on the example of “Grand circle cruise line”

The task of the following text is to analyze the cultural orientation of the company **“Grand Circle Cruise Line”**, with special attention to Hofstede’s dimensions and its comparison.

“Grand Circle Corporation” operates from 1958 with more than 1.5 million tourists so far. Its representative office is in Boston, Massachusetts. **“Grand Circle Cruise Line” (GCCL)** is a part of the company which operates in Europe 12 years. Fleet GCCL has 10 ships, including three in France (Seine, Rhone and Sanoa), six on the Rhine – Main - Danube Canal and one on the Elbe River. In addition, it is also present in other markets. The company has two ships on both Volga River in Russia and Mediterranean. Company conducts organized cruises in Russia, the Mediterranean Sea, the Atlantic, Asia and Panama Channel. The aforementioned destinations are available on the official website and advertised as **“Small Ship and River Cruises”** (www.gct.com).

Ships that operate on the Rhine-Main-Danube Canal have following routes:

- **„The Great Rivers of Europe”** – Amsterdam, the Netherlands – Germany: Cologne, Koblenz, Bamberg, Nuremberg, Passau – Vienna, Austria;
- **„Romance of the Rhine and Mosel”** – Belgium – The Netherlands – Germany – France – Switzerland;
- **„Eastern Europe to the Black Sea”** – Hungary: Budapest, Kalocsa – Osijek, Croatia – Belgrade, Serbia – Bulgaria: Vidin, Ruse – Romania: Constanta, Bucharest;
- **„Old World Prague and the Blue Danube”** – Budapest, Hungary – Bratislava, Slovakia – Austria: Vienna, Durnstein, Melk – Prague, Czech Republic;

- „Essence of the Elbe: Berlin to Prague“ – Germany: Berlin, Tangermunde, Wittenberg, Torgau, Meissen, Dresden, Swiss Saxony – Czech Republic: Litomerice, Prague;
- „Holland and Belgium in Springtime“ – Antwerp – Ghent – Veere – Rotterdam – Kinderdijk – Schoonhoven – Amsterdam – Keukenhof – Hoorn – Enkhuizen.

In France, on the river Seine, following destinations are in the offer:

- „Cruising Burgundy & Provence to the Cote d'Azur“ – Paris – Beaune – Lyon – Tournon – Viviers – Avignon – Arles – Nice;
- „The Seine: Paris to Normandy“ – Paris – Auvers-Sur-Oise – Giverny – Rouen – Honfleur – Normandy Beaches.

As a special holiday destination there is Russia on the Volga River, following the route of:

- „Russia Revealed: Moscow to St. Petersburg“ – Moscow – Uglich – Goritsy – Kizhi – Petrozavodsk – Svir Stroi – St. Petersburg.

Beside aforementioned offer the company offers tourist destinations on the mainland under the name **“Land Tours” (www.gct.com)**. This offer covers all continents.

The most important emitting areas of river and canal cruises are United States and European countries – United Kingdom, Germany, Italy, Spain and France. The best-known cruise companies that dominate the European market are: Grand Circle Cruise Line, Viking River Cruising, Croisi Europe and Scylla Tours (Katic et al., 2011).

It is important to note that US citizens are target market of the GCCL. It is a mitigating circumstance as the Hofstede's research showed complexities of different national cultures. In addition, focusing on one target market makes it easy understanding specific cultures and their characteristics. This company is a leading provider of international vacations in United States for customers over 50 years. Its passengers are on average 73 years old, 85% are retired, 50% are women, 65% married couples and 35% are individuals (Grand Circle Cruise Line, 2012).

The company sold its offer in Europe under the name of **“learning and discovery”**. This idea steams from intercultural activities and interaction with residents on a destination. It allows passangers moving in groups in local communities, listening folk music, talk about history, traditions, attending cooking classes and traditional ceremonies. When it comes to individualism, United States society is a leading culture, but aforementioned activities are focused on collectivism. In this way the company wants to afford its guests an experience of **society with dimension of collectivism**. On the route **„Eastern Europe to the Black Sea”**, passangers disembark in Vukovar in Croatia and travel to Osijek to have lunch in a local family. All these cultural exchange experiences are completed by local tour guides in cooperation with program coordinator. Thus it provides a unique introduction of national culture and traditions of everyday life on a destination. This model of interaction is a form of short term orientation, as United States belongs to society of long-term orientation.

In order to achieve tourist satisfaction, commitment and retention the company implements culture of collectivism. That is, the formations of cohesive groups of tourists who are lead by local tour guides and program coordinator. It indicates that there is a correlation between collectivism and short-term orientation. By implementation of such policies, the company

strives to afford its tourists to enjoy life and have fun. Accordingly, the company applies the dimension of indulgence.

Implications for tourism

Behavior of all involved tourists generates an extraordinary exchange of cultural experience that is different from the culture of both guest and host and as such is unique. It is well known that tourists during their stay at a destination often behave differently in relation to their conduct in the native, home environment. At the same time host accepts new cultural forms (especially communication forms) striving to afford tourists good experience and meet their expectations. Grand Circle Cruise Line is a good example of a company that have a person who connects employees and visitors, tourists and locals, bridging the gap between cultures.

Who is PD?

Program director (PD) has a role to carry out activities that are not interacting with the hospitality industry. Some of the activities are city tour, waking tour, visiting museums and tourist attractions. Gained knowledge of visited destination completes PD exchanging cultural experiences. Its task is to prolong the slogan "learning and discovery" (L&D) and enable passengers authenticity of the experience. PD connects locals with tourists, involve **tourists in local events (fairs, "home hosted", subway) makes connections between previous experiences and destinations (the story of World War II) and explains controversies.**

"L&D" immerses travelers in the culture they are visiting by using their five senses and by experiencing things the typical American rarely gets to. "L&D" connects the travelers to the locals in a real, emotional way that leaves them with a truer understanding of where they have been (Grand Circle Cruise Line, 2012).

- You are the most important part of Learning and Discovery; you are one of the biggest reasons our travelers choose to travel with us!
- You bring your country to life; you are the insider that can show them what is really going on in your country!
- You facilitate the interaction with locals; you help the travelers bridge the gap and breakdown barriers with the locals to get to really know them!
- You help the travelers gain new insight on your country!
- You take travelers to places where Americans do not usually go!
- You share real life stories and show them the controversial topics of your country!

Conclusion

Presented Hofstede's theory of organizational culture and characteristics of national cultures has contributed to the knowledge of great intercultural differences. Comparing Hofstede's theory with ideas of "Grand Circle Cruise Line", we came to conclusion that collectivism, indulgence and short term orientation are cultural dimensions of the company. The above mentioned two of three dimensions in Hofstede's research are features of national culture of

United States. The results showed significant differences in national cultures, which clearly **indicate the company's commitment to single target ethnic group, that is, inhabitants of the United States.** Analysed theories, dimensions and comparings may help to other companies in management of cultural diversity in their business.

Thus, marketers and managers in tourism enterprises must take into account the dimensions of national culture, both in the tourism market segmentation and in the management of tourist enterprises. Based on the above discussion, it can be conclude that it is not sufficient **to meet the basic demand for accommodation and food services, but also tourists' need for adventure.** Therefore, it should meet the national culture selected target groups and contribute to experience. Previous analysis clearly indicated that nautical tourism as a selective form of tourism is characterized by a highly specific tourism product.

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Natural Tourism Values of National Park Skadar Lake – Significant Resource for Development of Sports and Recreational Tourism (Montenegro)

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Abstract

National Park Skadar Lake has not been exploited by commercial developers and thus holds a lot of potential for the development of recreational tourism and sports.

Sports and recreational tourism in Skadar Lake Zone has opportunities for development through a number of forms, contents and various levels of activities. The existing sports and recreational tourist offer, which includes activities of major sports clubs, sports facilities and activities for tourists, a large number of sports events and other various sports and recreational offer, is an important element of tourist offer in this area. As the largest number of sports and recreational activities taking place in the natural environment, natural features are the basic component of the development of sports and recreational tourism. The characteristics of an area depend on natural elements such as relief, climate, hydrography and wildlife. These elements greatly impact on the development of all types of tourism in Skadar Lake Zone. The results of the field research conducted in National Park Skadar Lake have enabled a number of concrete, applicable and achievable proposals, which should significantly contribute to the development of sports and recreational tourism.

From conducted scientific research two main conclusions can be made. Although satisfaction with sport and recreation oriented offer, among the local population in the area of Skadar Lake, is present, special attention should be given to create new and better organize and promote existent sports and recreational tourist products. Also, different stimulative measures should be used to encourage local people to deal with sports and recreational tourism, in order to develop this type of tourism industry in Skadar Lake sub region. Although natural and geographical values and quality of sports and recreational facilities in this area are convenient for the development of sports and recreational tourism, for the sake of more intensive development it is necessary to improve human and organizational resources and promotional activities. The contemporary pace of the life, recommended healthy lifestyles and also the inclination towards the sustainable tourism, guarantee the important position of the sports and recreational tourism in the overall tourist offer of National Park Skadar Lake.

Keywords: natural resources, tourism, sport, recreation, Skadar Lake.

Introduction

Thanks to the exceptional natural and geographical characteristics, the long and rich history and tradition, valuable cultural and artistic heritage, area of Skadar Lake has much to offer all kinds of tourists.

National Park Skadar Lake has not been exploited by commercial developers and thus holds a lot of potential for the development of recreational tourism and sports.

Sports and recreational tourism in Skadar Lake Zone has opportunities for development through a number of forms, contents and various levels of activities. The existing sports and recreational tourist offer, which includes activities of major sports clubs, sports facilities and activities for tourists, a large number of sports events and other various sports and recreational offer, is an important element of tourist offer in this area.

According to Stranjančević, Kovačević, Tripković (2011), as the largest number of sports and recreational activities taking place in the natural environment, natural features are the basic component of the development of sports and recreational tourism. The characteristics of an area depend on natural elements such as relief, climate, hydrography and wildlife. These elements greatly impact on the development of all types of tourism in Skadar Lake Zone.

Natural tourist attractions of Skadar Lake sub region are many and varied so as to enable the development of different forms of tourism. Those attractions are complementary in different ways and contribute to enriching the content of tourist stay, lengthening the tourist season and achieving greater economic and social effects of tourism.

The future development of Skadar Lake must be based on and also must have the definite characteristics of the product by which it will be different from the other destinations in Montenegro and region. It should be focused on those parts of the Sustainable Tourism which will be based on attractive and very valuable natural, cultural and ecological comparative advantages of this National Park. Sports and recreational tourism, as a type of Sustainable Tourism, has many opportunities for development in this area.

Natural resources significant for development of sports and recreational tourism

The quality of sport and recreation orientated tourist offer in Skadar Lake Zone depends on touristic-geographical position, borders, size and natural and cultural resources.

Touristic-geographical position

It is located in a large Zeta-Skadar depression, which gravitates to most of the territory of Montenegro and because of that Skadar Lake has favorable geographical, traffic and touristic position. Good traffic link is one of the main factors for the development of tourism and tourist destination in the tourist market.

Especially favorable geographical position is not only referred to places in Montenegro, but also on a wide catchment area. In fact, this place is link between Montenegrin seaside and north part of the country. By the Port of Bar it is linked to Adriatic and Mediterranean Sea, by the north region it is linked to the wide catchment area Danube Region and Central Europe,

actually to The Sava and Morava – Vardar corridor, which is the backbone of the Balkans and Southeast Europe (Radović, 2013).

Thanks to modern roads (road and rail) across the lake and long lake-river tradition transport, this place has very good traffic position in all types of transport – water, land and air.

Borders, size and general characteristics

Skadar Lake is situated in the border area of Zeta-Shkoder basin, between mountains Sutorman, Rumija, Tarabos and Prokletije, maintaining contact to the Adriatic Sea through Bojana River (back then the only transport link between Montenegro and the rest of world). In the geological past Skadar Lake was separated from the sea by mountains. Skadar Lake basin covers more than a quarter of the Montenegrin area and it collects a huge amount of water (Radović, 2010).

Its size is not always the same because of the water level oscillations during the year, and it is from 370,5 km² at sea level of 5 m elevation to 506 km², at the lake level from 10 m, but also it reaches to the area from 540 km². Because of that area the lake is the largest in the Balkans.

Its elevation varies from 6 m to 10 m (Popović, 2006).

Skadar Lake, itself, is a crypto depression, which means that in some parts the bottom of the lake is below sea level. Two-thirds of the lake and 110,5 km of its coastline belong to Montenegro, while one third belongs to the Republic of Albania, as well as a coastline long from 57,5 km. The geographical coordinates of the lake are: 19°03' - 19°30' east and 42°03' - 42°21' north, in sub-Mediterranean climate region. Montenegrin part of the lake, at a size of 40.000 hectares, was declared a National Park in 1983 (Radulović, 1997).

Natural resources

Skadar Lake Zone, recognized as ecological-lake and cultural-tourist sub region, is well known for its natural elements, especially for diverse, complex and specific ecosystems that are under national and international protection.

Relief as a base for many sporting and recreational activities

Morphological relief of Skadar Lake, with micro and macro environment, is characterized by vertical and horizontal jaggedness, picturesque and attractiveness. In its environment, *the macro relief units* make magnificent ranges Prokletije alpine type of the diversity and attractiveness in the northeast, powerful and classic holo-karst in the west, mountain ranges Rumija and Sutorman in the south and spacious Zetsko-Bjelopavlicka plain in the north (Radović, 2013). Proximity of mountainous hinterland offers numerous sports and recreational activities: self (individual or group) walking and organized walking tours by **combining: the coast of the lake and the mountain hinterland and "health routes"**. For adventurous tourists also can be organized hiking. On the mountain slopes it is possible to mark bicycle routes and that kind of activity offer to tourists. Short distance and good traffic connection between mountains that surround the lake are advantages that should be taken as to organize a day-or two-day trips to the mountain hinterland. The routes would be

themselves tourist attraction, so that trip to specific destinations would be interesting for tourists.

The forms of *micro relief* are varied, attractive and located in all parts of the lake. Skadar Lake coast is very indented and the great tourist importance in this area have the following forms of relief: islands and peninsulas, as well as bays, gulfs and inlets. Along the coast, under Rumija mountain more than 50 small and large islands are situated. Most of islands are low, rocky and overgrown with laurel, ivy and pomegranate bushes. The largest island is Vranjina (303m). It became an island in the first half of the 13th century and before that, it was part of the mainland. At the western side of island interesting small island Lesendro is positioned and here is built Adriatic highway and Belgrade – Bar railway. There are also islands: **Moracnik, Beska, Starcevo, Grmozur, Kom, Velja i Mala Cakovica (Radović, 2010).**

On these islands numerous monasteries, churches and holy monuments are situated, and because of that it is possible to arrange trips and cruises to visit cultural and historical monuments, which both would have cultural-educational and sports-recreational character. These trips would have a complementary tourist value to tourists primarily motivated by the offer of sports and recreation.

The most famous bays are: Ostroski, Sestanski, Krnjicki, Raduski, Godinjski, Zabeski, Milovicki, Gusjenicki (Radulović, 2010). **Bays represent a great place for doing various sports and recreational activities on the coast and in the lake's water. Also, thanks to the small piers constructed, these bays are good for progress of nautical tourism.**

In the immediate hinterland of the mountain, there is a large number of specific landforms, caves and caverns that have a complementary function of tourist value. These very attractive landforms can be a motive to organize day trips for tourists who spend summer in the Montenegrin coast, in the form of visits and tours of these sites, which would be both recreational and educational, in terms of acquiring knowledge of natural rarities and beauties that surround Skadar Lake Zone.

The most important cave is Obodska, located in the spring of Rijeka Crnojevic, which in the **winter period of the year, due to heavy rainfall, creates powerful waterfall (Radulović, 2010).**

Speleological studies have not been implemented yet, so it can be said that these caves have been still a mystery. A regulation of these caves and their opening for tourists, in many ways, can contribute to the improvement of sports and recreational facilities.

Specific morphological landforms besides the caves are vantages. There are several vantages with beautiful Lake view on the way Virpazar – Ostros (Duravci, Murici), then on the hill **Vranjina, Zabljak Crnojevic (fortresses), Bobije, Obod's side, Pavle's side (Radulović, 2010).** Observing, photographing and filming wildlife from these vantages may be very amusing recreational activity for all visitors of the National Park.

Climatic features and their significance for sports and recreation tourism

Climatic characteristics and the dominant features of Skadar Lake climate, with the region, have important eligibility and priority for development of many types of tourism and especially they are suitable for the development of sports and recreational tourism.

The climate of Skadar Lake Zone is affected by many factors, including latitude, elevation, relief, substrate type, distribution of land and lake surfaces, etc. Particularly important role in

the formation of specific climate in Skadar Lake sub region has spacious valley of the rivers Bojana and Drim, which directly contact the Adriatic Sea and this area. Generally speaking, the aforementioned factors have influenced the formation of classical changed Mediterranean climate in Skadar Lake Zone.

This type of climat is characterized by long, hot and dry summers, mild and very pleasant spring and autumn months and **relatively cold and rainy winters (Radović, 2013)**. Those features of the climate are very important and stimulative for the development of sports and recreational tourism in this area. The most important climatic elements are: air temperature, precipitations, winds and insolation.

Air temperature. During the year, the temperature range is rather low, and from April to November the temperature isn't under 11°C, in July the temperature is the highest and it is more than 26°C. This area is the hottest area in the Balkans because of its average temperature during the year, which is from 14°C to 15°C, and as an approval of this is the number of 120 sunny days with temperature above 25°C.

Precipitations are always as rain and very rarely as snow or hail. There are only about 10 days precipitations with snow when the surface water of the lake got very cold, by which the lake shallow got frozen and sometimes the flow of the River Crnojevic too.

The winds are very important features of Skadar Lake climate. They usually blow from the northern and southern quadrants. The most common are: gale, south wind, daily wind and night wind.

The gale blows from the north, mostly in winter and spring. It makes the weather clear and dry and cool air, also it prevents humidity which is great in this area. The gale generates waves up to 11 m, which interfere with lake boating. The south wind blows in the autumn and during the winter, and sometimes in the summer. The daily wind blows from the southeast. From the Skadar direction, in the summer and in the spring, and it brings freshness. The night wind just like daily wind, blows at the same time in the year, but from the opposite direction, from the northwest. It blows at night and brings freshness in sultry days.

Of course, there are a lot of days without a wind, better to say `silence` days, when the lake looks like huge glassy smooth surface, while the sun's rays reflect from the surface of water.

There are 30-40 days with strong wind during a year. When they are not strong as usually, they encourage sailing, and when they are too strong and when the lake is rough, they interfere with boating.

Insolation is very high, July is the month with the most sunny days and there aren't a lot of cloudy days. The water temperature is from 11-27°C **in July and August (Radusinović, 1964)**, that allows long swimming season on the Lake's beaches and coasts.

Hydrography as an important factor for sport and recreation oriented offer

Skadar Lake is the largest lake at Balkan Peninsula, and with a high percentage of swamp zones it represents one of the most important fish and birds habitats in the Mediterranean region. The largest amount of water is delivered to the lake by the rivers (Moraca, River Crnojevica), by wells and underground water resources, and also by the river Bojana, by which it is linked to the Adriatic Sea.

Its catchment area covers a surface approximately 5.500 km² – mainly on the Montenegro's territory. The average depth of the lake is 6 m, and at some places its depth is about 60 m.

The greatest impact on changing levels and area of Skadar Lake has the River Moraca (with its 62%). The lake loses its water through evaporation, which is the biggest during the summer, and through the River Bojana, by which water gets into the Adriatic Sea (**Radojičić, 1969**).

According to a recent published study – 'Skadar Lake – the concept of cross-border development', the lake area varies from 354 km² to 506 km² (a group of authors, 2007). These data are relevant and the differences are result from the different applied methodology. The average depth is about 6 m, but some places (karstic hollows and bays) called 'sub-lake eyes' are deeper and bellow the sea level (crypto-depression).

There are about 30 such eyes in the lake. The deepest eye is called Radus. According to the **newest measurements it is deep about 80 m (Radulović, 1997)**. Since the water level at the average absolute level of the lake is at 6 m height, and the maximum depth is 80 m, it means that the deepest part of the lake bottom is 74 m below the level of the Adriatic Sea, and because of that this lake is the biggest crypto-depression in the Balkans. The lake is 43 long and about 14 km wide. The waters from the eyes – the lacustrine wells, greatly affect the temperature of the lake water. In June the temperature of 22°C, on the water surface of 25 m went down by entire 10,7°C. There is a temperature-jump at a depth between 3-5 m of 2,2°C per meter (**Radović, 2010**).

The Coast of Skadar Lake is picturesque and contains peninsulas and bays, which are swamp types. The high water temperature, purity and freshwater allow the development of these types of tourism: swimming, sports and recreational, nautical, and especially it is good for water sports: sailing, water skiing, rowing. An emerald colour of the lake and purity of its water contribute to the beauty of landscape and offer the option of observing and photographing the underwater flora and fauna. On the beaches it can be organized various sports activities and recreational amateur competitions.

However, in order to develop sustainable sports and recreational tourism, it is necessary to protect all ecosystems and prevent further degradation of vegetation and violations of natural resources in this area.

Importance of flora and fauna in sports and recreational tourism development

One of the elements that makes Skadar Lake so unique and well known is its flora and fauna, and extremely bird species richness, fish fauna and lush wetland vegetation.

Flora. Its Ecosystem is sub-Mediterranean type, and it is very complex, with domination of freshwater and wetland biotopes, especially along the northern coast where there are many endemic species. Large areas of the lake are covered in marshes, that are covered in white water lilies, yellow water lilies and kasoranja, that give the lake attractive look during the summer months. On the south coast of the lake there are numerous endemic, rare, healing, honey, aromatic species, many of which are protected by Law, thanks to the inaccessibility and preservation of Ecosystem, especially on the northern coast of the lake (**Radović, 2013**). Collecting ornamental and medicinal plants, brewing plants, spices and other products for life, producing various cosmetics like soaps and shampoos, and production of decorative objects and souvenirs made by herbs, may be interesting tourism activities with recreational

elements. In order to protect endemic and rare herb species, and at the same time to present them to tourists, observing, photographing and filming may be organized.



Figure 1. Dalmatian pelicans

(Source: www.angusyoung111.wordpress.com)

Fauna. National Park Skadar Lake is the largest lake in the Balkans and is also the only national park dominated by aquatic and wetland ecosystems. Northern side (about 20,000 ha) provides ideal conditions for the development of wildlife, especially for bird life. Lake has the status of international importance for birds (IBA) and is on the list of the world's aquatic habitats of international importance (RAMSAR).

In the park, there are 280 birds species, 48 species of fish, 50 species of mammals (only water is representative of the otter), numerous amphibians, reptiles and insects (www.nparkovi.me).

A lot of birds species in the National Park are rare and endangered species. Among these species the most famous is Dalmatian pelican, the trademark of Skadar Lake. The complete ornitho-fauna is an important factor in the stability of the wetland ecosystem, which makes the lake the most important area for swamp birds in Europe, during the winter and nesting season. As part of an international monitoring project IWC, based in Wageningen (Holland), since 1991, the regular monitoring of the number of birds have been organized in the lake, which is of great importance for the study of the ornitho-fauna (N.Vešović Dubak). Diversity and richness of ichthyo-fauna confirms 48 species of which 15 are endemic. In addition to native species such as carp and bleak, presence of some sea fish like eel, mullet, smock, perch and many other species is interesting. Fauna of reptiles is very diverse too (Radović, 2013).

From the standpoint of the development of sports and recreational tourism, assuming sustainable development and environmental protection, it is very important issue of applying the concept of ecologically sustainable development. Although the area of Skadar Lake is very suitable for hunting, in order to maintain existing species in this area, they need to be adequately protected, so it should be organized only controlled or sport hunting wild animals and birds. The great wealth of these species provides an opportunity for bird-watching and organizing photo-safari, which could be very interesting for sports and recreational tourists. Actually, bird-watching is one of the most popular and very good organized tourism activity in this National Park. High quality of fish species is important for the possibility of organizing fishing, fish devoted events and offer of culinary specialties, also under adequate control.

Sports and recreational tourist offer in Skadar Lake sub region according to local people – research results

For the purposes of scientific research "Aspects of sustainable tourism development in National Park Skadar Lake – for the economy activation of natural and cultural resources", selected sample of local people, who live in Skadar Lake sub region, was interviewed.

The research was conducted in the area of Skadar Lake. It included three municipalities: Bar, Podgorica and Cetinje to which belongs National Park Skadar Lake. A closed questionnaire was created. The questionnaires were completed by 51 people, of whom 31 were male and 20 were female. The average age of respondents was 41 years. Nearly 55% of respondents had college / academy degree. Over 66% of respondents were employed while the rest were unemployed, pensioners and students. All respondents were directly or indirectly related to tourism.

Due to the main topic of this paper and to the complexity of conducted research, only the most considerable and the most interesting answers will be presented.

One of the questions, in the questionnaire, was to assess the degree of tourism development in National Park Skadar Lake, using scale from 1 - I do not agree to 5 - I agree.

According to local people, in the following part of the paper are presented average grades of tourism development in National Park Skadar Lake.

The best grades are given to cruising tourism on Skadar Lake (6.0588), by local people, as well as excursion tourism (5.22) and bird watching (5.0392). Mentioned tourist activities are actually activities that are best organized and presented to tourists among all other tourist supply. The lowest average grades are given to eco (3.19) and rural (2.902) tourism in this area.

Table 1. Local people satisfaction with tourism development in the National Park Skadar Lake

		Excursions of the groups	Events (festivals, carnival, concerts, etc.)	Sport fishing	Wine tours	Hiking and biking tours
		50	51	51	50	50
		1	0	0	1	1
Average grade		5.22	4.2157	4.6275	3.82	3.78
		Lake cruising	Cultural sightseeing	Eco tourism	Rural tourism	Bird watching
N		51	51	50	51	51
		0	0	1	0	0
Average grade		6.0588	4.5882	3.12	2.902	5.0392

Source: Authors

Due to the subject of this paper, sport and recreation oriented offer will be particularly analyzed. Local people gave very good average mark to sport fishing (4.6275) and moderately good mark to hiking and biking tours (3.78). The satisfaction of local people with sports and recreational tourism development in National Park Skadar Lake is evident, but there is lot of possibilities for improvement of this type of tourism. Those research results confirm that sports and recreational offer is not developed at the appropriate level. Another important and relevant question for local people was to choose type of tourism industry in which they would like to engage.

Table 2. Preferring type of tourism industry by local people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rent accommodation	8	15.7	17.8	17.8
	Rent accommodation and serve domestic food	5	9.8	11.1	28.9
	Catering (restaurant, bar...)	6	11.8	13.3	42.2
	Boat excursion	4	7.8	8.9	51.1
	Wine tourism	7	13.7	15.6	66.7
	Travel agency	3	5.9	6.7	73.3
	Sport fishing	2	3.9	4.4	77.8
	Hiking and biking	1	2.0	2.2	80.0
	Cultural monuments and events	2	3.9	4.4	84.4
	Eco tourism	4	7.8	8.9	93.3
	Others	3	5.9	6.7	100.0
	Total	45	88.2	100.0	
	No answer	6	11.8		
Total		51	100.0		

Source: Authors

According to research results, if local people engaged in tourism industry, in the area of Skadar Lake, most of them would choose those activities: rent accommodation, rent accommodation and serve domestic food, catering as well as wine tourism, more than half respondents. On the other hand, the minority of local people would organize sport fishing, as well as hiking and biking tours. Because more than one-tenth of respondents did not give an answer, it could be concluded that this share of local people are not interested in dealing with tourism industry in Skadar Lake sub region at all.

Low percentage of respondents, who would deal with sport fishing as well as hiking and biking, shows that local people still did not recognize the importance of sports and

recreational offer in future tourism development. In order to attract more local people to engage in sports and recreational tourism, many different institutions should afford assistance, support or partnership for sports and recreational tourism development in National Park Skadar Lake: the three municipalities (Bar, Podgorica and Cetinje), LTOs (Local Tourism Organisations of this three municipalities), NTOMN (National Tourism Organisation of Montenegro), Ministry of tourism, NGO sector and other institutions.

From this part of conducted scientific research two main conclusions can be made. Although satisfaction with sport and recreation oriented offer, among the local population in the area of Skadar Lake, is present, special attention should be given to create new and better organize and promote existent sports and recreational tourist products. Also, different stimulative measures should be used to encourage local people to deal with sports and recreational tourism, in order to develop this type of tourism industry in Skadar Lake sub region.

Conclusion

As sports and recreational tourists are characterized by the desire to dynamic and active holiday, the need for a good time and socializing, and particularly appreciation of untouched and unspoiled nature, the area around Skadar Lake is ideal for sports and recreational tourism. On the other side, due to the fact that this type of tourists are characterized by high purchasing power, sports and recreational tourism is one of the most lucrative and economically rewarding kinds of tourism, which would greatly contribute to social and economic development of the lake area.

Natural tourism values are certainly something that greatly affects the selection of tourist destinations. Skadar Lake sub region has outstanding attractive natural resources that provide exceptional possibilities to satisfy the various sports and recreational needs. The existence of these possibilities is testified by existing of numerous sports clubs and societies, as well as maintaining a large number of sports and recreational events.

Although natural and geographical values and quality of sports and recreational facilities in this area are convenient for the development of sports and recreational tourism, for the sake of more intensive development it is necessary to improve human and organizational resources and promotional activities. The level and the rate of progress will also depend on financial investments in this type of tourist offer.

The results of the field research conducted in National Park Skadar Lake have enabled a number of concrete, applicable and achievable proposals, which should significantly contribute to the development of sports and recreational tourism.

Research conducted in the zone of Skadar Lake shows that satisfaction with sport and recreational oriented offer of the people who live there is at relatively low level, as well as that local people are not particularly interested in dealing with sports and recreational type of tourism industry. Skadar Lake Zone could become a real sports and recreational tourist destination only by destination planning, defining a common vision and mission, setting strategic goals.

In order to develop sports and recreational tourism in National Park Skadar Lake, the accommodation and entertainment facilities must be built and the appropriate service

offerings must be created in accordance with available natural resources. Only in a unique tourist product these elements reinforce one another and it is the best way to fulfill their function. Only under these conditions, the natural tourist attractions can be fully expressed and used as valuable resources in the tourism industry. However, tourist valorization of existing natural resources should be conducted only under the condition of preserving the original value of nature and culture, differences by which this sub region distinguishes from other regions.

In order to follow current trends of tourism development and meet the expectations of modern tourists, attract them to visit, but also to return, contribute to the continuation of the season, higher consumption and adequate economic effects, Skadar Lake sub region should intensively include sport and recreation in its tourist offer.

The contemporary pace of the life, recommended healthy lifestyles and also the inclination towards sustainable tourism, guarantee the important position of the sports and recreational tourism in the overall tourist offer of National Park Skadar Lake.

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Contemporary Ecotourism Products in Ramsar Sites in Bačka Region (Vojvodina, Serbia)

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Abstract

Wetlands are areas where water represents the primary factor, upon which depend the environment, flora and fauna. Ramsar sites in Vojvodina possess diverse components that are relevant to this area. This importance is reflected in industry sector such as economic development, forestry, fishing, hunting and tourism. These areas are the focal points of many scientists, researchers and tourists. From this, stems the importance of Ramsar sites and the interest of the local population for their protection. Ecotourism, as an alternative form of tourism, in the Ramsar site primarily enables protection and improvement of natural resources through visit of the "ecological" tourists. Developing ecotourism in the Ramsar site enables a lot of benefits such as economic effects, where the cash inflow is used for protection and improvement of the wetlands, monitoring, community development, traditional crafts and cultural heritage protection. Because of this interconnection and apparent importance between ecotourism and wetlands, the subjects of this paper are Special Nature Reserves in Bačka region, which are also on the Ramsar Convention list. These are: Special Nature Reserve "Upper Danube", Special Nature Reserve "Ludaš Lake" and Special Nature Reserve "Koviljsko- Petrovaradinski Marsh".

Keywords: Special Nature Reserve, "Upper Danube", "Ludaš Lake",
"Kovilj-Petrovaradin Marsh", Ramsar sites, Ecotourism.

Introduction

The World Tourism Organization defines sustainable tourism as a principle that on one hand meets the needs of tourists and the needs of a tourism destination, and on the other protects and enhances tourism opportunities for future generations, meets the needs of present tourists, but also those of the host regions as well, at the same time protecting and increasing the potential development institutions (Vujko, Gajic et al., 2012; Bramwell, 1998). Alternative tourism defaults to "tourism forms that are compatible with natural and social values, as well as the values of the local community, which allow tourists and hosts alike, to enjoy positive and meaningful interaction and shared experiences" (Pajvančić, Markov, 2011; Eadington,

Smith 1992). Hector Ceballos-Lascuren, Mexican architect, ecologist and international ecotourism consultant, created and shaped the concept and the definition of ecotourism. The definition of ecotourism, which reads: "Environmentally responsible travel and visitation of relatively untouched areas of nature, for the sake of enjoyment and appreciation of nature (and accompanying cultural features/assets – both from the past and present) that supports environment protection, with small negative impact of visitors and useful active socio-economic involvement of the local population". The question is raised: Are ecotourism and sustainable tourism different names for a single concept? The answer is no. Ecotourism represents a form of sustainable tourism, which is implemented through the use of protected natural assets. It is a responsible visit of natural areas, which preserves the environment and maintains the welfare of the local population. Ecotourism is an activity which is by definition the closest to sustainable development and sustainable tourism. This does not exclude the sustainability of other tourism activities, because of constant efforts to bring as many tourism **activities as possible in line with the principles of sustainability** (Čučulović, et al., 2012). The next question is: What are wetlands and why are they important? Wetlands are areas where water is the primary factor, upon which depend the environment, flora and fauna. The general definition of wetlands under the Ramsar Convention reads: "areas consisting of wetlands, marshes, bogs and water, either natural or artificial, permanent or temporary, standing or flowing, fresh, brackish or seawater, including marine areas with depth at low tide not exceeding six meters" (Ramsar Convention Secretariat, 2010). This definition includes the marine and terrestrial areas, estuaries, lakes and rivers, swamps and bogs, groundwater, wetland rice fields and practically all types of wetlands. Ramsar Convention was signed on 2nd February 1971, in the city of Ramsar, Iran. Initially, the Ramsar Convention had only 18 members, but enlarged to 35 members and 300 listed wetlands in the 80s. Today about 2.000 protected areas are listed in the Ramsar Convention. Since its development, the Ramsar Convention didn't extensively discuss tourism activities developing in wetlands, even though **tourism is a widespread activity. Because of this, the Ramsar Convention member's conference was held in 2012 in Bucharest, titled *wetlands, tourism and recreation* (Ramsar Convention Secretariat, 2012). This shows the significance and relationship of tourism or rather ecotourism and Ramsar sites that they are not mutually exclusive, but rather that efforts are being made to balance the goals of both categories to act as a synergistic one.**

The aim of this paper is to define the current state of ecotourism and the possibility of **development in special nature reserves in Bačka, which are also Ramsar sites. In the following text, three Ramsar sites will be processed: SNR "Upper Danube", SNR "Kovilj-Petrovaradin Marsh" and SNR "Ludaš Lake". The result of this work should be a summarized ecotourism offer of Ramsar sites in Bačka, providing insight into the current level of development and setting guidelines for future development.**

Methods and data

Methods used in this paper are search and analysis of both foreign and domestic literature, field work, which involves visiting the aforementioned Ramsar sites, familiarization with existing ecotourism products and discussions with managers of reserves. Using the acquired

information, and the current management plan and program of Bačka Ramsar sites, we were able to obtain results that can provide an insight into ecotourism products that the special nature reserves can offer.

Situation and development possibilities of ecotourism in Ramsar sites in **Bačka region**

In the following text, three special nature reserves in Bačka will be analyzed, after which an opinion will be given on the current tourism offer that the reserves can provide, with an attempt to determine the development direction of ecotourism in the reserves.

SNR "Upper Danube" - the current state of development of ecotourism in SNR "Upper Danube" is not on the satisfactory level. After the detailed field work and visited areas **"Štrbac"** and **"Karapandža"** that are part of the ecotourism product, it can be argued that there is still insufficient awareness of the necessity and importance of ecotourism. Certainly, efforts and investments toward the development of this form of tourism exist, but the hunting tourism remains the most developed type of tourism here, which is claimed to bring millions of dinars in revenue. **During the field work, while visiting the walking path "Štrbac", when asked who these tourists that use these ecotourism products are, where they come from and what their requirements are, no clear answer was given. The management claims that it is mostly children from local elementary and high schools, as well as students. Comparing the walking path "Štrbac" and the walking path "Karapandža", we can come to the conclusion that if there is ecotourism in SNR "Upper Danube", it is in "Štrbac."** This was confirmed by the management, claiming that most of the money spent and projects written are for the **"Štrbac"** area. In the **"Karapandža"** area, there is an initiative to build an ecology classroom, which they expect should be finished this year.

In addition to this initiative, there is another significant initiative to connect Baja canal with

Sirota canal, currently fed by precipitation and groundwater. After reading and analyzing the plan for the period from 2011 to 2021, it was clear that there is an emphasis on creating a foundation for the introduction of the concept of ecotourism in the reserve. The concept of ecotourism is defined, but it is acknowledged that the number of visitors to the reserve is increasing, and it is therefore necessary to develop the management of the organization on the principles of sustainable development and the concept of ecotourism. The plan stated that the cooperation with the local population, local government, local tourism offices, schools and citizen associations, can contribute to the introduction of the concept of ecotourism in the future. **In SNR "Ludaš Lake" ecotourism is facing serious financial problems and a lack of qualified personnel. The construction of Visitor center started in 2008, and it is not finished to date. The current staff of the reserve claim to have made their best efforts to obtain funding, but that it is very difficult developing ecotourism, while facing other more important issues, like the preservation of the environment, which according to them is a priority. The management plan of "Ludaš Lake" for the period from 2010 to 2019 defined a number of activities that the reserve should develop, like improving the walking paths, eco-camp and a school in nature. The starting point for all activities would be the Visitor center. According to the plan and management program, the current description and state of ecotourism in the reserve is not given, but rather it is emphasized that it is present and that**

there is a need for cooperation with the tourism organization of Subotica and tourism organization of Kanjiža.

The goal of this collaboration would be the implementation of the development program of ecotourism functions of the areas, where the scope and dynamics of the planned activities would be defined in detail. A good example of an attempt of eco-rural tourism is Roka's farm, which is located on the eastern coast of **Ludaš Lake**. Roka's farm preserved the archaic feature **of Bačka mud houses with roofs made of cane, and all who visit it can see and learn about the** local lake birds, fish and plants. During the visit, guests can enjoy traditional food and locally brewed beverages. In the future, efforts should be made to expand the tourism offer and enhance the cooperation, specifically by collaboration between the Visitor center and Roka's farm. When visiting *SNR "Kovilj-Petrovaradin Marsh"* it was observed that current state of ecotourism does not deviate much from the development of ecotourism in the previous two **reserves. Besides walking paths that exist on sites Kurjačka Greda (Wolf Beam) and Šlajz-Tikvara**, a very good example is equipping of reserve guard service at **the site Šlajz with 10** boats that can be rented for fishing or touring of the reserve. As in the case of two previous mentioned special reserves, here as well exist environmental education centers where visitors can learn about the natural assets of the area. The management program of *SNR "Kovilj-Petrovaradin Marsh"* defines the activities for the next period (2012-2021) which are expected to raise awareness about the importance of natural resources, through education of the local population, employees of **"Vojvodinašume"**, **training of reserve guard service personnel** for the purpose of reserve management, and cooperation with research groups. The reserve in its future development should become a top ecotourism destination because of the recently approved project *"Danube for Green Dream-Stream"* which will be funded by the Austrian Development Agency and the European Union. Part of the approved money will be spent on construction of the **5 km long walking path on Kurjačka Greda in Kovilj-Petrovaradin Marsh**. In addition, the project provides for the purchase of a boat or catamaran to transport groups to the other side of the Danube, 20 mountain bikes, five canoes for sports and recreational rides on the Danube, and equipment for camping and maintenance of the ecotourism hiking trails (<http://www.dnevnik.rs/novi-sad/eko%E2%80%933turizam-becomes-trump-Srem-Karlovac>).

Current tourism products in Ramsar sites in Bačka region

SNR "Upper Danube" according to the management plan for the period from 2011. to 2021. , the possible activities in the reserve include sightseeing, hiking, cycling, rowing and photography. The current tourism products that reserve offers are:

Touring the walking path "Štrbac" where offer includes a presentation of the reserve and a tour of the walking path with an expert guide. Groups are larger than 10 people, and the point of departure is near the villa **"Štrbac"**, located on the road between **Bački Monoštor** and **Bezdan**. Walking down the 3 km long trail, in addition to information given by the guide, visitors can get information through information boards that are placed along the trail. In addition to interesting facts and the information about the reserve, visitors go to see the **Semenjača pond** which is a home to many endangered species: gray geese, black stork, white-tailed eagle and the so-called deaf wild geese. Here, visitors **are able to see and the stream Kiđoš (Plazović)**, an otter habitat (also endangered species under government protection). Another interesting site is the feeding ground for wild animals, which can be seen from the walking path. The end

point of the walking path is the Šarkanj pond which like the Semenjača pond, is remarkable because of its bird fauna.



Figure 1. Semenjača pond

Visiting "Karapandža" walking path where the offer includes an eco-class in the ecological classroom "Karapandža", presentation of the reserve and a tour of the reserve along the walking path with an expert guide. The walking path is marked throughout its length with information boards, and in addition to facts about the reserve, visitors can see the Labudnjača pond, Sirota canal and Bajski canal.

European Amazon where offer includes a visit to a vacation resort Dondo, which includes lunch, boating, fishing, hiking and photo safari.

After the tour of Monoštor part of the reserve, the offer can include:

- Tour of beekeeping household Periškić;
- Visit the artisans;
- Visit ethno-house Kuveljić and ethno-house "Mali Bodrog."

Visiting "Bestrement" walking path in Apatin part of the reserve, where offer includes presentation of the reserve, a walking path with an expert guide, visiting the feeding ground of the white-tailed eagle, a visit to the hunting lodge "Mesarske Meadows", a visit to an old fisherman. For now, the visitors are mostly residents of the region and students.

"Ludaš Lake" – currently does not have an adequate ecotourism offer that would incorporate the value of natural heritage and folklore. Relevant to the development of ecotourism in the future is the opening of the Visitor center in Hajdukovo in 2008. Visitor center also offers a small number of accommodation facilities that are located within the complex. Tourists have a choice between two walking paths: *walking path Čurgo* and *walking path Kireš*. For both trails the starting point is the Visitor center, with only restriction to group size being less than 100 on both trails at once, ensuring minimal disturbance of peace in the reserve. Dominant activity here is bird watching, given that this is the famous oasis of waterfowl. Participants in these activities are mainly researchers/volunteers and bird lovers. Currently the reserve does not have any other significant form of ecotourism, and the management emphasizes the lack of qualified personnel that would focus on the development of the tourism offer. Human

resources account for 10 people, and bearing in mind that the Visitor center controls all four reserves in Subotica (SNR "Ludaš Lake," SNR "Selevenjske pustare," National Park "Palić" and Landscape of Outstanding Qualities "Subotička peščara") the lack of qualified personnel is obvious.



Figure 2. Visitor center "Ludaš"

SNR "Kovilj-Petrovaradin Marsh" - even though it has great potential for the development of ecotourism products, currently has an unsatisfactory ecotourism offer. Early stages of ecotourism development can be observed in the two walking paths that can be toured on foot or by bicycle. The walking paths receive organized groups of pupils, students, families and so on. The paths are toured with a professional guide. The first walking path is at the **Kurjačka beam locality, approximately 1 km in length, with information boards** which provide information on the reserve, endangered and rare plant and animal species. The second **walking path is at the Šlajz-Tikvara locality**, and it is approximately 1 km long. An environmental education center was built along the walking path, holding presentations of the reserve for larger groups. Here, it is possible to rent a wooden boat (about 10 boats are currently available) that can be used for sport fishing or just sightseeing.

The current state of ecotourism in Bačka Ramsar sites is generally unsatisfactory. The reserves certainly have potential for the development of ecotourism, including specific natural assets, attractive touristic and geographical location, settlements with the native inhabitants, local tradition and culture. However, there is a lack of qualified personnel dedicated to the development of this type of tourism offer exclusively, a lack of strong promotion and funding.

Potential ecotourism products in Ramsar sites in Bačka region

Natural assets of the special nature reserves provide opportunity for a wide range of activities that could take place: nautical tourism, hunting, fishing, bird watching, volunteer camps, photo safari, plant and fruit gathering, participation in daily activities of the local population, such as work in the field, preparation of gastronomic specialties, canning and more. The development of these activities as part of the ecotourism product would yield positive results for the local community. The created cash influx allows for the development of the local

community, while also providing monetary resources to be invested in the improvement of the natural asset.

Natural Resources

Special nature reserve "Upper Danube" has specific geomorphologic characteristics that make it special. Besides the fact that it is of exceptional value as a wetland: backwaters, meanders, **Danube, Veliki Bački canal, Bajski canal, Baračka and Kiđoš, and its ornithological value place it** on the IBA list. The Danube River and canals hold huge, untapped hydro potential that provides excellent opportunities for the development of boating. Although the SNR "Upper Danube" is declared an IBA site, activities such as bird watching are not developed here. The reserve has exceptional ornithological value and is a home to endangered species such as white-tailed eagle and black stork, which would make an attractive component for bird lovers. Providing camping facilities or some other type of accommodation, along with additional activities would certainly **complete the bird watching offer**. SNR "Ludaš Lake" has exceptional hydrological potential listed in Ramsar convention, and the area around it is a special nature reserve with degrees of protection and defined activities. The reserve is also on the IBA and IPA lists. This represents exceptional value for bird lovers and nature admirers. The reserve has potential for excursion tourism, because of the proximity of Subotica, educational and research activities that would be part of the tourism product of ecotourism. SNR "Kovilj-Petrovaradin Marsh" has great hydrological potential, providing opportunities for the development of boating and recreational fishing. Authentic appearance, colorful landscapes and unspoiled nature allow for development of photo safari. Another ecological value of the reserve is ornithofauna, which is the basis for the development of bird watching.

Cultural Resources

Cultural assets enrich the ecotourism offer, where they are perceived as complementary motifs that enrich the main tourism offer. Cultural assets enable tourists to fully familiarize with the area and all its specific characteristics, including cultural monuments, traditional crafts and folklore. The SNR "Upper Danube" is represented by colorful cultures of different nations. The villages are remarkable for their picturesque traditional architecture, folklore, **traditional lifestyle and events (Stojanović, 2005)**. In the villages of the Upper Danube, the residents cherish their traditional values, and considering the national diversity of the population the traditional heritage is very rich. It is expressed through the cultivation of traditional garments and folklore, worn and presented on special events. Upper Danube is also interesting because of the culinary specialties, traditional dishes like flat bread, cheese pie, and the widely known fish stew, which are commonly prepared in this area. SNR "Kovilj-Petrovaradin Marsh" has a wide range of heritage assets that could be a part of the ecotourism offer. First of all, the villages Kovilj and Sremski Karlovci already fully fit the concept of ecotourism. Their authentic and colorful features, such as old houses and taverns in Kovilj or vineyards in Sremski Karlovci, would raise the level of attractiveness of the ecotourism offer. Here is also Novi Sad with the Petrovaradin fortress, which as a major dispersion center, **further increases the attractiveness of the reserve**. In the SNR "Ludaš Lake" area, the natural and heritage assets do not overlap as much. SNR "Ludaš Lake" aims to provide tourism services of ecotourism in the so-called buffer zone. Considering the proximity of Subotica, the reserve has a good position, but considering this advantage, one should bear in mind that

the National Park "Palić", which is a recreation zone, has priority. The reserve contains interesting archaeological sites, traditional village architecture and the sacral building architecture. Points of interest are also vineyards and orchards developing in the surrounding neighborhoods. For the purposes of this paper, we will analyze several tourism products that all three nature reserves could, in the future, incorporate into their sustainable development:

Learning about the endangered and rare plant species in the area; by organizing the field visit with a special focus on protected plant species. Besides eco-paths, walks to the wetlands could be organized. The offer could include a special place for education and lodging, such as eco-classrooms that would provide visitors with all the necessities for lodging in nature.

Fishing is a traditional local activity, dating back to ancient times. A tourism product based on fishing, with some additional content such as a tour of the reserve and exploring cultural heritage is still underdeveloped. For the purpose of this type of tourism, it would be necessary to build houses for the fishermen, with the possibility of renting the necessary equipment, and provide a camping area.

Walking paths exist in special nature reserves, but are not sufficiently promoted and utilized. For the purposes of walking paths, in addition to information boards along the path, it would be possible to provide an information desk, which would give out additional information and promotional material.

Photo safari is a form of tourism that is aimed at higher class clients. All three special nature reserves meet the conditions for photo safari. Authentic look of wetlands, forest areas and a wealth of wildlife are the basis for the development of this type of tourism.

Bird watching like photo safari is one of a type of tourism for the higher class clients. **This type of tourism has not been developed in Bačka Ramsar sites, and they lack adequate capacity for the participants of this type.** Firstly, watchtowers would have to be built, and the necessary equipment that could be rented in the reserve provided. Presentation of rare and endangered species, with a professional guide and proper equipment is not yet available.

Nautical Tours could be used for reserve presentation. In addition to walking paths on the ground, the same kind of offer could be developed on the water, which would include the presentation of the reserve with an emphasis on environment protection, rare and endangered plant and animal species. Like all the other products, this form of tourism requires a specific infrastructure, necessary for its development, such as piers, boats with and without engines and boating equipment.

Eco-rural tourism would include activities based on natural assets, with additional content of cultural heritage and traditional activities of the surrounding villages. The combination of ecotourism and rural tourism in this type of area is both logical and desirable because it can provide a complete tourism offer which would enable tourists to get a true perspective of the visited area.

Conclusion

After the analysis of the available information regarding the development of the ecotourism in the region, the results are less than optimistic. It is clear that ecotourism is present and that

the employees and managers of the protected assets understand the significance of the development of ecotourism. However, this is a topic that is mostly thought about and still little has been actually done. The stagnation in the advancement of ecotourism is generally justified with the lack of financial resources, lack of qualified personnel as well as "more urgent" matters being addressed in management of protected natural areas. The existing walking paths are surely among the tourism offers of ecotourism and represent a positive shift in the development, reflecting the fact that ecotourism is seen as an inherent activity of protected areas and that is a good start. If we want to develop ecotourism that will bring significant financial results and attracts tourists from a wider region, the ecotourism offer cannot contain only walking paths. In addition to walking paths, which should be renovated, it is necessary to develop other activities such as cycling, boating, bird watching, wildlife watching, photo safari, fishing, fruit gathering, participation in the daily activities of locals, presentations and education on the need for environmental protection and the preservation of traditional crafts of the surrounding villages etc. Apart from the poor ecotourism offer, one could speak about the lack of good promotion that would create a desire among potential tourists to visit a certain reserve, because the essence of tourism is traveling to a destination in order to meet specific needs. If we are guided by this principle, we should break the holding pattern of visitors consisting mostly of pupils and students. According to long-term plans ecotourism is mentioned as one of the possible forms of tourism development, but due to nothing being concretely defined, and lack of professional personnel and financial resources, it is likely to remain at the current level. Finally, we can hope that thinking about ecotourism and its development will become common practice and that significant improvements will be achieved regarding this alternative form of tourism.

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An Exciting story about a Rock on the Danube: Implications for Peace, Cultural Tourism and Geotourism in the Region of South Eastern Europe

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Abstract

In recent years a number of scientists have been engaged in the investigations related to the relationships between tourism, culture and the establishing of peace in a region. During the 90-ies South Eastern Europe was the subject of the attention of world public because of a number of political problems that occurred in this region. But this issue is rarely approached from the standpoint of tourism development and the possible influence of tourism as a mean for a faster development of peace and friendship in the region. It is well known that perceptions of political instability and safety are a prerequisite for tourist visitation. A civil war, terrorist actions or the perceived violations of human rights can all serve to cause tourists to alter their travel behavior. After the events of the nineties, the situation in many countries of Southeast Europe was still strongly influenced by events in the past decade (decomposition of Yugoslavia, political and economic instability, high unemployment and restrictions to free travel to EU countries). Many young Serbians did not have expectations of a rapid change that would allow them to overcome their isolation from representatives of young people in the neighboring countries of former Yugoslavia. Several students of the University of Novi Sad came up with the idea that the event tourism could be a mean to quickly overcome at least some of the consequences of war conflict. They felt that Novi Sad was an ideal place to implement the idea of organizing a music event that could attract many young tourists from neighbouring countries. It is well known that cultural tourism can play an important role in the economic development of tourists destinations, can generate the development opportunities and contribute to the stability, competitiveness and integration of the European space. After nearly 10 years of the isolation in the political and economic terms, at the beginning of 2000 students of the University of Novi Sad, on their own initiative, started to think about the possibilities of the organization music festivals in the area of the known Petrovaradin fortress near the city

Novi Sad. They hoped that such festivals could attract young people from all over the region of Southeast Europe. The city of Novi Sad is situated on the banks of the Danube and it is well known for its multiculturalism. In addition to Serbs many Hungarians, Croats, Slovaks and Romanians live in Novi Sad for a long period of several hundred years. This fact is very important because the organizers assumed that tourists will consider multiculturalism as an important prerequisite for a high degree of absence of ethnically based stereotypes among citizens of Novi Sad. The success was quite unexpected and more than 300.000 tourists every year visited music festivals which have been organized on the Petrovaradin fortress. Most of the visitors are from the South East Europe and this is an additional benefit from the point of view of making peace in the region. Now, after more than 10 years from the beginning of the music festivals on the Petrovaradin fortress it can be concluded that these festivals contributed to:

1. Developing positive attitudes towards each other (members of the host community and visitors).
2. **Learning about each other's culture and customs.**
3. Reducing negative perceptions and stereotypes.
4. Developing friendships.
5. Developing pride, appreciation, understanding, respect, and tolerance for **each other's culture.**
6. Increasing self-esteem of hosts and increase of their psychological satisfaction of living in Novi Sad.

In the paper we discuss about factors which mostly contributed to the success of the event tourism in Novi Sad.

Keywords: Petrovaradin fortress, music festivals, cultural tourism, geotourism.

Introduction

In recent years a number of scientists are engaged in research about the relationship between tourism, culture and the establishment of peace in a region. Tourism, as an instrument that fosters open and friendly communication between nations and cultures, creates a global language of peace that can help people understand one another and accept their differences. It can bring about unity in diversity – where people eventually realize that, although they may differ in traditions and value systems, they share the same hopes for the future. Learning to understand and celebrate diversity is the most important step towards developing a cultural synergy – where the very differences in people can lead to mutual growth and achievement, and can be a potent force towards fostering peace and cooperation. During the 1990s South Eastern Europe has been the subject of attention of world public because of a number of

political problems that occurred in this region. However, this issue is rarely approached from the standpoint of tourism development and the possible influence of tourism to faster **development of peace and friendship in the region.** By Hall and O'Sullivan perceptions of political instability and safety are a prerequisite for tourist visitation. Violent protests, social unrest, civil war, terrorist actions, the perceived violations of human rights, or even the mere threat of these activities can all serve to cause tourists to alter their travel behaviour (1996, p. 117). After the events of the 1990s, the situation in many countries of South Eastern Europe was still strongly influenced by events in the past decade (decomposition of Yugoslavia, political and economic instability, high unemployment, restrictions to free travel to EU countries and the presence of many of the stereotypes related to residents of the newly formed neighbouring states). Many young people in Serbia do not have expectations of rapid change that would allow them to overcome their isolation from representatives of young people in the neighbouring countries of former Yugoslavia. Several students of the University of Novi Sad, a city which is situated on the bank of the Danube in the north part of Serbia, came up with the idea that a music event could be a mean to quickly overcome at least some of the consequences of war conflict. Besides, they were aware of the fact that cultural tourism can play an important role in the economic development of Novi Sad as a popular tourist destination, can generate the development opportunities and prospective, contribute to the stability, competitiveness and better integration of Novi Sad into European space. The success of the idea was quite unexpected and more than 300,000 tourists every year visit the music festival which is organized on Petrovaradin fortress. Most of the visitors arrive from South Eastern Europe and that can be an additional benefit from the point of view of making peace in the region.

Initial ideas related to music festivals

After nearly 10 years of isolation with regard to politics and economics, in the year 2000, students of the University of Novi Sad, on their own initiative, started to think about the possibility of organizing music festivals in the area of the well known Petrovaradin fortress.



Figure 1: Petrovaradin fortress

The fortress is located on a rock in the vicinity of the capital of Serbian province Vojvodina and there was a strong feeling among several students that a music festival organized on the fortress could attract young people from all over the region of South Eastern Europe. They felt that Novi Sad was an ideal place for the implementation of the idea of organizing a music event that can attract many young tourists from neighbouring countries. Novi Sad is a multicultural society with numerous ethnic communities living there for centuries. In addition to Serbs many Hungarians, Croats, Slovaks and Romanians live in Novi Sad for a long period of several hundred years. This helped in forming the identity of this city as a part of Serbia, well-known by its ethnic tolerance. This fact is very important because the organizers assumed that tourists will be taken by multiculturalism as an important prerequisite for a high degree of absence of ethnically based stereotypes among citizens of Novi Sad.

Some of the students who initiated the organization of the music festivals on Petrovaradin fortress were deeply convinced of the possible positive effects of *between society culture-contact* through tourism, not only from the economic point of view, but also from the point of view of making peace in the region. They supposed that social

contacts between tourists and local people may result in mutual appreciation, understanding, tolerance, awareness, learning, family bonding, respect, and liking.

Very serious scientists from the field of psychology (Rentfrow & Gosling, 2003) have proved that people who listen to jazz are smart and liberal people, who listen to heavy metal are liberal and adventurous and people who listen to hip hop are extraverted, agreeable, liberal, athletic, and hot. Although the authors of the idea of the organization of a music festival on Petrovaradin fortress were students of Engineering Science, they were right when they thought that the type of music selected for the festival could bring together young people who are not socially dominant, but politically liberal. These characteristics of the visitors could be important, as organizers thought, for their willingness to communicate with people from a different cultural environment.

Main factors which contributed to the decision of further development of tourism activities on the fortress

3.1 Social factors

The term *between society culture-contact* refers to individuals who travel beyond their countries of origin for a particular purpose and for a specified period of time, and the relationships they establish with members of the host society. The term *sojourner* has been used to describe such culture travellers, indicating that they are temporary visitors intending to return home after achieving their aims. And the term *host-society member* is often employed to distinguish the visitors from the visited.

Travelling between societies inevitably involves some personal contact between culturally dissimilar individuals, and in the case of the sojourner, exposure to unaccustomed physical and social manifestations. This can be unsettling, particularly if the transition is abrupt, and is the origin of the concept of "culture shock" (Bochner, 2003).

Why festivals of modern music are supposed to be one of the best ways to enhance friendship and tolerance between young people in the region? Culture, especially music, has the power to unify people, to bring about change, and to transform thinking. A robust finding in social psychological research is that individuals have a preference for people who are similar to themselves; and are less favourably disposed to others regarded as being different. Similarity is a complex matter, because individuals and groups can be alike in a variety of ways. Moreover, studies have found that most non-trivial aspects of similarity have an effect on how people will respond to and perceive each other.

In general, individuals are more likely to seek out, enjoy, understand, want to work and play with, trust, and marry others with whom they share characteristics they regard as important. These include values, group affiliation, skills, physical attributes, age,

language, occupation, social class, nationality, ethnicity, residential location, and most other aspects on which human beings differ. Since most of the visitors arrive from the former Yugoslav republics the similarity between their languages and cultural values (Hofstede, 1984; Minkov, 2007) help them to establish a high level of tolerance and even long-term friendships.

The fact that Petrovaradin fortress is located in the vicinity of the capital of the Serbian province Vojvodina, which is largely multicultural, has been an important factor attracting many young visitors in the last 10 years to music festivals held there. In regions that favour ethnic diversity (such as Vojvodina), cross-cultural contact enriches the lives of its citizens. The opposite is the case in countries where inter-group relations have an ethnocentric bias. Now, after more than 10 years from the beginning of the music festivals on Petrovaradin fortress, it can be concluded (Zakic, Ivkov-Džigurski, Ćurčić, 2009) that these festivals contributed to:

7. Developing positive attitudes towards other people.
8. **Learning about each other's culture and customs.**
9. Reducing negative perceptions and stereotypes.
10. Developing friendships.
11. Developing pride, appreciation, understanding, respect, and tolerance for other cultures.
12. Increasing self-esteem of hosts and increasing their psychological satisfaction with interaction

Interviewing young visitors, we concluded that courtesy of members of the local community and feelings of full safety significantly contributed to the very positive assessment of the **overall tourist experience during their visits to music festivals. Many visitors said: "music is the universal language".**

3.2 Historical, cultural and geological factors related to Petrovaradin fortress

3.2.1 Historical factors

The selection of this area for further tourism development was not a random event. Petrovaradin Fortress was built from 1692 to 1780. Its initiator and creative constructor was marquee Sebastian Voban, French military officer, architect and writer from the period of Louis XIV. The Fortress dated from the period of Austrian emperors: Leopold I, Joseph I, Karlo VI, Maria Teresa and Joseph II. **During the time the Fortress got the name of "Gibraltar on the Danube "because of its position and importance. During a long historical period the space** around Petrovaradin fortress was a scene of many historical events that were milestones in the development of this part of Europe. At the beginning of the 1st century BC the area of Petrovaradin was inhabited by the Celts. They were replaced two centuries later by the Romans, who raised their fortress under the name of Kusum somewhere between the present

Petrovaradin and Sremski Karlovci. At that time the Petrovaradin rock was used as an **observation post for the fortified Roman border of Limes (Čanković, 2008).**

This area was devastated by the Huns in the 5th century, but their state collapsed soon after. Tatar incursions were frequent at that time, but the real danger was coming from the Otoman Empire. After the fall of Belgrade in 1521, Turkish invasion moved towards the north-west, so the conquering of Petrovaradin was one of the steps towards Hungary and Vienna. Fortified Petrovaradin was seized on July 27, 1526 and the fortress was not attacked for the next 161 years, during Turkish rule, when it was adapted to some extent. The Austrian army took over the fortress in 1687 and started building a new defensive object, because of the ongoing battles in the Danube basin and the Balkans. After a short Turkish domination, a peaceful period began for the Petrovaradin fortress after the victory of Austrian troops in August 1691. That was the opportunity for a systematic construction of the present fortress. After demolishing the objects from the Middle Ages and the ones constructed by the Turks, the **building of the fortress in its present form began in 1692 (Čanković, 2008).**

It seems that the Austrians stole the idea for the project from the French war architect Marquis Sebastien Le Prestre de Vauban (1633-1707), who was one of the most prominent engineers of the modern fortresses of the 17th and the 18th century. He was famous for fortresses spanning on large areas with underground galleries (forerunner of the Maginot line). With the increase of importance of fire arms, fortified underground became more strategic as well. **Recently, Voban's cultural route was included in the UNESCO List, and there is a possibility** that Petrovaradin fortress becomes a part of the route. Cultural routes present a number of shared dimensions which transcend their original functions, offering an exceptional setting for a culture of peace based on the ties of shared history and appreciation for cultural diversity that characterize the communities involved. Development of cultural routes stimulates not only understanding and communication among the people of the world, but also increases cooperation to preserve cultural heritage and we do hope that Petrovaradin **fortress has a big chance to be included in Voban's cultural route as well in the cultural route** related to fortresses on the Danube.

Certainly one of the most significant events was the famous battle at Petrovaradin fortress when the Austrian army won a glorious victory over the Turkish army, with the participation of a number of soldiers of different ethnic origin (Austrians, Hungarians, Serbs, and many others). Therefore, this victory had an important role in historical memory of all the people of this part of Europe. The military significance of the area around the fortress at that time was due to the fact that the military facility was built on a rock that towered high on the banks of the Danube near the city of Novi Sad, which enabled excellent control of navigation on the Danube and the presence of enemy military forces. Stories from a very rich history of Petrovaradin fortress attract many tourists from Austria and Hungary.

3.2.2 Cultural factors

Geoheritage may serve as a source of an artistic inspiration or framework for movie-making. Some sculptors created gigantic works choosing a geosite as a location for their work. Many painters from Serbia select Petrovaradin fortress as a motive for their paintings. At the

Fortress there are: Academy of Art, City Museum of Novi Sad, numerous ateliers... Among the most important attractions there are the underground military galleries on the four levels and one of the rare world tapestry centres where the art of tapestry is cultivated, preserved and promoted. There are approximately 200 valuable art pieces exhibited. Since its foundation in 1961 over 800 tapestry pieces have been hand-made there. Petrovaradin fortress is the jewel of Baroque military architecture. Many cruise tourists recognize Novi Sad as a city where Petrovaradin fortress is located. The famous clock tower is one of the visual symbols of Novi Sad. What cultural and geoheritage have in common is perceived in that representative character of the destination helps marketers to make a good communication with tourism market and to build the image of the destination.

3.2.3 Geological factors

Tourists and visitors currently tend to consider environment and the purity of nature, education, culture and history, large-scale and small-scale events, and entertainment and fun as crucial issues. For certain specific target groups, these wishes and needs may be satisfied **by a new form of tourism called "geotourism", which is a multi-interest kind of tourism** exploiting natural sites and landscapes containing interesting earth-science features in a didactic and entertaining way. The first references appeared in the 1960s in the United Kingdom, but it was only in the 1980s that research related to geomorphosite assessment was undertaken to improve the knowledge of geomorphosites (or geomorphological heritage). The majority of published results stem from the United Kingdom, Italy, Switzerland and Germany. The central focus of the field is geomorphosite assessment and management. A geoheritage which has high level of importance for the development of the local community may have a high degree of the attractiveness for tourists which are interested in the history of the local community. This influence has to be an important part of the interpretation process and the local community identity (Reynard, 2008; Reynard, Fontana, 2007).

The rock where Petrovaradin fortress was built is a part of Fruška gora massif which consists of various rock types originating from the times of Palaeozoic, Mesozoic, Tertiary and Quaternary. Such complex geological structure is enriched by fossil flora and fauna preserved in deposits of the bottom of the ancient Pannonian sea. **The Petrovaradin's rock is the northernmost part of the Fruška gora Mountain. During the last glacial period, in time of the first evidence of the human settlements, high rocky cliffs were ideal shelter for the Palaeolithic people. Owing to numerous fossil remains, this "Pannonian Island" is a distinctive reflection of geological evolution (Vujičić et al., 2011).**

A number of tourists visit Petrovaradin fortress, primarily due to geological values of the rock on which the Fortress was built. Stay on this rock allows tourists a beautiful view of the city of **Novi Sad and Fruška gora mountain, rich in important cultural heritage. Subterranean military galleries are 16 km long and not completely investigated.** Hence, some tourists who visit the fortress are the so called primary geotourists and also cultural tourists in a broader sense. The existence of complementary natural and cultural heritage is especially important for geosites which do not meet high level of rareness. If a geosite can be included in an interesting natural and cultural route this may cause a higher level of satisfaction with the quality of tourism

product. This is the case with Petrovaradin fortress which is one of the most interesting places on the Danube cultural routes and many cruisers visit the fortress.

Experience component of a geotourism product can be achieved in many ways. Such an example is the underground of the Petrovaradin fortress. All the experts and authors that explored the location agree that the underground of the Petrovaradin fortress is the biggest tourist attraction of the site. Four levels of the underground were constructed between 1768 and 1776. The length of the corridors is approximately 16km. This unique system also had mine fields incorporated, as well as chambers for soldiers, weapons and 12,000 loop-holes. In the emergency, underground galleries could have accommodated over 30,000 people. Two wells were also made in the underground. The larger one is 4m wide and 60m deep and the smaller one - The Emperor Joseph II well is in the underground of the Hornwerk and is 2m wide and 39m deep (later dubbed 'The Kaiser well').

Conclusion

Cultural heritage Petrovaradin fortress, as it can be concluded from the previous discussion, during a long period of history was a "participant" in some extremely important historical events including those that have been designated as "milestones" related to the liberation of these area from the Ottoman Empire. Therefore, this fortress already was prior to the year 2000, one of the most visited cultural heritage sites in Serbia. The promotion and maintenance of music festivals in the surrounding area of the Fortress has contributed to its world affirmation during the times of significant political and economic stabilization of Serbia. Therefore, the rock on the Danube where the Fortress is situated and exciting stories related to it are certainly an opportunity for more rapid development of cultural and geotourism tourism in Novi Sad and Serbia. The growing number of young tourists who have visited our city is the evidence that this unique monument has great potential for a faster development of cultural and geotourism in the future.

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Tourism Attractions as a Factor of City Tourism Development – Comparative Analysis of Novi Sad and Maribor

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Abstract

City tourism, as a type of tourism which is developed in the city centers, recently is becoming more and more popular. In its broader sense it includes a wide array of different types of tourism such as cultural, religious, MICE, spa tourism, transit tourism. However, not all of them are primer motives of visit. Maribor and Novi Sad are cities which have developed different types of tourism which represent very important tourist products in the complex concept of city tourism. Moreover, both cities have enviable potentials in terms of natural and cultural resources as a basis for tourism development. The principal aim of this paper is the comparative analyzes of different types of city tourism in Novi Sad and Maribor, as well as the indication of advantages and disadvantages of both cities in terms of development of aforementioned types of tourism. This paper focuses on the level of development of city tourism in Novi Sad and Maribor, by reviewing previous research and contemporary literature and practices. In addition, the paper presents a comparative analyzes between those two cities and shows the significance of improvements and the embracement of good practical examples from the city with more organized and developed city tourism, in terms of promoting tourist products.

Keywords: City tourism, Maribor, Novi Sad, tourism development, tourism promotion, comparative analyzes.

Introduction

The specificity of urban tourism is reflected in the fact that besides cultural and religious tourism it includes coastal, spa and transit tourism as well. The reasons for this can be found in the fact that a number of the most important religious sites and pilgrim destination are located in urban centers (Jerusalem, Mecca, Rome, Constantinople), +most spa centers represent refine urban areas (Karlov Vary, Marianske Lazne, Senior, Vrnjacka Spa), coastal resorts which are the most beautiful jewels of the Mediterranean (Dubrovnik, Split, Kotor, Budva, Athens, Thessaloniki, Nice, Barcelona), as well as large urban centers which are also transit hubs (Paris, Madrid, Berlin, Munich, Amsterdam, Belgrade).

Because of the variable factors, it is difficult to give a comprehensive definition of urban tourism. However, it could be defined as: "Any consumption generated in the city by persons who are not residents of the city, but they also are not" job seekers, students and pupils in boarding schools and the soldiers in the barracks, the border population which is habitually resident in one country and working in another country, as well as transit passengers who do **not stop in this country**" (Jovičić, 1980).

This paper focuses on the level of development of city tourism in Novi Sad and Maribor, by reviewing previous research and contemporary literature and practices. In addition, the paper presents a comparative analyzes between those two cities and shows the significance of improvements and the embracement of good practical examples from the city with more organized and developed city tourism, in terms of promoting tourist products.

City-break tourism in previous research

By reviewing literature in the field of city tourism we gain impression that most of the papers on this subject can be found in the Anglo-Saxon speaking countries such as United Kingdom and the United States. The World Tourism Organization (UNWTO) also makes pays a sufficient attention to this area of tourism in all the literature it issues. UNWTO refers to city tourism as trips taken by travelers to cities or places of high population or density. The duration of these trips is usually short (one to three days) therefore it can be said that urban tourism is closely linked to the short – breaks market (UNWTO, 2011).

City Tourism becomes an area of interest during the 80s. Nowadays, we can find more and more research and publications related to city tourism, which also define it as a complex phenomenon affecting many stakeholders in the value chain. The introduction of low cost airlines has also brought an immense interest in cities and their development in terms of tourism. For instance, European cities had to adapt their marketing activities to develop a new type of product: city breaks (UNWTO, 2012).

According to International's European Travel Monitor, European city tourism has grew by 20% in 2005, compared to an increase of just 3% in coastal tourism (Freitag, 2006). However, while city tourism in general has received increased academic interest over the past two decades (e.g. Buckley and Witt, 1985; Ashworth and Tunbridge, 1990; Ashworth, 1992; Page, 1995; Mazanec, 1997; Judd and Fainstein, 1999; Pearce, 2001; Wöber, 2002; Selby, 2004) analysis of the specific visitor groups of urban tourism demand have been less investigated.

Dunne at al. (2010) carried out that the city break phenomenon, generally developed by urban tourism destinations, has certainly received a measure of criticism from certain quarters in recent years. Some of this relates to the type of tourists commonly attracted to this form of travel, particularly where low cost airlines are involved. Nevertheless, city tourism is a great opportunity for growth and development of cities such as Maribor and Novi Sad.

Tourist's products within Novi Sad's city tourism

Novi Sad is a fertile ground for the development of various tourism products within the city tourism, although most of them are still not developed enough and remained an underutilized potential. Some of these tourism products are certainly MICE, cultural, religious, nautical, and event tourism, which development until now, will be described below.

Novi Sad's cultural and religious tourism

The rich cultural heritage of Novi Sad is a remarkable ground for the development of cultural and religious tourism.

In terms of cultural tourism, it is evident that numerous monuments, museums, galleries, old city center, old buildings and streets, as well as one of the cultural symbols of Novi Sad - Petrovaradin Fortress on the Danube represent a strong base for the development of this type of tourism. Regarding the inclusion of these sites in the cultural tourism offer, it can be said that it is still not satisfactory. There are a number of city tours organized by several local travel agencies (such as panoramic tours), and sightseeing tours of cultural attractions of Novi Sad (walking and driving combined). Tours are well designed as they include the visits to the most important cultural attractions of Novi Sad and allow tourists to learn about the rich cultural heritage of the city. However, they are poorly promoted and not enough effort has been done to really attract tourists to participate in such tours. When it comes to museums and galleries as an important objects of cultural tourism, local residents are predominantly visiting them, as Novi Sad is not yet well known as a destination for cultural tourism, and thus do not attract large numbers of foreign tourists. However, the price of tickets to museums and galleries, which are lower than in most European cities, could be the good promotion tool used to attract significant visits.

In terms of visits of churches and other religious sites in Novi Sad, on which the development of religious tourism is based, the situation is not satisfactory. On one hand, Novi Sad has enormous potential for the development of religious tourism due to the fact that there are valuable Orthodox churches, the Catholic cathedral, a synagogue, a Greek-Catholic and Evangelical church, as places of worship of a large number of religious communities in a small area. It should be also point out that in the close surrounding of Novi Sad there is 17 **monasteries located on Fruška Gora mountain (so-called Serbian Mount Athos)**, which are very attractive for visitors (Penić, 2002). **On the other hand, it might happen that tourists** come to a church in order to visit it, and found it closed. It could happen because they are not adequately informed about it, or that there is no person who could further refer them to the values of particular church and give some important information about them. It is important to set up information boards in front of the buildings, which at the moment unfortunately do not exist, and which are crucial to provide tourists with proper tourist information about the details of these sacred places. The carrying capacity of religious sites should also be determined in order to develop sustainable forms of tourism. It is important to note that almost none of the Orthodox objects keep records about the number of its visitors. The

estimates may be approximate, but certainly not accurate and reliable. Currently, there is no religious tours that include visits to the many churches of Novi Sad (Božić, 2011).

Novi Sad's MICE tourism

MICE tourism is a sector of the tourist industry, which has the largest and fastest growth in terms of economic effects achieved, and brings a kind of prestige, due to the fact that congresses are visited by educated, successful guests.

This part of the tourism market is an extremely important part of the tourism business, especially when it comes to the extension of the tourist season, particularly if we bear in mind that this form of travel has grown from individual to family travel, increasing the level of destination attractiveness and the economic factors (Štetić, 2006).

Novi Sad is the second largest city of Serbia and one of the most important trade fair cities where there is a long tradition of business entrepreneurs. Near the city, in the town of Sremska Kamenica, it is located the Institute for cardiovascular diseases, which is the place where frequent medical congresses are held. For the organization of congresses, conferences and similar events in Novi Sad there are several objects. As the most important areas in terms of capacity and quality services stand out Congress Centre "Master" at "Novi Sad Fair", Sports and Business Center "Vojvodina", as the host of numerous international competitions, and "Park" Hotel located near the "Master center."

"Novi Sad Fair" annually organizes around 30 fairs, salons, exhibitions and it is visited by more than 1,300,000 people per year. In addition, the "Master" center provides that "Novi Sad Fair" practically operates all year round and besides the fair exhibitions, organizes business meetings, conferences, seminars, conferences and other (<http://www.seebtm.com/novi-sad-as-center-and-congress-tourism>).

Most meetings are held in May, October and November, as this is the period when the "Novi Sad Fair" organizes many largely visited events (in May "Agricultural Fair" in October "Lorist" and in November, "Finance Fair " and "Investment Fair ").

The "Master Center" is the seat of the "Association of Fairs of South-Eastern Europe", in which actively participate 21 fairs in the region. Membership of "Novi Sad Fair" in the "International Congress Association" - ICCA and the "Association of Fairs of Central Europe" - CEFA provides connection with important european business centers (www.sajam.net).

The introduction of the new "city break" tours, and the creation of packages with "before" and "after" congressional tours should encourage the extension of stay of business travelers. In this way we can achieve the combination of this type of tourism with cultural, religious and other tourism products within the city tourism.

Formation of the „Congress Bureau of Novi Sad" in September 2011, had an immense influence on the development of this tourism product in the city, since this organization plays a key role in the development of Novi Sad as an international business destination.

The competent authorities and the strategy of tourism development, until 2015, set up an ambitious goal- Belgrade and Novi Sad should be in the future recognized as convention destinations and leaders in this part fields in the Western Balkans. In order to achieve this goal **the construction of „Holiday Inn" Hotel should certainly help as its is recognizable brand name and the part of the international hotel chain „InterContinental Hotels Group", which guarantees a much higher competitiveness of Novi Sad in the market of business tourism.**

Novi Sad's Events tourism

Novi Sad is the host city of numerous and diverse cultural, economic, sports, ethnographic, touristic and entertainment events, and is also known as the "City of events." In this city events are held throughout the year at various locations, both outdoors and indoors. (www.turizamns.rs). In Novi Sad, among others, was held "World Table Tennis Championships" in 1981, the "European Basketball Championship" in 2005 as well the part of the competitions at the "Universiade", which took place in 2009 in Belgrade. Certainly, **the greatest sports and recreational event is "Fruška Gora Marathon", which is held in May, in which many people participate from all over the region (Arsenjev, 2010).**

Many festival events take place throughout the year and attract tourists from country and abroad. Some of the most popular are "Sterija Theatre," "Zmaj's children's games", "International Festival of Alternative and New Theatre" - INFANT, "Novi Sad Music Festival" - NOMUS, "Jazz Festival", the "International Festival of Street musicians", "Days of European Film, „Interfest "," Ethno festival food and music" with a wide range of specialties from Vojvodina (Hadžić, 2005).

By its scope, ambition and popularity, among the most important events is music festival "EXIT", the cultural and social project that marked a turning point in the perception of festival culture in this region, and became one of the most important musical festivals in the region and beyond.

During the previous year Festival was visited by around 1,890,000 people. About the importance of the festival speak numerous national and international awards, and the most important award is "UK Festival Awards," in 2007 for the best European festival. From national awards, "Association EXIT", in 2008 was awarded to the "Contribution to the Europe", for the **introduction of Serbia to Europe and the world (Kalinić, 2011).**

The main problem is that "EXIT" is an independent tourism product, i.e. the only reason for visiting of numerous foreign and domestic tourists, who overwhelm Novi Sad for four days, and after the festival leave the city. Therefore, it is necessary to improve tourism offer with additional facilities for which there is interest, and thus affect the extension of stay of tourists and higher revenues for the city. Certainly, the most important project was "One Day More", which aimed to offer additional facilities for maximum use of the tourist potential of Serbia.

Within the project, in 2011 was organized a free program with a series of of events in different places in the city, which began two days before the „EXIT“ festival.

Nautical tourism

One of the most important resources for tourism development in Novi Sad is the River Danube. The Danube is the second longest river in Europe, over 2,850 km long, from the Black Forest in Germany to Constanta in Romania. The Danube flows through ten countries and over a variety of natural terrains, through the mountains around them, through the plains, cliffs and marsh landscapes (Kalinić, 2011).

Danube today has an important tourist function. Steady flow, a large number of beaches and adequate climate and suitable water temperatures allow swimming nearly five months of the year. Moreover, Novi Sad and many settlements in the area are oriented towards the water, which makes the ability to reach these places by organizing interesting excursions. All this shows the tourist potential of the Danube in Novi Sad sector (www.turizamns.rs).

For current needs of nautical tourism in Novi Sad infrastructure is insufficient for intensive development of this type of tourism. Within the existing infrastructure in the city are three piers for tourist boats of large capacity (over 100 tourists), which provide a complete service for tourist ships. In addition, Novi Sad has nine docking places for small boats and yachts. These docking places provide servicing and keeping of small boats, and are to a large extent used, but these services are primarily used by local residents. However, along the coast near Novi Sad there are no facilities that belong to luxury-type facilities. e.g. marinas or nautical tourism centers. For travel purposes, a coastline is of great importance, which is nicely arranged, with appropriate signage and most of the attractions in the vicinity. During the summer 2010 and 2011 the "Belgrade Quay" is reconstructed in its entire length.

Tourists in Novi Sad have the opportunity to go on an canoe and kayak short trips organized by "Danube rafting." This type of activity is an attractive way to discover natural beauties which river may offer (www.turizamns.rs).

From the tourism point of view it can be said that in Novi Sad, despite the great potential conditioned by natural characteristics, nautical tourism as a tourism product is yet to be developed.

Novi Sad is one of the ports within the international tourist cruises of large-cruise companies, such as the "Grand Circle Travel" and "Wantage Deluxe World Travel." The program of "Grand Circle Travel" called "Eastern Europe to the Black Sea" includes cruising along Corridor 7 through five countries: Hungary, Croatia, Serbia, Bulgaria and Romania. This program lasts 13 days, of which tourists spend even three days in Serbia (Novi Sad, Belgrade, Iron Gate) (Dragin, 2010).

The importance of international tourists for Novi Sad is confirmed by statistics which tells us **that annually there is more than 50,000 cruise tourists who arrive in Novi Sad (Kalinić, 2011).** However, product „cruising on the Danube in Novi Sad“ in the present moment exists in the form that ships and passengers retaine in the city just for a few hours. Within the city tours the

historic center with the majority of sites is included, but very rarely visits to museums and galleries. Petrovaradin Fortress is not included in the tour sightseeing of Novi Sad due to the ban for buses on the Fortress, and tourists that are customers of these products belong to the „third age“, and they are not willing to go by foot on the Fortress.

From the abovementioned facts it is evident that there is a necessity to create "city break", with the principal aim to expanding the number of destinations and attractions that would be included in the tourist offer.

City-tourism's products of Maribor

Due to its very well tourist and geographical position, rich cultural and historical heritage, natural resources, famous festivals and developed material base, city of Maribor has great potential for many tourism types.

Cultural and religious tourism of Maribor

The level of development of cultural tourism in Maribor, the wealth of its cultural and historical heritage and importance of religious buildings, approves the fact that Maribor was declared for 2012th European Capital of Culture. It is important to say that all projects implemented during the year of 2012, as well as numerous events which were organized, raised up the level of cultural tourism, attracted new visitors and build a new image of Maribor known as a cultural tourism destination. Furthermore, **Maribor's popularity as a** tourism destination was increased by the fact that it is European Youth Capital for year of 2013.

Numerous museums and galleries, a large number of squares, ancient streets, palaces and castles, monuments, towers and other well-preserved cultural heritage, especially in the old city center, makes Maribor very attractive for development of cultural tourism. At the same time, Maribor is also one of the most important destinations of cultural tourism in Slovenia. Many interesting tours such as tours of the cultural heritage and many attractive churches tours, are being organized in Maribor, which makes a significant contribution to the development of cultural and religious tourism. The most popular tours include visits to the old city center and its cultural heritage, than tours that include visits to the number of palaces, castles, ancient streets and squares.

A good way to discover the cultural heritage is traditional river cruise on Drava, which includes a tour from the Water Tower to the Tower of Justice, including a stunning view on synagogue in the Jewish Quarter and the Jewish Tower.

Apart from these there are many other ways to get to know the city and its surroundings such as the **"Tour of Maribor's churches"**, **"Maribor photo-tour"**, through which are visited the best viewpoints which offer a beautiful panorama of the city and its surroundings, "Tour of the vineyards and the rafting tour," Winter tours on Pohorje " (www.maribor-tourism.si; www.maribor.uni-mb.si).

Conference and Business Tourism of Maribor

Due to the developed economy, Maribor is visited by a large number of business people throughout the year. Due to the high solvency possibilities of this clientele, every city is interested to attract them in a large numbers, but for their arrival is not enough only to develop economy, but also to have adequate receptive infrastructure that will meet the needs of this demanding clientele. The existence of the convention facilities, makes Maribor competent as a city for organizing regional conferences and other meetings. In recent years, a substantial investment in these facilities are noticeable. The reason for this is simple –gaining revenues, which follow this type of tourism. In this context, we should mention the key facilities: Conference Center “Bellevue Hotel and Spa”, Hotel “Habakuk” in Maribor “Maeran” Hotel and Convention Centre “Tabor” in Maribor (Tomić, 2005).

Event tourism

A large number of events that are held in the city throughout the year, affects the extension of the tourist season, but also increasing of tourism revenue. Event tourism in Maribor is one of the most developed forms of tourism in the city, and because of the potential for its further development should have special attention.

City of Maribor is especially interesting for visit during the festival and numerous events. The **first festival of Slovenian theater, "Borštnik Festival", was founded in 1966. and today this festival is the most important theater festival in Slovenia.** Some events celebrated the city all over the world, and one of them is "Golden Fox" ski race for women, which is counted for the World Cup, as well as an international multicultural "Lent Festival", one of the biggest festivals in this part of Europe. In honor of the Old Vine, the oldest vine in the world, are held a number of events throughout the year, and the most important event is "In the embrace of old vine". **Among the significant events are included "Music September", "Christening rafting" , "Poklada carnival", as well as other sporting and cultural events (Tomić, 2005).**

The most important events in February are the World Snowboard Cup, held in Pohorje, **Carnival (Carnival Night), followed by race in Pohorje which is held on a sleigh "Spust Pležuh"** sleigh that dates over 200 years ago and originate in Selnica near Maribor (Tomić, 2005).

"Cutting of old vines in Lent " is the most important event in March. Cutting of old vines, made by the city tenants and guardians of old vines grown into a popular event that takes place every year for 26 years. This is one of the events taking place within the "From vine to wine." Every year cultural program attracts an increasing number of participants. In June, is held "Lent Festival." This festival is held in Lent between the Water Tower and the Tower of Fate, on the banks of the Drava River, and on the streets and squares of the old town. The festival is a member of the International Festival Association. This festival is being held from year of 1993. One of perhaps the most important events held in Maribor took a part from 23rd

January to 3rd February, Winter Universiade 2013. This event for sure attracted more public attention and made Maribor more attractive for tourist visits (Tomić, 2005).

Comparison of city tourism development in Novi Sad and Maribor

Regarding the conditions for tourism development it should be noticed that both cities have very good geographical, tourism and transport position and that they are important points on tourist routes, which favors the development of transit tourism. Compared with Novi Sad, Maribor much better used development of transit tourism that generates revenue to the city throughout the year.

Maribor has better natural advantages for tourism development, due to its rich flora and fauna, rich hydrographs and stimulating climates conditions. On the other hand, when we compare the cultural and historical heritage, we can say that both the cities are very rich in this regard and have significant cultural resources with the potential to be involved in the tourism offer. However, Maribor has the advantage because of many castles and palaces that are attractive for tourists visits while in Novi Sad has Petrovaradin Fortress as an important **cultural symbol and visitors "magnet"**. As regards the museums and galleries, Novi Sad offers very affordable ticket prices compared to Maribor and most European cities, in order to attract more tourists geared towards this type of tourist visits. Unfortunately, neither in Novi Sad nor in Maribor there aren't any tourist cards that would allow discounts for visits to museums, galleries, exhibitions, discounts, transportation and similar benefits.

Given the fact that in Maribor only during the 2012th years, when the city was the European Capital of Culture was held over 5000 festivals and various events, taking into account and many events which took place throughout the year, the city has a highly developed event tourism. The organization of the Winter Universiade highly contributed to enhancement of its image as a popular city tourism destinations. Maribor is a popular winter tourism center, which gives it a huge advantage over Novi Sad, which is very poorly visited during the winter and the revenues generated from tourism are insignificant.

In terms of the congress tourism in Maribor there is improved material base and higher number of different events which are organized annually.

Moreover, Maribor has very popular cruises on Drava River with possibility of visiting many of interesting and alluring cultural assets, which are very popular among tourist. On the other hand, In Novi Sad these cruises are organized only by private companies which organize visits **to many cultural cites but local travel agencies and guides don't gain any profit from it**. Novi Sad has a great but unused potential for nautical tourism, which is a reason to make a lot of effort in future to organize different cruises on Danube, especially in evening hours, when there is a stunning view on city and fortress.

When it comes to organized tours, Maribor has a much better offer as there is a large number of **agencies which create packages related local sightseeing such as tour of Maribor's churches, wine tours, photo tours and rafting**, which are actively advertise on the websites

“www.maribor.si” and “www.maribor-pohorje.si” as well as by many promotion activities of the Tourist Information Centre of Maribor. On the other hand, in Novi Sad, the number of organized tours is smaller, and there are very few agencies that organize them, thus they make a very low income based on it. Novi Sad has significant potential of organizing religious tours that would include the visits to the many churches of different religious communities, and in that way introduce tourists with multicultural nature of the city. The tours **Maribor's** churches should be used as a very good example which Novi Sad should implement into **practice. Better promotion of tours that include visits to the catacombs of the Petrovaradin's** Fortress in Novi Sad could allure a number of cultural tourists and based on what they could achieve significant revenues.

It is of paramount importance to mention that in Maribor exist organized cycling tours through the city, which are very popular among tourists. The offer even included travel guide that provides information about the most significant attractions. It would be very interesting if Novi Sad implement a similar idea, because this exciting "adventurous" sightseeing attracts foreign tourists to be more actively involved in visiting sites.

In addition, Maribor had the sightseeing by carriage pulled by horses, with the possibility of hiring a guide. Also very popular are wine tours, due to the great potential of these areas for the development of this type of tourism. They are combined with tasting various culinary specialties famous in Styria.

In terms of presentation and promotion, Novi Sad is largely behind Maribor. Promotional activities are done mostly by Tourist organization of Novi Sad, which is an active participant in international fairs. Regardless of that, promotional activities aimed to attracting foreign tourists are on very low level. Tourists can get all the information at the Tourist Information Centre of Novi Sad, as well as the Tourist Information Centre Maribor.

Promotion of Maribor and its sights are on a high level. Maribor is classified as "top destinations" on the list of numerous media. After numerous publications in traditional and electronic media, Maribor is, on the list of "Top 10" destinations that are recommended for year 2012 by renowned tourist guide publisher Lonely Planet (www.maribor-pohorje.si). This has certainly contributed to the popularity of Maribor as a destination and build a positive image of it as an attractive tourist destination, which will certainly affect the tourist traffic in the coming years. In contrast, many people are not familiar with what Novi Sad has to offer due to little media coverage and a lot of poor promotion directed to the foreign tourism market. Therefore, Maribor better used its tourism potential and generates significant income from it.

Maribor is a destination with more than average growth of tourists and overnight stays in Slovenia. Tourist destination Maribor-Pohorje 2011th year and the previous year, achieved very good results. Compared to the same period in 2010. The number of tourists from January to November 2011th increased by 14.2%, while the number of overnight stays increased by 8.4%. The participation of foreign guests was 75% and the share of foreign overnight stays 70%. Prevailing tourists were from Austria, Germany, Italy, Spain, France, Croatia, Hungary, Russia and Slovenia, but there is a large increase in number of tourists from Belgium, the

Czech Republic, Scandinavia and Asia, especially from Taiwan and Japan. Maribor (www.maribor-pohorje.si).

The 2004th stationary number of tourists in Maribor exceeded 50,000, and the number of nights 120,000. The largest increase is certainly accomplished in the last two years, and the 2011th the number of beds increased to 1,900, the number of tourists from 100 000 to about 224 000 overnight stays (www.slovenia.info).

Novi Sad in the past year, had 220.842 domestic and foreign overnight stays, which is 3.4% more than the 2011th, according to the Tourist organization of Novi Sad. In December 2012. the year was 19.4% more nights than in the same month 2011th This year shows a positive trend in the development of tourism in Novi Sad. It is quite similar to a number of nights in Maribor, but we should also take into account that Novi Sad is much larger city with about 4 times the population. According to the Tourist organization of Novi Sad, is an analysis of the country from which most frequently visited by tourists, it can be concluded that the city is a popular destination for visitors from region -. Bulgaria, Romania, Hungary and the former Yugoslavia, but increase the number of tourist arrivals from other countries such as Italy and France. Growing popularity of Novi Sad and the countries from which the last few years comes much of the tourists - in Germany, the UK, the Netherlands, Kandi, USA, Australia, New Zealand, China (Data obtained from the Tourist information centers Novi Sad).

Interestingly, a study conducted by Kalinić (2011), in which the residents of Novi Sad considered that the majority of tourists visiting the city for events, cultural tourism and then in the nautical tourism.

It is important to note that the lack of Novi Sad city tourism is the infrastructure, which is quite outdated. This especially refers to roads that are compared to Maribor very bad. Public transportation is quite unmaintained, but taxis for tourists are cheap which allows them to freely move to the desired location.

Conclusion

After a thorough analysis of the potential and the development of city tourism in Novi Sad and Maribor, we can draw a conclusion that Novi Sad is lagging behind. Although there are valuable natural and cultural resources, as well as a good tourist-geography, he has a lack of adequate infrastructure, financial base and promotion that would attract foreign tourists to visit the city. On contrary, Maribor is becoming an extremely popular destination in terms of city tourism in Europe, and especially since 2012, when it was the European Capital of Culture. Maribor and its surroundings, one of the tourist most attractive areas in Slovenia, annually attracts more and more visitors.

Recently, numerous receptive facilities have been constructed, cultural and historical monuments have been renewed, roads and other infrastructure were built, and modern tourist organization which is developing old and introducing new tourist offer has been made. The City of the culture, events, landscaped parks and preserved nature, one of the most

industrialized cities of Slovenia is increasingly turning to tourism, as all the benefits that this activity brings to the city and its inhabitants were realized on time.

Visions and plans leading tourist workers of the city are focused on further development of the material base, enhancement of promotion, personnel training, and the introduction of new specific forms of tourism, aimed at the specific niche market of highly solvent visitors. In this way the development of sustainable tourism is provided. This development provides limited use of tourism potential of Maribor and its surroundings, which will enable the future generations to use existing resources.

When it comes to Novi Sad, as the main reasons which drive tourists to visit it are the existing events, cultural and historical monuments, or facilities that are not designed with the primary goal to attract tourists and are not incurred as a result of certain tourism strategy. This suggests that there should be created much organized approach to tourism development with clearly defined goals and objectives. Another problem is the small number of tourists during the winter months, so the question is how to attract tourists to visit Novi Sad in this period.

With greater investment in nautical tourism and infrastructure that is required for this, intensive organization of MICE tourism and the establishment of appropriate cultural and religious route, Novi Sad could like Maribor become attractive city destination with increased the number of tourists and revenues.

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The Relationship between Natural and Cultural Resources in the **Function of the Tourism Offer Development in Surčin** Municipality

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Abstract

Surčin municipality represents the youngest and seventeenth Belgrade municipality formed in 2004 from the part of Zemun municipality, and it is located about twenty kilometers west from the city center. In the Surčin municipality there is the most important airport in the country "Nikola Tesla". The convenient traffic and travel directions of the Surčin municipality are defined by the position of Belgrade-Zagreb corridor highway M1 (E70) and parts of Belgrade ring road M22 (E763 and E75), and thanks to the favorable geographical characteristics it is classified as the tourist destination with authentic character of the rural suburbs in Belgrade. Preserved nature close to the big city, and presence of anthropogenic tourist potential and distinctive identity of rural areas are a good basis for developing different types of tourism. The Sava River flows through the southern part of the municipality and provides opportunities for development in the field of nautical tourism, river traffic and the cross-border and regional cooperation. The relationship between natural and cultural resources in the Surčin municipality are favorable for the excursion, recreational, sport, school, transit, event, cultural, youth and hunting tourism development and represent excellent resource basis for the further advancement and tourism offer development of the Surčin municipality.

Keywords: Surčin municipality, natural, cultural, resources, development, tourism, offer.

Introduction

Surčin municipality is located at around 20 kilometers west from the center of Belgrade and covers the area of 288 km². It consists of seven settlements (cadastral municipalities) where, according to the results of the last census, lives 42 thousand residents. Surčin municipality is the youngest of the 17 municipalities of the City of Belgrade and it is formed by separating from Zemun municipality due to the need for more efficient further growth and urbanization of the City area. The characteristic of the Surčin municipality is preserved natural environment in the immediate vicinity of the City. Surčin municipality possesses significant natural resources for the development of tourism: Sava River, which flows through the south part of the municipality for 46 kilometers, significant forest areas, preserved biodiversity, hunting areas and fish ponds. On the other hand, there is cultural heritage on the territory of Surčin

municipality which was being formed since the prehistory until this day testifying to the continuity of life. Surčin municipality has a significant number of immovable cultural assets and assets enjoying prior protection status. Out of determined cultural assets, nine are cultural monuments, two are archeological sites and one is a famous landmark. Out of the assets enjoying prior protection status there are 2 objects of folk architecture, 2 architectural objects of city architecture and 34 archeological sites. On the territory of Surčin municipality there is also the most important airport, Nikola Tesla Airport, as well as a unique museum in the world according the number and value of exhibits (Museum of Aviation), monastery Fenek and other cultural values. The connection between natural and cultural resources on the territory of Surčin municipality enables the development of various forms of tourism. The youngest Belgrade municipality, due to a variety of natural and cultural resources as well as interesting material base for the development of tourism which was built, has successfully initiated the tourism offer development of Surčin municipality as a part of city-break offer of the City of Belgrade as well as independent tourism offers in terms of specific forms of tourism.

Major administrative features of Surčin municipality

The seventeenth or the youngest Belgrade municipality was formed in 2004 from a part of Zemun municipality where according to the latest census lives around 42 thousand residents across the surface of 28.485 hectares. The municipality administratively consists of seven settlements or villages: Surčin, Dobanovci, Jakovo, Boljevc, Progar, Bečmen and Petrovčić (Štetić, Petrović, Stanić, 2012).

Table 1. Cadastral municipalities as parts of Surčin municipality

Cadastral municipality	Size (km ²)	Number of residents
Bečmen	20	3700
Boljevc	60	4017
Dobanovci	56	7928
Jakovo	32	6182
Petrovčić	20	1386
Progar	39	1443
Surčin	61	17356
Total	288	42012

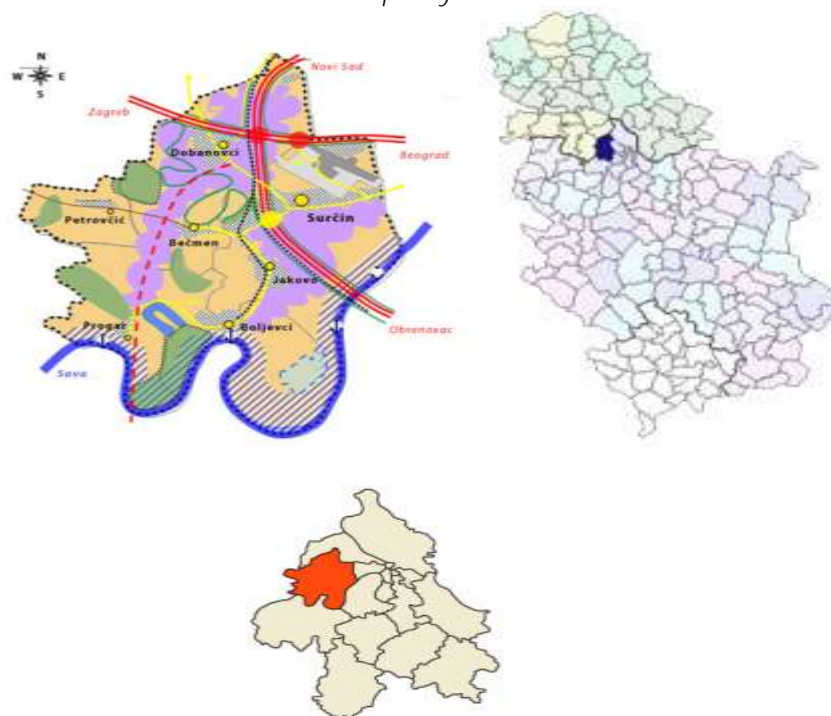
Source: Republic Institute for Statistic, 2012

Traffic and geographical position of Surčin municipality

Surčin municipality is located 20 kilometers west from the city center. In the north with its largest part it borders with Zemun municipality while in the east it borders with the municipality of Novi Beograd. The entire west border of the municipality is at the same time an administrative border with the province of Vojvodina while Sava River forms a natural

border with the municipality of Čukarica in the south-east and the municipality of Obrenovac in the south. The municipality includes the most western part of the flat land of the territory of Belgrade with the most fertile soil in the area. The state roads which go through the municipality connect it with Belgrade (Novi Beograd) in the east, with Zemun (in the north), with Pećinci (in the west), with Čukarica and the part of Šumadija in Belgrade (in the south-east by the road bridge over the Sava River).

Picture 1. The position of Surčin municipality in Serbia, Belgrade and the map of the municipality



Source: www.info-tours.net

The area of the municipality is located within transport corridors which are ranked as the primary road network. Parts of the European corridor X, parts of main railway network, the water way of Sava River pass through the territory of the municipality and on the north-eastern part of the municipality is situated the most important national and international airport in the country “Nikola Tesla” – Belgrade’s “air port”. Good traffic and geographical position of Surčin municipality is defined by the following directions: highway corridor of the Belgrade-Zagreb M1 (E70), parts of Belgrade bypass M-22 (E763 or E75), railway which connects international railway Belgrade-Šid-Zagreb and Belgrade-Bar, as well as regional roads that connect the municipality of Novi Beograd, Zemun, Pećinci and Čukarica. Construction plan of “Gazela bridge of Srem” from the bypass around Obrenovac over the constructed bridge in Obrenovac for the purpose of leading the heating system from TENT Obrenovac towards Belgrade to Surčin and Dobanovci where it connects with the regional road R-267 and highway E-70 will contribute to more efficient transport activation of the

Surčin municipality area. Sava River flows through the southern part of the municipality with a length of 46 kilometers so the municipality has good conditions for the development of water traffic with its position on the river, being in the vicinity of the mouth of the Kolubara River and a little farther from the mouth of Danube River. Sailing potentials are significantly expressed through internal waterways - a network of channels (Štetić, Petrović, Stanić, 2012).

Natural resources in the area of Surčin municipality

The municipality is located between 44 ° 39' and 44 ° 54' north latitude and 21 ° 38' and 21 ° 51' east longitude. Terrain in the area between the borders of Surčin municipality is located in the alluvial basin of Sava River and includes parts of Zemun's loess plateau. Almost the entire municipal territory covers an altitude below 100 meters and only the highest parts of loess plateau east of Surčin towards Ledine are slightly above this altitude (Spatial Plan of Surčin municipality, 2012).

The total size of agricultural land in the area of Surčin municipality is 19,816 ha², which is 9% of the total Belgrade's agricultural land. Out of the total agricultural land, 18,990 ha is under arable land, 396 ha is under pasture, 121 ha is under fish ponds and 309 ha is under pools (Statistical Belgrade Yearbook, 2009).

By its geographical position, the area of Surčin municipality is located in the zone of moderately continental climate which is characterized by clearly marked all four seasons with spring being brief and rainy and autumn lasting longer than spring with longer sunny and warm periods. Winter has an average of 21 days with temperatures below zero. The average annual temperature is 11.5° C (the warmest month is July with 22.1° C and the coldest month of the year is January with 0.1° C). Insolation is 2096 h/year (maximum is around 10am daily in July and August) while the highest cloudiness is in December and January (when the daily insolation is 2 to 2.3 hours per day). The amount of precipitation per year on average is 669.5 mm, and the highest amount falls in May and June (Group of authors, 2011).

In the Pannonian Plain, north of Sava River stretches biome steppe and forest-steppe whose potential natural vegetation consists of sub-Mediterranean oak and Tatar Maple (žestika) forest, vegetation of forest-steppes, meadow-steppe vegetation of soils and vegetation of reed forest. There is 3500 ha under forrest in Surčin municipality. Large forest areas (Bojčin forest and forest Gibavac), hunting grounds (Crni Lug and Dobanovački Zabran) as well as water surface area of fish ponds (Bečmenska bara, Živača, Fenečka bara), Sava River and channels have a rich variety of flora (oak, ash, Turkey oak, linden, hornbeam) and fauna (fish: carp, grass carp, silver carp, catfish, perch, pike, Prussian carp and wildlife: deer, wild boar, rabbit, pheasant, quail, etc.) so the bio-geographical features of the area are a rich resource base for the development of various types of tourism (Štetić, Petrović, Stanić, 2012).

Among the natural resources in the area of Surčin stands out Bojčin forest, which is a protected natural area of national significance of 672 ha. That is a real swamp forest between Sava River and the channel Jarčina which has the status of a permanent mandatory use and without the appropriate procedure in accordance with the law it cannot be changed. The following sorts prevail in the forest: oak, ash, Turkey oak, linden and hornbeam. There can also be found cornel, hawthorn, elder and dog rose. Bojčin forest was used for generations by the residents of Progar for livestock which moved freely in packs around the forest and fed on acorns and grass. Today, it represents an attractive resort with a part that is furnished and

equipped with park inventory, summer stage and restaurants. In a part of the forest there are dugouts and two monuments (partisan bases from World War II). A running track, 1800 meters long with 16 obstacles passes through the forest and in 2008 a large summer stage was constructed in it with a capacity of 500 seats where the manifestation “Bojčin Summer Festival” is held every year. This unique cultural art festival presents an already well-known manifestation with more and more visitors which is held the entire summer year after year on the open summer stage in Bojčin forest in Progar with a divers musical program during the weekends (theater plays, concerts of important bands and singers, performance by cultural and arts societies, etc.)

On the territory of Surčin municipality there are two out of three hunting grounds of Belgrade administrative area: Dobanovački Zabran and Crni Lug. The hunting grounds are intended for the cultivation, protection and utilization of large and small game: roe deer, rabbit, pheasants and partridges in the open hunting areas and deer and wild boar in Crni Lug and apart from them there are deer and mouflons in Zabran. Furthermore, on the territory of Surčin municipality the following natural resources are registered: reservation and area with natural values Živača as well as military and sports recreation center in Surčin “Siva čaplja” where the refugees and displaced persons found their temporary shelter after the last wars.

In hydrological terms, the area of Surčin municipality belongs to the basin of Sava River. Sava River runs across the southern border of the municipality area. The flow rate is uneven and because of the minimal local slopes the directions of surface runoff are not always directed to Sava River but the biggest part of the terrain is drained over the system of channels out of which the most important one is channel Galovica. Sava River has international significance, since it connects Surčin municipality with the region. Furthermore, it represents a significant resource base for the development of nautical tourism, cruises, excursions involving water recreation, and river traffic.

On the territory of Surčin municipality there are several pools, abandoned watercourse and abandoned meanders of Galovica (Ugrinovačka bara, Petrača, bara Živača, Fenečka bara). The quality of water in the pools is satisfactory so they are used as fish farms and for the irrigation of the surrounding terrain. Natural fish pond “Bečmenska bara”, which consists of three fish ponds, total size of 53 ha, provides an opportunity for fishing and water skiing (Spatial Plan of Surčin municipality, 2012).

Table 2. The evaluation of natural resources, attractions and resources

Name	Local and regional level	National level	International level	Market potential
Bojčin forest		x		low
VSRC “Siva čaplja”		x		low
Fenečka bara	x			low
Sava River			x	high
Hunting grounds “Crni lug”	x			low
Hunting grounds “Dobanovački zabran”		x		low
Fish pond “Bečmenska bara”	x			low

Fish pond and nature reserve "Živača"	x			low
forest "Gibavac"	x			low

Source: Horwath HTL, 2011

Cultural resources in the area of Surčin municipality

Archaeological sites testify about the population of this area in the ancient times. Stone tools and ornamental pottery and prehistoric statues of Vinča culture testify about this area being populated in the Stone Age. There is reliable data that the present urban territory of Surčin was densely populated during the Celts as evidenced by the bronze and silver coins found in this region. The first written record of a settlement in this area is from 1404 when it was given by the Royal charter to the feudal family Morović. It fell under the Turks along with Belgrade in 1521. After the Peace in Požarevac in 1718 it became a part of Count Schonbrunn's feudal lordship in Zemun and since 1745 it was included in the military border. Shortly before World War I there were three schools: Serbian, German and Croatian. Church existed in Surčin from 1786 apart from the Orthodox Church Surčin has the Roman Catholic Church as well (Sustainable Development Strategy of Surčin municipality, 2012).

There are scientific claims that say that Surčin got its name from the Latin name for shelter or refuge. It is believed that the original Roman settlement on the territory of the present Surčin was formed during the construction period of the ancient Singidunum when the indigenous Pannonian people sought shelter here from the Roman conquerors. Names of some other villages hide interesting legends or historical stories as well. So the village Bečmen used to be known as Bogić refuge (Bogićev zbeg), Progar represented a Roman necropolis which was known in the 16th century as settlement Živač while Dobanovci, which originate from the title ban, are mentioned for the first time in the historical documents in a Hungarian document from 1404. The village Jakovo got its name, according to the legend, from a cattleman Jakov who lived not far from the hill and Boljevcı got it from the migration of the local population to Sava River where they said it would be "better". In the vicinity of the present Petrovčić, the head of the Serbian soldiers who lived there was once Vuk Isaković who is a historical figure, known from the novel "Migrations" by Miloš Crnjanski.

During the Turkish rule, Surčin had the status of village according to the available lists of Ottoman administration. It belonged to Zemun nahija which was a part of the Sanjak of Srem under the Belgrade kadiluk which was later the Budim pashaluk. According to the census from 1546, Surčin had 25+ 1 households and around 155 souls and two centuries later in 1746 during the Military Frontier, Surčin had 134 houses and 800 souls (Gogić, 2010).

When it comes to cultural and historical assets on the territory of Surčin, monastery Fenek has a significant place. This male monastery is dedicated to St. Paraskevi and belongs to the monasteries of Fruška Gora although it is spatially dislocated. According to the legend, it was built in the second half of the 15th century by Stefan and Angelina Branković

while the first written records originate from the 16th century (1563). The monastery chapel was built in the 1800 instead of the old one, over a well, which is believed to have been dug by Angelina Branković (it was believed that the water has miraculous healing properties) and inside the monastery are kept particles of St. Paraskevi's remains which are seen as a great relic. Records from the 18th century testify to the fact that the old monastery church was built

in the second half of the 15th century in the spirit of Serbian medieval architecture. The new church was built in the period from 1793 to 1797 and was consecrated during the reign of **Abbot Vikentije Rakić who wrote the history of the monastery. At the end of the 18th and the beginning of the 19th century, monastery Fenek was in the middle of several historical events. In 1788, Duke Aleksa Nenadović and Austrian Emperor Joseph I had a meeting in it. After the fall of the First Serbian Uprising in 1813 Karađorđe and his son Aleksa spent a month in it and there is a memorial plaque about it. On this occasion, monks from Studenica stayed in it until 1815 as well as the remains of the King Stefan the First-Crowned. In the World War I, the monastery was set on fire, and in the World War II in 1942 was almost completely destroyed.**

On the right side of the road leading from Jakovo towards Boljevcı is Golden Cross (Zlatni krst). This rectangular stone monument rounded at the top and 2 meters high represents a cornerstone of the former property of the monastery Fenek which was set in 1747. The name comes from the legend that the range of the Turkish cannons that hit the Serbs who had fled across Sava River to the Habsburg monarchy ended up at this location. According to the folk tradition, the horizontal of the Golden Cross was made up of arms which hugged it.

When it comes to the recorded cultural resources in the **area of Surčin municipality**, Museum of Aviation stands out, actually Yugoslav Aeronautical Museum founded in 1957, today it offers visitors the opportunity to walk through a century of aviation. According to the number of values of the exhibits it belongs to 10 leading institutions of its kind in the world (more than 200 aircraft, 130 aero engines, more radars, missiles, aviation equipment, more than 50 types of original aircraft, etc.).

Stajko's house (Stajkova kuća) is located in Boljevcı, a village in Srem which has which has around 4500 residents, Serbs and Slovaks. Ethno house "Stajkov" in Boljevcı is an exhibition space that shows the culture of Serbs and Slovaks from the beginning of the last century which is represented by the Slovakian and Serbian room, kitchen, room of memories of Boljevcı, old barn, shed and courtyard with working tools, furnace and shadoof. A permanent exhibition entitled "House in Boljevcı of the early twentieth century" consists of two rooms: Serbian and Slovakian because these two nations differ in color, folklore and costumes and everything else that can be seen is common for them, from the kitchen to the room of rural memories, old barn, the shed for resting, corn granary with tools and barn as well as old courtyard with shadoof and furnace.

Table 3. Evaluation of anthropogenic values, attractions and resources

Name	Local and regional level	National level	International level	Market potential
Cultural monument monastery Fenek		x		medium
Famous landmark Bojčin forest	x			low
Old family house of the Aćimović	x			medium
Golden Cross – cornerstone		x		medium

Old corn granary of the family Kovačević	x			medium
Old corn granary of the family Vukasović	x			low
Airport Belgrade	x			low
Museum of Aviation			x	medium
Church of St. Archangel Gabriel in Progar	x			low
Church of St. Nicholas in Dobanovci	x			low
Church of St. Paraskevi in Surčin	x			low
Church of the Holy Trinity – Roman Catholic	x			low
Church of St. Sava in Bečmen	x			low
Church of St. Ascension in Jakovo		x		medium
Church of St. Paraskevi in Boljevc	x			low
Church of St. John the Forerunner in Petrovčić	x			low

Source: Horwath HTL, 2011

Material base for the development of tourism in Surčin municipality

On the territory of Surčin municipality are the following accommodation facilities:

- Nautical Village "Pearl" in Boljevc (capacity: 36 beds in 16 houses)
- Bojčin log cabins in Progar (capacity: 12 beds in 6 bungalows)
- Apartments of the Club 'S' in Jakovo (capacity: 90 beds in 30 rooms)
- Apartments of the pool "Queen" in Dobanovci (capacity: 42 beds in 5 bungalows and 11 rooms)
- Motel "Malinjak" in Surčin (capacity: 70 beds in 35 units)
- Apartments "Zlatibor" in Surčin (capacity: 200 beds in rooms and apartments)

None of the mentioned accommodation facilities has passed through the system of categorization which means that on the territory of Surčin municipality there are no categorized accommodation units.

The offer of catering facilities for providing food and drink services includes:

- Restaurant "Sava balcony" in the nautical village "Pearl" in Boljevc
- Restaurant "Bojčinska koleba" in Bojčin forest in Progar
- Restaurant "Nova romantika" in Bojčin forest in Progar
- Restaurant "Stremen" in Jakovo
- Tavern SRK "Pera Babuška" in Progar
- Restaurant "Theatre" in Surčin
- Restaurant "Srem" in Jakovo
- Restaurant "Piazza Palermo" in Surčin
- Restaurant "Jovanje" in Surčin

Relationship between the natural and cultural resources in Surčin municipality

Sava River, large surfaces under the forest, preserved biodiversity and cultural resources with interesting tourist events and long tradition of rural areas of Srem represent the basic characteristics of tourist offer of Surčin municipality. Tourism infrastructure in Surčin municipality has good traffic conditions, as Surčin can be reached by air, land and water. The proximity of the highway E-70, bypass, airport "Nikola Tesla", network of local roads as well as the plan for the completion of the construction of Gazela bridge of Srem present a significant possibility for the development of transit tourism. Apart from the airport and terrestrial roads, the coast of Sava River is in Jakovo, Boljevcı and Progar landscaped for the reception of tourists arriving by river. In these places, there are built docks, floating tracks and platforms that are at the same time the beach on the water and the pier for small vessels, boats and jet skis. Nautical village "Pearl" in Boljevcı with marina, landscaped picnic area, restaurant and accommodation units represents an excellent basis for the development of nautical tourism.

In the hunting grounds "Crni Lug" which covers 973 ha by Sava River between the villages Boljevcı and Progar commercial hunting of deer and wild boars is organized while the carp pond "Živača", area of 175 ha, en route Boljevcı-Progar with the capacity of around 100 t of carp fish and fish pond "Bečmenska bara", area of 53 ha, in Bečmen which consists of three mutually divided lakes, they represent a significant base for the development of sports and commercial fishing.

Stajko's house along with ethno houses "Dacević" in Progar and "Smiljanić" in Boljevcı, aims to break free the life of rural population in the past in this area from the oblivion. Apart from the primary goal of preserving the tradition of Srem and nurturing customs of the local population, with winery "Sekulić", restaurant "Bojčinska koleba" and farm "Stremen", represent authentic tourist offer for the development of ethno tourism. Monastery Fenek in Jakovo with Golden Cross and numerous Orthodox, Catholic and Evangelical churches deployed in seven villages in Surčin represent the base for the offer for the development of religious but also cognitive, cultural and school tourism.

Horse farm Surčin, SRC Surčin, with the offer of equestrian clubs "Stremen" and "Bojčin" and water sports club "Marina-Progar" kayak-canoe club, waterskiing club "Skalar 2000" in Bečmen, paintball club "Dušan Silni", aeronautical sports club "Košava" as well as volleyball, football and other sports club represent a good base for the development sports and recreational tourism.

Bojčin Summer Festival represents the most significant event that has been held since 2008 every weekend from May to September at the summer stage in Bojčin forest and whose program consists of theater plays, concerts and other forms of stage performances. Apart from Bojčin Summer Festival there are other events like Theater festivals in small forms in Boljevcı, "Sremački preskok" in Jakovo, "Fijakerijada" in Dobanovci and Progar, Poppy seed cake fair in Boljevcı, Old crafts fair, Pumpkin festival and Green almanac on the farm "Stremen" as well as "Biserna griva Donjeg Srema", "Strašilijada" and "Middle century in the nautical village" represent an interesting base for the development of manifestation tourism.

Winery "Sekulić" organizes promotions and wine tasting of premium sorts of grapes in an authentic atmosphere of a vineyard, antique shop and cellar with a collection of wine, so it presents the base for the development of wine tours, while aqua parks "Señorita", pools

“Queen” as well as the club pools “S” provide excellent opportunities for the development of summer swimming tourism. Tourist offer of Surčin municipality is complemented by the shopping mall “Italian Mall” which by its contents resembles a real Italian city ideal for family shopping.

Tourist product of Surčin municipality is characterized by a convenient location as compared to main traffic roads, low degree of urbanization, preserved biodiversity, attractive natural resorts and authentic rural tourist offer of Donji Srem. Tourist potentials of Surčin municipality benefit the development of the nautical, excursion, sports, recreational, transit, school, youth, hunting, fishing, manifestation, rural, cultural and congressional tourism. (Štetić, Petrović, Stanić, 2012).

The relationship between natural and cultural resources in which Surčin municipality abounds initiates the development of tourist offer which is focused within the following tourist products: day trips, tours, excursions, cruises, sports, recreation, transit, mice industry, water activities, manifestations, rural tourism. Keeping in mind character and specificity of tourist products which will dominate in this area, **Surčin will position as sports and recreational tourist destination for daily activities in the nature with authentic character of rural suburbs.**

For further development of the excursion and tourist product of Surčin municipality, as one of the more important for Surčin when it comes to the relationship between natural and cultural resources in the function of the tourist offer development, what is of great importance is the **proximity of the international airport “Nikola Tesla”.** As Surčin municipality is the only Belgrade municipality on whose territory is located an international airport, faster development of the so-called low-cost airlines and their cooperation with big European and world tour operators will contribute more efficiently to the positioning of Surčin municipality as tourist destination on European and world tourist market. As the accommodation prices in the area of Surčin municipality are competitive when compared to the city centre since they basically represent its rural suburb, weekend-tour which includes: transport by the so-called low-cost airline, overnight stay and tour of chosen attractions in the area of Surčin municipality, with the possibility of visiting the city center, it would certainly present a future innovative offer of city-break tourism in Belgrade, which we would contribute to creating positive developing effects in the area of Surčin municipality. Apart from that, completion of the works on “Gazela bridge of Srem” and Belgrade bypass as well as the revitalization of the traffic on Sava River and the involvement in the flows of European corridor VII (fairway) will affect the faster development of nautical, transit as well as excursion tourism in the area of Surčin municipality.

Conclusion

A great number of places for an active vacation in a natural environment near Belgrade, landscaped resort and Sava River which passes through Surčin municipality enable the connection between nautical and specific forms of tourism. By strategic solution of formation tourist zones in Jakovo, Boljevci and Progar with the emphasis on the arrangement of docks on water and the construction of pedestrian and bicycle paths the starting point for connecting tourist offer in the area of Surčin municipality is made. Active usage of Sava River

represents a preferential concept in the plan of the development of tourism as a part of the city atmosphere. In this way, tourist offer of Surčin municipality can be promoted in a form of authentic and above all a different city-break destination in Belgrade. Based on the valorization of tourist values of Surčin municipality, combining tourist potentials and possible activities, the base for the development of tourism is based primarily on day trip tourism, with the combination of sports and recreational, nautical, excursion, manifestation tourism as well as significant potentials for the development of congressional, transit and rural tourism. **Excursion tourist product of Surčin municipality which includes cruising Sava River with the touring of some of the most interesting natural and cultural resources and it is most often developed in the form of half-day and day trips organized for Belgrade people and their guests as well as weekend-tour with overnight stay in one of the accommodation facilities in the area of Surčin municipality. Apart from the development of water sports on Sava River, sports and recreational tourist product of Surčin municipality promotes the development of adventure sports and nurturing a healthy way of life and recreation in the nature. The existence of a long tradition of horse breeding and nurturing the love towards horses in the area of Donji Srem contributed to the creation of farms and equestrian clubs in the area of Surčin municipality. Horses, horse riding, riding in the carriage, carriage parades, horseracing and manifestations for the election of the most beautiful mares and stallions represents a part of authentic tourist offer of Surčin municipality which makes it distinguished. All of this singles out the youngest Belgrade municipality as attractive and still insufficiently explored city tourist destination with a great perspective for the development of tourist offer and a chance for its popularization on Belgrade tourist market as well as a wider area thanks to the connection between the riches of natural and cultural resources which Surčin municipality has.**

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The Pavle Beljanski Memorial Collection – The House of Artists in Novi Sad

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Abstract

When a collaboration of cultural institutions and tourist organizations highlights the segment of art that is crucial in studying Serbian culture and heritage, it increases the tourism potential of Novi Sad, as well as the entire region. In order to help the development of regional tourist destinations, cooperation of institutions that display artworks by the same talented artists contributes to the overall impression which a visitor experiences. An example may be a connection of the Pavle Beljanski Memorial Collection in Novi Sad, whose collection includes works of greatest artists of Serbian painting of 20th century, such as **Nadežda Petrović**, Sava **Šumanović** and Milan **Konjović**, with their legacies in **Čačak, Šid and Sombor**. On one hand, the Pavle Beljanski Memorial Collection is an essential place for tourists who explore the culture and art of Novi Sad. On the other hand, the legacies in **Čačak, Šid and Sombor**, which are some of the few existing/active legacies in Serbia, along with the Memorial Collection, can contribute to regional tourism development and conservation of the cultural heritage. The purpose of this paper is to highlight the links between the Memorial Collection and the legacies as a potential touristic attraction.

Keywords: **Novi Sad, Čačak, Šid, Sombor**, tourism, culture, The Pavle Beljanski Memorial Collection.

Introduction

Pavle Beljanski and the Pavle Beljanski Memorial Collection

*"We all die just once, but great people two times;
once when they pass away, but the second
time when their endowment is **wasted**"*

Ivo Andrić

Pavle Beljanski (Veliko Gradište, 19.6.1892 - Belgrade, 14.7.1965) was a lawyer, diplomat and a great art lover. He began studies at Law School at the University of Belgrade, and in 1917 he graduated from the Sorbonne as a lawyer, specializing in the diplomatic-consular field. A year

later he received master's degree at the Sorbonne and registered his doctoral thesis. In 1919 his doctoral studies were interrupted due to his employment in diplomatic area. He was secretary in the Royal Embassy in Stockholm, then secretary in the Berlin Embassy, in 1922 secretary of the Royal Embassy in Warsaw, and later in Vienna, Belgrade, Paris and Rome. Due to the nature of his work, he traveled through Europe, which allowed him to be in constant touch with artistic events and auctions. His initial desire was to create a collection with paintings by foreign Old Masters of the Renaissance and Baroque. Nevertheless, in 1923 he realized that the European masterpieces from those epochs are already in the museums thus unavailable for private collection. Therefore, he decided to dedicate himself exclusively to collecting pieces of visual art by Serbian artists. He wanted to create a collection of artworks with a lasting value, and thanks to his extraordinary sensibility for understanding those values, artworks of the most talented artists of Modernism can be seen in one place. It must be emphasized that at the time of his engagement with the collection, some artists, now recognized as masters, had not been known or accepted among critics. This fact can only be another confirmation of Beljanski's aesthetic taste for the selection of excellent artworks. No one should be surprised by the fact that Pavle Beljanski saw many paintings from his collection for the first time at exhibitions in Paris. This is the case with the painting *Luncheon on the Grass* by **Sava Šumanović**, exposed for the first time in 1927. Paris, as art center, in the beginning of the second half of the 19th century, was the venue for talented Serbian artists, where they were educated and usually organized first exhibitions. Paris can be seen in the context of another thread that connects artists and Beljanski, regardless their visits occurred at different times. With a goal to preserve one epoch from oblivion and in order to donate them to his nation, Beljanski purchased paintings with great passion, love and commitment: **"We must not lose sight of the fact that artists are to a great extent builders of our souls. Have they not cemented our spiritual and moral foundations for centuries? I profoundly believe in the creative genius of our people. (...) Someone once said: forget means to betray."** (Beljanski, 2009).

After twenty-four years of systematic collecting, in 1945 the Collection of Pavle Beljanski was open to the public for the first time. The collection was exhibited in the City Museum and Library in Sombor, and as a coherent unity amazed the crowd. Head-director of the City **Museum was Milan Konjović, who enabled the realization of exhibition.** The exhibition was important not only for the presentation of contemporary flows in Serbian art of the 20th century, but also for Beljanski, who got the opportunity to perceive his collection in its entirety, placed in a gallery space. That was the point when he realized that the collection of artworks, which were created between the two world wars, have longer continuity that makes the integrity of this artistic era. Soon after, Beljanski began collecting paintings dating before World War I and included the most prominent representatives in the collection. He formed a collection of artists who were active before the World War I and after the World War II. This is the reason why Beljanski purchased one of the last **paintings by Nadežda Petrović** and placed them at the beginning of his collection. The Pavle Beljanski Memorial Collection consist of 185 artworks by 37 authors who, in a coherent way, represent Serbian modern art of 20th century. The Memorial collection is situated in a new building, designed specifically for museological purpose. In 1957 Beljanski bequeathed collection to the people of the Autonomous Province of Vojvodina, requiring the construction of the museum building. The building was

completed in 1961 by architect Ivo Kurtović and it was the first building in Vojvodina which was built for museum needs. Until then, the cultural institutions housed in the buildings of former banks, courts, post offices, etc. At the same time, it was the first gallery in Serbia, which exhibited paintings of one collector. After the opening ceremony on 22 October in 1961 the collection was available for the **visitors. The concept of exhibition Beljanski didn't make by** standard museological principles, but according to his own sensibility and unique artistic vision of rhythm. Permanent exhibition can still be seen in the concept that Beljanski last modified prior to his death in 1965. Besides the collection, under the roof of the Memorial collection is the Pavle Beljanski Memorial Hall, **Artists' Memorial Hall**, archive and library.

The Pavle Beljanski Memorial Hall was opened in 1966 and represents a reconstruction of his living and working space, with furniture, paintings, books, photographs, documents and many personal objects. The room is completed with the painting La Grande Iza (1882) by Vlaho Bukovac, which Beljanski subsequently donated in 1965, binding the gallery to establish an annual award of the Pavle Beljanski Memorial Collection. This prestigious award is given for the best final students essay in the field of national art history, presented at the Art history department of the Belgrade University. In this way Beljanski encouraged research work of art historians to national art. The award was founded in 1967 and in the year 2000, the Memorial Collection began presenting every awarded work with its own theme exhibition.

The Artists' Memorial Hall was founded in 1971 and it contains portraits and self portraits as well as documentary material about artist whose works are included in the collection. For example, there are objects used by artist in the process of making art such as brushes, paints, palettes.

An Extensive archive has been made of drawings, paintings, letters and other documents. **Library is highly specialized and it's not open for public**, containing literature about history and theory of art. It is intended for researchers working on art history field from the first half of the 20th century.

The Pavle Beljanski Memorial Collection is an institution which, in its fund, keeps valuable part of the national cultural heritage and acts as a segment of the local community. It should be marking point for touristic visits, because it is the collection of the most talented artists of modern Serbian art from the first half of the 20th century. **Artworks by Nadežda Petrović, Sava Šumanović, and Milan Konjović from the Pavle Beljanski Memorial Collection can be** connected with artworks in their legacies, and in that way, enhancing the cultural heritage of the community.

Nadežda Petrović

"Serbia didn't have a painter with more enthusiasm, excitement and passion wondered the landscape and painted its image, but simultaneously was educator, healer of national wounds and soldier"

Lazar Trifunović

The first Serbian painter of the late 19th and early 20th century, the founder of modern painting, was born in 1873 in Čačak. She graduated in 1891 Higher **girls' school** in Belgrade,

and a year later she passed the exam for drawing teacher in high school. Nadežda attended Cyril Kutlík's school in 1896/97. Until 1898 she received lessons by acclaimed artist Đorđe Krstić, who made the initial and important influence on her artistic development.

She continued schooling in Munich and from 1898 attended school of Antuan Ažbe and Julius Exter. Thanks to the support of her prominent family, she could educate freely by traveling to European art centers, where she was in contact with the masters of art. In 1899 Nadežda visited III Biennial in Venice and in 1900 visited the Munich Secession exhibition, where, for the first time, she saw artworks of Monet, Pissarro, Renoir and Toulouse Lautrec. In 1903 she saw exhibition of Impressionists and Postimpressionists in Vienna and two years later visited another exhibition of the Secession. During 1907 she was in Vienna, Munich, Venice and Rome. She was in Paris two times, last time in years from 1910 to 1912. Creative work by Nadežda went through several different periods. Serbian period lasted until 1898 and this is the stage of her formation and artistic education in Serbia. Munich period was from 1898 to 1903 while Serbia's most fruitful period lasted since 1903 until 1910. After the Parisian period, from 1912 began the war period, which lasted until Nadežda's death in 1915. Her stylistic features shifted from Art Nouveau, Impressionism, Expressionism and Fauvism. Petrović was one of the first Serbian artists who researched the problem of light. Under the influence of Julius Exter in Munich, she painted in the plain-air. Nadežda painted landscapes, portraits of peasants, family and friends, a few nudes and one self-portrait. After her return to the country, in a constant quest for natural beauty, she painted landscapes from Sićevo and Resnik, coasts of the Sava and Nišava, Prizren, Gračanica. In the portraits of peasants indispensable element is national costume as an important feature of Serbian identity for Nadežda. Patriotism, which was manifested in the war years as she was a volunteer nurse in Valjevo, was the main ideology of Nadežda's paintings.

Her progressive ideas are also seen in the establishment of The *Circle of Serbian Sisters*. It was a woman's patriotic and cultural-enlightenment society, and Nadežda was one of the creators. The Circle was established in 1903 and included humanitarian, cultural and enlightening program. During the Balkan Wars in 1912 and later in World War I, members of the Circle stood out as volunteer nurses. In 1904 Nadežda Petrović organized the First Yugoslav Art Exhibition, and participated in the founding of "Lada". She was also one of the founder of the "Art Colony in Sićevo". It was founded in 1905 and was the first colony of artists, not only in Serbia but also in the Balkans. The Art Colony of Sićevo is still active and has an impressive number of artworks with an international character.

In a conservative environment, it seems that Petrović was constantly faced with critical disdain of society. The support came from Branko Popović and Moše Pijade. However, her view of art outside of academic courses was ahead of time, so she was recognized as a great artist after her death. In the Pavle Beljanski Memorial Collection, there are 14 of her most important pieces of art produced in the period from 1904 to 1912. During 1904 Nadežda's artistic curiosity was occupied by landscapes. Particularly important are the paintings from Resnik cycle, which are not characterized by changes under the influence of light. In Nadežda's landscapes, prime has the color that makes a formatting element of the picture. Painting Resnik (Figure 1) from 1905 was included in the Pavle Beljanski Memorial Collection in 1956. The technique is oil on cardboard, with uneven strokes which show winding village road. Flanked by a line of trees and wooden fences, village road is merging into the bottom of

the image. The painting contains spontaneity as a result of her ingenious experience of the country as a homeland. Judging by its style it belongs to the end of the Resnik cycle, painted around Petrović family estate.



Figure 1: **Nadežda Petrović**, Resnik, 1905

The painting **Peasant woman from Šumadija** from 1905 is from the most creative period and Beljanski included it in the collection. Between 1905 and 1908, **Nadežda** traveled to Vienna and Munich, where the reunion with teacher Julius Exter contributed to shaping her artistic poetics. With expressive facial features, painted in a rough national costume with a shoulder-pole, the peasant woman is shown with no intention of beautification. Here is presented a bare view of rural life, painted pastouse and vigorously in order to display the most important things. The woman is shown in moment of **peasant's everyday work**. Except new stylistic features in the painting, the motif of displaying Peasant women provoked discontent, because **Nadežda** was the one who blurred the boundaries between the citizen and his village origin.

Nadežda's very famous painting is the **Portrait of Ksenija Atanasijević**. It was created in 1912 after her second and final return from Paris. It is a period of formed, mature artistic gesture, with harmonized, smoother strokes and artistic expression that defines distinct modernist work. **Nadežda** used **Ksenija's** visit, for her posing in the snow. Ksenija was 16 when **Nadežda** painted her portrait. **Ksenija Atanasijević was a professor at the Belgrade Faculty of Philosophy**, taught classical philosophy and was the first woman who got a Ph.D. in philosophy in Serbia. She studied in Belgrade, Geneva and Paris and was one of the first proponents of feminism. The painting shows a young woman in a bust with a dark hat which **Nadežda** brought from Paris. With eyes made in the form of large, black spots and with determined facial features, portrait exudes a certain stability of character and perseverance. The brushstrokes are wide and swift without details, which is one of the main characteristic of **Nadežda's** expressive gesture. Pavle Beljanski bought the painting in 1956 and made significant contribution to the integrity of his collection.

Art Gallery "Nadežda Petrović" in Čačak is legacy of this significant artist. It was founded in 1961, a year before the **Memorial of Nadežda Petrović**. Memorial cherishes the tradition of first Yugoslav exhibitions that were initiated and exhibited by **Nadežda**. **Legacy in Čačak "Nadežda and Contemporaries"** is a collection consisting of paintings by Petrović and by her contemporaries. In **Nadežda's** memorial room there are 12 artworks as a permanent exhibition. The most important flows and artistic trends of the time can be seen in the Legacy with pieces of art by **Nadežda** and her contemporaries. However, the Legacy is just a

fragmentary view of the modernist era, thus the idea of merger with the Memorial Collection stands out as an important and necessary. The Pavle Beljanski Memorial Collection organized exhibition **"Nadežda Petrović: On Both Sides of the Camera"**. Duration of exhibition was from 31. January to 10. March 2013. The exhibition showed photographs made by Nadežda, as her hobby was photography. Today, photos are significant part for getting to know her artistic personality and also the past seen through her eyes. Exhibition was in Belgrade and Banja Luka, and on September 10 will be exposed in Čačak. The catalog of exhibition was published in edition of the Pavle Beljanski Memorial Collection. Toward complement images, the Memorial Collection is constantly researching for a better representation of her artworks.

To understand the concept, creation and development of modern Serbian art, **Nadežda Petrović** has to be the first one to begin with. Her artworks show the first modernist developments in the early 20th century. Nadežda is "progressive painter of Serbia as it was - colorful, patriarchal, poor, ignorant." (Merenik, 2006) With artworks from the Memorial Collection and Legacy in Čačak, Nadežda's works provide a unique insight into the artistic epoch in Serbia, which lives in her paintings. Therefore, once you experience the creative, entire opus, a sense of knowing the past **can't be forgotten**.

Sava Šumanović

*"Painting what I see so everyone sees it and
putting in my work all I think supreme in the
painting, but without excessive visibility"*
Sava Šumanović

One of the most important characters for learning about modern art in Serbia is undoubtedly Sava Šumanović. He was born in Vinkovci in 1896, to highly respected parents. He went to high school in Zemun in 1906 where he showed the biggest interest in Cézanne's and Van Gogh's painting. After that, he continued studies with professors Oton Iveković and Menci Klement Crnčić in Zagreb (1914-1918). He stayed faithful to the influences and impressions of the French artists. In the early twenties Šumanović spent three months in the atelier of Andre Lhote in Paris and the result of that stay were the cubist paintings exhibited in Zagreb in 1921, at the first real exhibition of modern art in these parts. His avant-garde ideas weren't accepted by the public and critic. He went to Paris again in 1925 where he stayed five years. Sava Šumanović was one of the founders of "Form", one of the most progressive artists' group between the two Wars. This period was very hard for him because of many problems he faced. Meanwhile, he got ill and briefly went back to Šid in 1928. He finally left Paris in 1930 and went back to his hometown where he stayed until his tragic death in 1942. After his death, by the gift agreement, his mother fulfilled his wish and gave to the city of Šid circa 400 works of art and their family house to the future gallery. Therefore, in Šid, there are the Sava Šumanović memorial-house and the Sava Šumanović Painting Gallery showing half of his entire works. The Gallery was open in 1957.

During his work, Sava Šumanović went through three different phases. Second period in Zagreb (1921-1925) is depicted by the neoclassic transformation, influenced by paintings of Poussin and Ingres. Again in Paris (1925-1930), Šumanović returned to nature and brought

color, emotions and light to his artworks. This was also the characteristic of his last phase in Šid (1930-1942). Pavle Beljanski changed the collection several times and he added the artworks by Sava Šumanović. There are nine of his representative works of art, from the years 1927 till 1935.

Luncheon on the grass is one of Šumanović's most famous painting dated 1927 from Paris and one year later it was shown to Belgrade public for the first time. This exhibition was very successful and all paintings were sold out. Pavle Beljanski bought it from Ašer Alkan Đerasi. Although with visible traces of cubism from Lothe's atelier, this monumental, five figure (four women and one man) composition is coloristic in treatment. This masterpiece illustrates development of the new style to which he stayed faithful in his later period.

Sava Šumanović is the painter of landscapes and nudes. In his earliest works, he put female nude in the nature or in the interior and he repeats and alters this scenography until his late works of "female bathers" in Šid. Chronologically, his female nudes reflect all stages of his artistic development. Nude Woman with a Shawl (1927) and rounded forms of the nude retain a plastic structure due to the soft and reduced brushstrokes, especially on the face of a reading woman. Soft scarf and almost abstract background are painted with swift brushstrokes. Together with use of warm, pearly white, yellow and pink, this canvas is included in expressionist-colouristic cycle of Šumanović's works from 1926/27.

The triumph of Sava Šumanović and his artworks had a dark side. In Paris in February 1928, he had a nervous breakdown which brought him back to Šid. In the fall of 1928, after recovery, he returned to Paris where he found new, mystic expression. Appears that Orchard (1928) was painted when he returned to Paris, because of the autumn colors on the leaves. Inspired by the emotional sensation of the surroundings of Paris, the painting is expressionistic with its gesture and warm colors. The canvas, influenced by the painted light, contains mysteriousness of deserted landscape. It seems that Pavle Beljanski wanted to present Sava's short and unusual phase among nine works of art, including this canvas in his collection in 1957.

The influence of both Cézanne and Van Gogh is very significant for Sava Šumanović's art. First landscapes of Šid were painted in spring and summer of 1928, and then four years later he continued to explore landscape conversion in expressionistic manner. In the preface for his exhibition in Belgrade in 1939, Sava wrote: "The area around Šid is the most picturesque region and to me it is the most beautiful". The atmosphere of deserted streets and the silence that is "heard" are one of the main characteristics for painting streets of Šid and landscapes, and all this discovers his intimate and deeply melancholic nature.

Chronologically, the last work of art by Šumanović in the Memorial Collection is **Šid under snow** (Figure 2) dating 1935. This canvas is one of the first from his Šid period, when Sava was already completely isolated and when he painted winter landscapes of Šid, with distant and deserted road as a central motive. House faces the street, but has no windows. Power poles have no wires. Looking at this painting we can see that long shadows on the road emphasize hidden tension. It seems that the road, as a central motive, is the only way out. This symbolic manner presents the painter's inner battle, searching for peace of mind.



Figure 2: Sava Šumanović, Šid under snow, 1935

Getting familiar with artworks of Sava Šumanović, means getting to know new, living world, filled with colored secrets. Whether it's about the secret heard in the silence or the mysterious tension of shadows, Sava's works draw us into magical world which exists with its own rules. Sava Šumanović leads us through different style characteristics and he is vital person for 20th century art history in Serbia.

The Pavle Beljanski Memorial Collection together with its rich publishing activity, is a remarkable and vital institution in researching Serbian modern art. The drawings of Sava Šumanović are kept in the Documentary fund of the Memorial Collection. These drawing are from the years 1935 to 1942 and they are visual template for some of his most famous canvases, today kept in the Sava Šumanović Painting Gallery in Šid. These works are presented on the exhibition "From sketches to paintings" from 2001, with the collaboration of the Gallery in Šid. These two houses worked together as well on presenting Šumanović's life and work with his female models in Paris. The exhibition was named "Artists and models: Sava Šumanović and the queen of Montparnasse", which told the story of, among the others, one of his favorite models - Kiki. It was opened in 2010. Sava's artworks are also placed in the concept of "magic realism" and this is analyzed in the book "Sava Šumanović – a Painter of Magic Realism" (Kvas, 2011) published by the Pavle Beljanski Memorial Collection. The link between the Memorial Collection and the Gallery in Šid is essential for understanding the life and art of Sava Šumanović.

Milan Konjović

*"More than other artists and more than it's
creatively natural, he put himself
in his paintings (...) he is in front of the
paintings, inside them and behind them"*
Lazar Trifunović

Painter Milan Konjović was born in Sombor in 1898. Thrilled by Prague, in 1919 he started attending the Prague Academy in the class of Vlaho Bukovac. However, he wasn't satisfied and after two semesters, Milan went to atelier of the avant-garde painter Jan Zrzavý, who instructed him to study Leonardo. Two years later, he went to Vienna where he got interested in Renaissance paintings and the ones of Kokoschka, Schiele and Picasso. In the year 1922, on his student journeys, he visited Munich, Berlin and Dresden and that fall, influenced by

Picasso, he painted first cubist paintings. Next year he went back to Prague, then went to Paris in 1924. At the Académie de la Grande Chaumière he attended nude drawing classes and later he moved, only for two weeks, to the studio of André Lhote. Konjović participated in the Salons from 1926 and his first solo exhibition in Paris was in 1931. He was present at joint exhibitions in London, Belgrade, Amsterdam, Zagreb and Dubrovnik, and he was also member of "Form" and "The Twelve" groups. In 1929, he began his "blue period" in Cassis-sur-Mer, which was developed until 1933 in Paris. In Sombor (1931) he began painting his characteristic motives: streets of Sombor, ripe wheat, sunflowers, local people and harvested corn. His "red period" lasted from 1932 until the beginning of World War II, when he spent summers in Dalmatia. Next is "grey period" (1945-1952) and "coloristic period" (1953-1959) began in 1953 with liberated approach to objects with dominance of pure colors. Milan Konjović was one of the founders and participants of art colonies in Vojvodina and the artworks of next two decades were in the manner of "associative period" (1960-1984). The "Byzantine period" began in 1985 after big exhibition in Parisian Grand Palais. This period was the finale of painter's big opus of almost 6000 artworks and it lasted until the end of 1990. Konjović participated in over 300 solo and around 700 group exhibitions in the country and abroad. The Legacy of Milan Konjović exists today thanks to the contract signed between the painter and the representatives of Sombor. There are more than thousand artworks (oil paintings, pastels, drawings and one tapestry) thanks to the painter himself, and after his death, his daughter continued adding artworks. The collection of Pavle Beljanski was shown to the public for the first time in 1945 when it was exhibited in the City Museum and Library in Sombor and it stayed there for seven years.

The permanent exhibition of the Memorial Collection contains eight artworks of Milan Konjović. One of them is My Studio (1930) which Pavle Beljanski bought in Paris, after it was created. Regarding the time, this painting belongs to "blue period" although it has some characteristics of the earlier "transitional period". The composition is rich in details from the artist's atelier – easel, rug, paintings set aside and some other objects. The rug is dominated by the pastose and playful brushstrokes, while other surfaces stay smooth and contours are closed. In this period, Konjović started using black contours which close colors inside and this treatment had its peak in the "coloristic period". It is signed in French transcript as Konjović signed all his works from 1929 to 1940.

One might say that the name of Milan Konjović is mostly related to wheat, sunflowers, farmsteads, streets of Sombor, but paintings of men are little known, although there are circa thousand of them. He didn't like the word "portrait" because it was a commissioned work which meant making concessions to customers. However, painting portraits Konjović didn't make compromise, he liked to paint common people, outsiders, the "originals" he met on the streets of Sombor, Dubrovnik, Cavtat, Senta. One of those "originals" was **Ćira Falcione** dating 1944. For long time he wanted to paint Ćira's portrait, but the man refused due to the superstition – he thought he would die. Finally, he agreed. The face of the eccentric from Sombor was painted in Konjović's specific manner. Colors and brushstrokes used for landscapes are now used for painting portrait and this action was accepted by the critics.

Three years later Konjović painted Ruined church in Ledinci (1947). Monumental church, painted in shades of gray, put on with spatula, dominates the canvas. In the after-war period, that same year, he spent some time in Novi Sad, he visited monasteries and churches of

Fruška Gora and he painted ravages of war. This canvas belongs to the “grey period”, inspired by war devastations. This was the period of socially engaged art, when the goal was to rise the moral of the people with labor actions, fraternity and unity. In this time, expressing discontent caused by war, Milan Konjović painted ruined churches and got criticized by the art critics.

Chronologically, the very last canvas in the Memorial Collection is **Sun over Bačka** (Figure 3), painted in 1956 in painters’ colony in Ečka, belonging to “coloristic period”. Again, the colors dominated and surfaces of pure color were contoured with black. His style changed, when, in the mid 20th century, he started painting still lifes and interiors with simplified, geometrically stylized shapes. The finale of Konjović’s grand opus was the “Byzantine period” and it lasted five years. Regarding the fact that the painter had a very successful career and that his work is, indeed, diverse, the collaboration between institutions is vital for artist’s promotion and the preservation of artworks. Exhibitions “Milan Konjović: the fourth decade” and “Milan Konjović: return to Paris”, partly, were collective works of two legacies – the Pavle Beljanski Memorial Collection and the Gallery “Milan Konjović” in Sombor, which should be continued in the future, as well.



Figure 3: Milan Konjović, Sun over Bačka, 1956

Milan Konjović was an eccentric artist and he didn’t accept the concept of academism, which clearly points to his distinct and “wild” spirit. He made an authentic pictorial expression which put him among the greatest painters of modern art in Serbia and in the world.

Tourism potential of legacies merger

In Serbia, after the World War II, there is a growing number of collectors and authors who donate works of art, with a tendency for their legacies to form as separate institutions. During the previous epoch it was not uncommon for the collection not to retain their integrity in fund of great museums, although they were carefully collected and stored, sometimes lost without a trace. Because of the many difficulties for such gifts to provide a special space for functioning as a stand-alone legacy museum institution, today there is a small number of active legacies. Therefore, legacies such as Gallery “Sava Šumanović” in Šid, Art Gallery “Nadežda Petrović” in Čačak, Gallery “Milan Konjović” in Sombor and the Pavle Beljanski Memorial Collection in Novi Sad, stand out as institutions that contribute to greater attendance on local level. In order to create a regional tourism development, it is necessary to connect these institutions in a jointly tourist destination. These four institutions contain representative artworks by the same authors of modern art from the first half of the 20th

century. As such, they are essentially related to the specific identity and relationship with donors. In addition, all four legacies are also characterized by uniqueness in the sense that each legacy in an area is different from each other, which provides the dynamism and authenticity of touristic offer. Connecting to a tourist destination is possible, because legacies are geographically relative close. Legacies in Sombor, **Šid** and **Čačak** are not in the vicinity of large cities, and as a stand-alone destinations are not sufficient to attract large numbers of visitors. By grouping in a jointly offer, there is a possibility for legacies to be collectively popular to attract tourists. For this purpose professionals, art historians and local tourist guides can work on organizing special programs for this kind of travel tours. Such cooperation ensures better jointly performance in the tourism market. The aim of connecting legacies is to preserve the heritage of the community and its realization could gain the importance.

Serbia is characterized by rich cultural heritage. There is hardly a city that could not be incorporated into an attractive tourist destination with traditional values. However, it is clear that only the biggest cities are suitable to bear the title of the tourist center. Smaller cities remain in the shadow because of their distance, lack of marketing engagement, bad road infrastructure, etc. If the fact, that Novi Sad is self-developed tourist center, is noticed, then, connecting three small towns with Novi Sad gains the importance. In a broader sense, with cities such as Novi Sad, Sombor, and **Šid**, one gets the opportunity to get to know Vojvodina, both in terms of culture and natural beauty. By connecting these cities with **Čačak**, there is also a possibility to get to know central Serbia. Connecting legacies is achievable proposal for a coherent experience of Serbian modern art of the 20th century. Serbian masters of art such as **Nadežda Petrović, Sava Šumanović and Milan Konjović, are essential** to meet with Modern art. Their legacies of lasting value must be an essential constituent of the overall strategy for cultural tourism, because it would benefit not only for Vojvodina, but also for whole Serbia.

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The Importance of Cultural Institutions in Candidacy of Novi Sad for the European Capital of Culture and its Benefits for Tourism Development

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Abstract

The title of the European Capital of Culture is recognized as an opportunity for renewal and modernization of cultural institutions as the promoters in the nomination procedure, improving their appeal to the audience. This event, which lasts for one year is designed to **highlight the cultural resources, regional characteristics and integration of the city's various** cultural segments into the European cultural matrix. The prerequisite for the candidacy is primarily the awareness of the local community on the need and importance of involvement in this process and different benefits that would result. Defined cultural policy of the region and the city profiles the identity of all institutional and non-institutional participants and improves the interdepartmental cooperation between Culture and Tourism. Positive attitude and cooperation of these segments is a prerequisite for the candidate status and participation in further processes. The preparation for obtaining the candidate status opens possibilities of **expanding citizens' knowledge on cultural offer and its lesser-known** elements. At the same time, the city would be recognized by its culture, being a participant of wider cultural processes. The preparations for the candidacy of Novi Sad for the European Capital of Culture 2020 started at the beginning of 2012. In this process, two main target groups have to be considered: local residents and tourists. Therefore, in order to propose a concept which will fulfill the needs of both target groups, the aim of this paper is to present the program potentials of cultural institutions, with special reference to museums, their role and importance during the nomination process and within the event, concerning the tourist offer of the city and the region.

Keywords: European Capital of Culture, museums, tourism, Novi Sad.

Introduction

Cultural events and the initial idea of the European Capital of Culture

Many important public events which represent a part of our modern life and which are based on friendly competition or democratic dialogue, originate from Greece. First of all, the **Olympic Games, which were reinstated in 1896 under the motto 'Citius, Altius, Fortius'** (Latin for 'Faster, Higher, Stronger'), were based on Olympic athlete competitions in Ancient Greece. The Olympic Games have for so long been much more than a sports competition. Nowadays, superiority in sport fields is as important as the exchanging of ideas or demonstrating economic power, and such events are important for global tourism and a great opportunity for profit. Almost hundred years after the reintroduction of the Olympic Games, Athens became the first European city to host the event,⁵ *European City of Culture* a year-round program later hosted by many European cities. The connection between Athens and this **event wasn't just a symbolic one. The idea to organize an event which will promote the** exchange of cultural ideas throughout the entire European Union came from a Greek actress, singer, politician and former Minister of Culture, Melina Mercouri. She was involved in many initiatives for preservation and promotion of Greek heritage, returning of Greek artifacts collected by various European museums (for example, marble statues from the Parthenon temple, which ended in British Museum in London, the so-called '**Elgin Marbles**'), as well as establishing of the Acropolis Museum, which today is one of the most advanced archeological museums in Europe. Actually, first musings on the *European City of Culture* started during the conversations between Melina Mercouri, at that time the Greek Minister of Culture and a former French Minister of Culture, Jack Lang, while they were waiting for a plane in Athens airport in January 1983. The same year in June, the Council of Ministers of the European Union issued a Resolution which presented a project for the public. Later in November of 1983, ten ministers of culture from EU countries gathered in Athens. On that occasion, Melina Mercouri presented the concept about the European cultural tendencies through individual cultures of the EU countries. The first event of this kind was held in 1985, and until 2004 the choice of the city which would carry this title was made by the Council of Ministers of the European Union, or special committees chosen, based on criteria that varied over time. 'I want to improve the communication amongst artists and the intelligentsia in Europe. It is time for our voice to be heard as loud as that of the technocrats. Culture and art creativity are not less important than **technology, commerce and economy**', Melina Mercouri said in her public address. Today, a similar speech would have a different tone, but the meaning would certainly remain the same. The event itself went through many changes over the years, and one of the most important was the introduction of a parallel cultural event, the *European Cultural Month*, in 1990. This event was organized for the benefit of Central and Eastern European countries during their period of transition. It was organized once a year and last for a month, every time in a different city, located in any European country based on democracy, pluralism and the '**rule of law**'. The *European Cultural Month* was held between 1992 and 1999 and nine cities

⁵ The data from the official website of the European Capital of culture ec.europa.eu/culture/our-programmes-and-actions/capitals/european-capitals-of-culture_en.htm.

participated in it – Krakow, Graz, Budapest, Nicosia, St. Petersburg, Ljubljana, Linz, Valletta and Plovdiv.

After Athens, in 1995 the title of the *European City of Culture* went to Florence and then to several other European cities, until 1999, when the event was held in Weimar, Germany, when it was decided to rename it to the *European Capital of Culture*. Because of the symbolism of the year of 2000, nine European cities took part in the event that year; introducing the possibility for several cities to participate in the event each year. In 2005, the cities in countries which are not a part of the EU also became eligible, and since 2013, several cities from the same country can apply for the title.

By the year of 2012, 47 cities held the title of the *European City of Culture* or *European Capital of Culture*. Many of them were country capitals, like Amsterdam, Paris, Berlin, Madrid, Prague, Helsinki and Dublin, but most of the cities were regional centers like Graz, Thessaloniki, Weimar, Avignon, Bergen, Bologna, Salamanca, Porto, Linz, Essen, Pecs and Maribor. It is also important to mention that after Athens, as the most renowned center of the Ancient Greece, the next city was Florence, the center of art and culture of the Renaissance.

As it turned out, a year filled with various cultural events in a city sparks a strong interest in **one's cultural heritage, elevate already existing cultural events** and point out the vitality and **the authenticity of the culture in a broader sense of the term. The event wasn't designed as a mere festival or cultural revue; it had a much more complex concept from the very beginning.** Its goal is to encourage and motivate artists, cultural workers and city governments in host countries, as well as in other European countries. Its purpose is also to point out the richness and diversity of cultural differences in Europe. On the other hand, the event should also point out the mutual processes and tendencies that make the European culture so unique. Therefore, the city that applies for the title, and is perhaps eventually chosen to carry it, is expected to present the role it plays in the European culture and its connection with Europe and European identity. It also supposed to present its current involvement in European artistic and cultural tendencies, and at the same time to highlight its own features that make it different and unique. Besides the content, another important element of the program is the proposed cooperation with other cultural workers and organizations from EU countries. Apart from the European dimension, another element that merits attention is the inclusion of local population in order to spark their interest and awareness on importance of the event their city is involved in, as well as the interest of European city residents in general. A special motivation for local population could be the fact that, by participating in this process, they become the integral part of a long-term cultural and social development of their city. In other words, programs should envision the inclusion of general population on local, as well as on European level. Programs with long-term effects influence the long-term development of the city itself.

This type of approach in creating programs requires the existence of a long-term cultural strategy on the state levels, as well as on regional and city levels. In such cases, it is quite logical that most of the program originates from strategic plans of cultural development.

Apart from the chance to present the cultural heritage and raise awareness on city's cultural potential and cultural needs of its citizens, the local population has an opportunity to learn more about the culture of other European cities and regions through dialogue, discussions, workshops, and other various cultural activities. That is the reasons cities have great freedom

in choosing types of cultural events through which they will present themselves. Still, it is very important to follow certain recommendations: introduction of European dimension in projects, organization of specific cultural projects which include young people, as well as various specific social groups, such as people with disabilities. It is also desirable to encourage local artist of diverse orientation, as well as different cultural institutions and associations to **interconnect in order to create a coherent view of the city's current cultural map. In that way,** a city can raise the level of its cultural infrastructure in terms of creating new cultural spaces and new possibilities for cultural practice.

The number of the population is not a prevalent factor in the competition for the title of the *European Capital of Culture*. In the past, the population of the participating cities varied from around hundred thousand to over a million residents. It's not difficult to deduce that the number of residents is connected with the city's economic potential, and with it the cultural base the program that will last an entire year is based upon. Due to such disproportion and **uneven starting positions, it's up to small cities to tap into various unidentified or neglected** cultural potentials and to fulfill the necessary criteria set by the European Union through inventiveness and mobilization of wide creative base, which can include projects based on new cultural disciplines, like creative technologies, new media, and interdisciplinary events, besides their already established cultural capacities.

Since 2007, two countries participate in the event per year, with one city from each country. In the beginning of this practice, countries were in charge of choosing the city, but now every city is granted an opportunity to compete for the title, providing that they notify national authorities of their wish to apply beforehand. Countries that are not EU members are also eligible for *2020 European Capital of Culture*. The election procedure starts much earlier, i.e. it lasts for 7-8 years. The deadline for the official **submission of candidacy for this year's event,** which is held in Marseille and Kosice, was in 2006. From call for application to the event itself, a candidate city and its planned programs go through numerous checks and corrections by expert teams from their country, as well as the European Parliament and the Council of Ministers of the European Union. Such complex procedure is necessary in order to assist a city candidate in fulfilling all the conditions and realizing the required number of quality programs. In periodical reports, a city is supposed to present its progress in preparations and to justify its concept of the event. The selection of countries for 2019 is already known, while nominated cities are still being considered, and for 2020 are nominated Croatia, Ireland and a candidate or a potential candidate country. Serbia is nominated as a potential candidate **country and competing cities are Niš, Belgrade and Novi Sad. Novi Sad can be used as a great example for elements a city can use in creating a program. On one hand, it's the city's cultural strategy,** and on the other, it is its entire existing cultural potential. Novi Sad, with Petrovaradin as its integral part, is known for its continuous cultural history since the prehistoric era. The intensive development of the city during the last four centuries earned it **the moniker 'Serbian Athens', a city which cultural tradition is cherished by institutions like** Matica Srpska, the Serbian National Theater, the Youth Theater, *Újvidéki Színház*, Sterijino pozorje, Novi Sad cultural center as an organizer of many cultural events, various festivals like the EXIT music festival, numerous institutions and NGO sector projects, architectural heritage, different forms of non-material cultural heritage, as well as seven museums which preserve and exhibit the national cultural treasure. Such cultural potentials, with corresponding

platform and strategy, represents a quality starting point for the development of a year-round program which will ensure that the city will win the nomination for European Capital of Culture in 2020.

The role of cultural institutions in creating the policy for candidacy of the European Capital of Culture

Museums and galleries as institutions which keep, research, protect and present the cultural heritage and contemporary artistic expression, have a very important role in cultural life of every local community. In the process of candidacy for the European Capital of Culture, they play an important role as they present the cultural identity of the city and the region and reflect the current artistic production. They are places where past and tradition are met, but also the sources of creativity and inspiration for contemporary artists. Therefore, the role of museums and galleries is of great importance both in the process of candidature for the European Capital of Culture and in the implementation of program activities for this event.

In accordance with their complex profile and activities, museums and galleries should aim their work in two directions. One is the concept and the content of their program activities in order to make their permanent exhibitions and collections more popular and accessible to the audience. To be more precise, they should define and promote their specific characteristics to the visitors, especially to foreigners who plan to visit a European Capital of Culture. These activities begin far earlier before the year when the title is won and are the part of the process of promotional activities i.e. the process of candidature. The other part of activities is directed to the year of 2020 and the official program of the European Capital of Culture which should be attractive to domestic audience, foreign visitors and to public professional experts.

Prepositions for candidacy of Novi Sad for the European Capital of Culture and the possible organizational phases and programs 2014 - 2020

In order to prepare its objectives and goals, a city which tends to be a European Capital of Culture goes through different phases, concerning the infrastructural, organizational and strategical activities which must be planned not only on local, but also on regional and even broader levels. Therefore, the preparations for the candidacy of Novi Sad, which starts in 2014 and last until 2020, must be marked off into several phases:

The first phase is infrastructural and involves construction of new buildings, additions of annex and the arrangement of existing exhibition space. These activities must be a part of the analysis of new cultural spaces and of the strategy of the cultural development of Novi Sad. Therefore, the activities mentioned, must be included in the development and urban plan of the city, as well. At the same time, they must be incorporated into the city's budget at long run. Some of these activities could be the construction of The City Gallery and the edifice of the Museum of Contemporary Art, building of an annex to The Memorial Collection of Pavle Beljanski, arrangement of the complex of the City Museum on the Fortress, the reconstruction of the facade of the Gallery of Matica srpska. Moreover, other specific activities could be designing the The Gallery Square in order to reconstruct the parking area to an artistic cultural marketplace with cafes, giftstores and bookshops (Jovanov et al, 2008). These projects

demand great investments, but can be financed partly from the city, partly from of the preaccession funds of the EU. The works on these projects would last for a long period of time and should be part of the strategy of cultural development of the city.

The other equally important task is to set permanent exhibitions in museums and galleries of Novi Sad on the principles of modern museums, with attractive, communicative and interactive exhibition concept. Implementing this project involves a teamwork of curators from Novi Sad and the engagement of European museum experts, for example, in collaboration with the European Museum Academy or the Forum of Slavic cultures. Projects on the implementation of new permanent exhibitions would aim to define awareness of the specifics of each individual museum and would contribute to its modernization in line with trends of the profession. Within the candidacy of Novi Sad for the European Capital of Culture implementation of the project at this stage would have to start immediately, in 2014, and should be supported through open calls for cultural projects, financed by the city government. In that sense, all institutions which plan some renovations, decorations or the expansion of their exhibition space in that or in the following year, would have a priority on the open call of the City department of culture

The next step would involve the formation of permanent exhibitions on modern museological principles, in accordance with the most current trends that include clear concepts, the use of multimedia equipment and effects, as well as good coverage of educational materials: captions, audio guides, printed material. The implementation of this second phase which would mean the creation of the visual identity of exhibition settings, should be going on between 2016 and 2018. At the same time, a team work on the creation of one common and comprehensive identity of galleries and museums in Novi Sad would take place. It would involve the creation of the common Web site of museums and galleries in Novi Sad, uniformed tickets and printed materials (AFIS) and the system of audio guideds. During 2016, all the projects mentioned, would be created in Serbian, and later translated to regional languages such as Hungarian, Romanian, Slovakian, and finally to all world languages (English, French, German, Russian). This part of the project should be carried out in collaboration with the University of Novi Sad, its faculties and departments for languages.

First of all, the texts for the promotional material and Web site could be prepared and standardized by the students of journalism and then translated by students of foreign languages of the Faculty of Philosophy in Novi Sad. The visual material, flyers and banners, the web site and commercials, could be done by the students of design and new media from the Academy of Arts in Novi Sad. This material, designed to promote museum institutions, their collections and the newly formed permanent exhibitions, would raise awareness on the value and importance of cultural heritage preserved in museums and galleries of Novi Sad, both of residents and visitors Novi Sad. At the same time, each institution would work on creation of special exhibitions of their collections. Thematic, monographic or problematic, depending on their strategic interests – whether they want to display the most attractive part of their fund or some less known, giving it the possibility of new visions and interpretations. Work on the preparation of such exhibitions could begin as early in 2017 in order to be finished during 2018 and 2019 and presented in one of the current or former European Capital of Culture or one of the partner cities. At the same time, each institution would work on creation of special exhibitions of their collections. The idea of the exhibition could be

thematic, monographic or problematic, depending on the strategic interests, the collection and the ideas of the new ways of interpretation of the institution that organize them. Work on the preparation of such exhibitions could begin as early in 2017 in order to finish them in 2018 and 2019 in order to prepare exhibitions in different museums and galleries in the region in of the current or former European Capital of Culture or some the partner cities.

The aim of such visiting exhibitions in cities around Europe presented before Novi Sad claims the title of the European Capital of Culture, would be to draw attention of the European audience on the cultural heritage preserved in cultural institutions and present the contemporary art practice. Moreover, presentation of the cultural identity of the city would attract a great number of cultural representatives and tourists to visit Novi Sad 2020. In the period from 2017 to 2019 such exhibitions should have absolute priority in funding by the city government on their open calls for financing in the field of culture.

The second part of the preparation would be focused on the very 2020 as the year that requires 365 days of program activities. Due to the previously implemented activities of the museum institution, they would be able to offer their facilities and programs to domestic and foreign visitors at a high level.

The second part could be based on visiting exhibitions of different museums from Europe in the galleries and museums of Novi Sad and could be given the title *Europe in Novi Sad*. The project would include 12 months of visiting exhibitions from museum and galleries of European cities with similar themes and ideas as the cultural institutions of Novi Sad.

For example, if the implementation of the program of the European Capital of Culture retains access to the Danube Strategy as a model of regional connecting, one option could be exhibitions organized in museums from the Danube countries. Specifically: The Gallery of Matica srpska as a National Gallery, can be the venue fir an exhibition of the History and Arts Museum from Vienna, The Memorial collection of Pavle Beljanski with a rich collection of Serbian paintings from the 20th century, could be the host of the Leopold Museum with its famous private collection of art from the first half of the 20th century, The Museum of Novi Sad as a museum on the Danube could cooperate with the Danube Museum in Esztergom, The Gallery of Rajko Mamuzić, **can host some collection of art from the late 20th century**, while the Belart Art Gallery could present some of famous European contemporary Art collection⁶

Such a concept would result in fact that the audience from Novi Sad and the region, would have an opportunity to see new visiting exhibitions every two months and meet other museum institution in Europe which also actively participates in the candidacy for the European capital of culture introducing at the same time a diverse cultural life of European cultural institutions and rich cultural and natural heritage of Europe. This would fulfill the mission of the project of the European Capital of culture.

The period between 2014-2016 would raise the capacity of museums and galleries in Novi Sad and human infrastructure, by investing to the exhibition halls and the formation of the permanent exhibitions of the museum, as primary products. The second period, from 2016 to

⁶ Data from the participation of authors at the Conference on *European Capital of Culture 2020 and beyond* in Brussels, 2012. European Commission of Culture

2018, would be devoted to the quality of the presentation, through investment in promotional materials and a variety of means of communication with the public.

In the period from 2018 to 2020, the value of our cultural heritage and the of contemporary art production would be presented through visiting exhibition tours in European cities. Moreover, a campaign for positive odium for the promotion of planned cultural activities set for the 2020 would run in order to attract more tourists. Finally, during the 2020, in addition to the top quality museum venues, with modern permanent exhibitions' design and related programs and with the presentation of collections from foreign museums, Novi Sad would surely attract a great number of visitors in 2020.

This concept of perennial activities which would improve the work of the city's cultural institutions, in cooperation with foreign museums, reaching European standards, would also enable museums and galleries of Novi Sad to follow the high standards achieved, after 2020, as well. It would also create a clear picture of the values of the national culture, its characteristics and relations with the European, which is one of the main goals of the project of the European Capital of Culture in general. At the same time, the citizens of Novi Sad would raise awareness on the importance of culture and the participation in the preparations for such events, taking part and visiting a variety of programs during the 2020 and participating actively in the cultural life of the city.

The importance of the cooperation between different stakeholders

The candidacy for the European Capital of Culture brings about important shifts in the governance of culture such as new ways of working, new partnerships, new strategies and a new set of relationships between local municipalities and cultural operators. Through its high profile and symbolic value as well as through transnational cultural activities implemented by the title-holders, the European Capital of Culture action makes a positive contribution to the specific objectives of cultural development in general. Moreover, the European Capital of Culture demonstrates that investments in cultural heritage and cultural infrastructure can contribute to a broader process of urban development and regeneration of the city and the region. However, in order to make the cooperation between different stakeholders possible, the early commitment of funding is essential and should be followed by the establishment of stable and clearly-defined management structures. The management should enjoy operational autonomy and discretion over expenditure and be free from political influence during the preparation for the title years and in artistic choices. Similarly, establishment of strong artistic direction early on during the development phase is very important for the development and coherence of the eventual cultural programme.

The European Capital of Culture provide social and economic benefits in terms of increased tourism, improved infrastructure, increased international profile and stronger cultural and creative industries. In that way, it is reinforced by and adds value to investments in cultural heritage and infrastructure made by the European Structural Funds. However, such benefits do not necessarily and automatically accrue to the cities holding the title. The extent to which social and economic development is stimulated – and the nature of that development – continues to depend on the articulation of a clear development "vision" by the stakeholders as well as appropriate and co-ordinated activities that are implemented in concept with the

cultural programme. The European Capital of Culture retains great potential to widen the participation of citizens in culture across very different contexts, particularly where such activities emphasise tolerance and celebrate the diversity of cultures and ethnic groups present in the city. All projects had to deal with issues of wider European interest, especially on awareness of diversity and cultural heritage, for which Novi Sad is a fine example, with a great number of nationalities living together.

In order to make the preparation activities more efficient and to provide the the successful creation of the program for Novi Sad 2020, the main holders which take part in the coordination and implementation of the event and should be organized in different stakeholders.

First of all, as already mentioned, museums and galleries from Novi Sad should find their partner institutions from European cities, with whom they share similar interest concerning their collections or field of interests, as well as museum institutions from other cities of the region. Moreover, apart from cultural institutions, the University of Novi Sad, as a partner who can support the organization of additional programs and events on cultural and scientific issues can also provide students – volunteers who will take part in the organization of events and participate in translation of promotional material to different languages, as well as venues for different activities.

As for the organization of the reception of the visitors, especially foreign tourist, their transport and accommodation, the Tourist organizations of Novi Sad and Vojvodina in cooperation with tourist organizations from other cities in the region, should create package tours, for different target groups (special offers for youngsters, families and elders) in partnership with hotels, transport services on international, regional and local level (airlines, bus, train, taxi) in order to provide full service and meet the needs of all segments of visitors. It means that the visitors of the European Capital of Culture might have special rates in hotels, discounts in restaurants and cafes, public transport free of charge, as well as a joint ticket for visiting all cultural institutions, especially museums and galleries.⁷

Moreover, the promotion of the event, which is inevitable for its success, should be sponsored by the media (television, radio, newspapers and Internet) which covers the whole region, in partnership with all cultural institutions, local and provincial governments, as well as the tourist organization of Novi Sad and Vojvodina. All information must be provided in time, in details and in an appealing way, in order to attract and get interested the whole population of the region and wider.

Well organized cooperation between different stakeholders would lead not only to the successful organization of the programme, but also to the benefit for local population, primarily in terms of new opportunities for jobs and increased incomes from the visitors.

Conclusions

⁷ European Capitals of Culture: The road to success – from 1985 to 2010, 2009, European communities, Belgium

The preparation for the candidacy of the European Capital of Culture of Novi Sad and the programme for the winning year should contribute to the development of the new concept of presenting the cultural heritage, and the main activities should be carried out by museums and galleries in partnership with other institutions. This would undoubtedly lead to developing cultural activities in the city, highlighting the richness and diversity of European cultures and the features they share, as well as promoting greater mutual acquaintance between European citizens. Also, it would promote the European dimension of Novi Sad through culture and support the social and economic development of the city. Moreover, it would bring to the development of the infrastructure and new job facilities for the local population.

Finally, the European Capital of Culture action can create a legacy in the host cities through new cultural activities that endure beyond the title year, such as improved networking and co-operation between stakeholders in culture and new and improved cultural facilities. It requires the key stakeholders to come together around a long-term vision and strategy and to establish a structure for the ongoing governance and co-ordination of culture in the city after 2020.

Literature

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Literary Places as Tourist Attractions

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Abstract

Literature can be an important element in the development of tourism. Places associated with writers can promote a specific kind of image in order to attract visitors. Literary tourism deals with places and events from books and details from the life of their authors. Literary places can be defined in many ways, but they are usually related with writers and the settings of their novels. Research questions of this paper include what are the literary places and how they attract tourists. The paper also examines the literary tourism in general, literary tours and destinations. People visit literary places for many reasons. Sometimes they are drawn to places connected with the lives of writers. Tourists may be attracted to literary places that represent the settings for novels. In addition, tourists may go to literary places to experience a deeper emotion. Furthermore, they want to find out more about some important event in the **writer's life**. Possibilities of using literary places for tourism purposes are exceptional, but not sufficiently used. For the development of these places it is necessary to develop appropriate tourism infrastructure and amenities such as literary guides, literary maps, literary tours and more.

Keywords: literature, literary tourism, tourists, literary places, writers, books, literary tours.

Introduction

As creative people, some writers become great sources of inspiration to their readership, who are not content merely to read **and collect their works**. **They may also want to visit the writers' homes, in order to connect with the space where 'great' books came into being, to walk where the writers walked, to see what the writers saw.** They may go on journeys to follow in the footsteps of the admired writers, perhaps to go where the latter went for inspiration. **They may even follow the writers on their lives' journeys to the very end and 'worship' at their graves** (Robinson, Andersen, 2002).

Over the last two decades of the twentieth century, various researchers have investigated the multi-dimensional relationships that exist between literature and place. They attempt to raise awareness of literature as being an important element in the structures and development of tourism and the behaviour of tourists, and to establish the tourism-literature relationship more firmly in the realm of tourism studies (Robinson, Andersen, 2002).

This paper deals with both literature as a created cultural form and tourism, and the interconnectivity between the two. It also identifies some of the key issues that relate to literary places and their role in the wider practice of literary tourism. In the text will be presented some of the literary tours and destinations.

Tourism and literature

There is a fascination about places associated with writers that has often prompted readers to **become pilgrims: to visit a birthplace and contemplate the surroundings of an author's** childhood, to see with fresh eyes places that inspired poems or books, to pay homage at a grave side or public memorial (Eagle, Carnell, 1977). The idea of literary pilgrims has existed for some time. It engenders the image of the dedicated scholar prepared to travel long distances to experience places linked with writers of prose, drama, or poetry (Herbert, 2001). The spaces and places of literature have long been noted as sites to visit and engage with, in the context of homage, pilgrimage and education. (Robinson, Andersen, 2002).

Literature is powerful and dynamic field of cultural expression. Of course, not all literature attracts tourists to destinations, or possesses strong themes and characters to form the basis for the creation of literary theme parks. Nor does every author offer that richness of personality and lifestyle that might encourage tourists to explore their preserved literary homes. But considered generally, literature as accumulated cultural capital does provide wellsprings of information, points of imaginative departure and inspiration for tourists (Robinson, Andersen, 2002).

Literature can have a complex and direct influence on the 'real world'. It can accumulate a lasting image of a country as a tourist destination. Tourism involving locations with literary associations can ignite an appreciation and understanding of literature as means of reflection and self-reflection and as a portal to innumerable realities: we read, and by sharing the **author's insight and understanding of the real world, our insight and understanding is also** broadened. Literature – in the sense of fiction or creative writing – is an important instrument through which we can explore the nature, development and meaning of tourism. Tourism can be understood through an engagement in literature. In tourism terms, literature can initially be seen broadly as a fundamental reservoir of words that can inform, envision, stimulate, motivate and inspire. Literature shapes the way we see the world and each other. But only with literature we are able to say that the art work itself can lead us on actual journeys to real places, as we engage in aesthetic cultural tourism based on the wonderful world of fact and fiction we inhabit. Such travel is based on the stories told or the world

expressed through poetry and involves visits to locations which an author has incorporated in a literary work (Robinson, Andersen, 2002).

The boundaries exist between real and imaginary worlds in literature. The author may locate fictional events in more or less actual locations or base the events on actual, historical events. Literature also deals with imaginary characters, who inhabit fictional worlds and engage in **imaginary events, such as Mary Shelley's monster in Frankenstein or Abraham Stoker's Dracula**. At another level, characters can be autobiographical and seem to be exceedingly close to a known reality. It is for reader to interpret where the boundaries lie exactly (Robinson, Andersen, 2002).

We are therefore dealing with tourism and travel at several levels, inspired both by literary authors and by literary works. The study of literary tourism requires a simultaneous study of literature and tourism. Such personality-based tourism goes back many centuries and accounts for the preservation and design of a wide range of sites and attractions, including literary museums and commemorative plaques on buildings inhabited or visited by the famous, whether they are creative artists or have made their mark on history in other ways (Robinson, Andersen, 2002).

Literary tourism allows us to indulge in the human aspect of literature: we can freely indulge in the biography of the author, visit locations where the author went, tell ourselves that by **being in the presence of the great writer's quill we are also, somehow, closer to the hand that held it and the great talent that created the work** (Robinson, Andersen, 2002). A literary tourism site may be constructed around the life of an author or the characters and/or settings described in a literature (Fawcett, Cormack, 2001).

It is a kind of cultural tourism in the anthropological sense, in that it involves tourists and visitors identifying with, discovering, and creating signifiers of cultural values with those people who have become part of the cultural mythologies of places. In this respect, a visit to **Napoleon's grave in Paris or to Bertold Brecht's house in Augsburg are of the same nature: both can express a need to find evidence that the great personality 'really existed', that there is a human being behind the myth**. In the literary tourism we are, as tourists, looking for **evidence of the writer's real life. It can clearly be argued that writers are among the great personalities who attract tourists** (Robinson, Andersen, 2002).

But literary tourism is obviously also cultural tourism in the aesthetic sense: it is tourism based on creative art. Again we are dealing with a type of tourism with a tradition going back centuries. As aesthetic cultural tourism, literary tourism is distinctive. Literature (prose, fiction, poetry and drama) is not like other art forms. Unlike the visual arts and music, literature can potentially be engaged with at a personal level by anybody who can read and who understands the conventions used by the author in telling a story or arranging words to create aesthetic and semantic patterns. The author and the reader are closer to sharing the art, you might say, than the sculptor or ceramic artist and their audience. Literature, being word-based and story-based, has an advantage: if we can speak, if we can talk to other people

about ourselves and other people, then we are already in the world of the author, we already **share some understanding of the author's linguistic raw material, simply through our use of it** for everyday purposes. Our argument would be that literary tourism is special for that reason: as readers, as members of the audience for word-art, we have much more immediate access **to the work of art, because we share the author's interest in telling stories about human beings** and in using words to express emotions. On the surface, what is commonly referred to as literary tourism can be seen as an obvious development: a dimension of cultural tourism, representative of yet another set of experiences that we find exciting, edifying, pleasureable, estranging, broadening (Robinson, Andersen, 2002).

Manifestations of literary tourism – the literary homes, the trails, museums, landmarks, landscapes, theme parks, etc. – come into existence because there is a consumer demand for them. The demand is for physical evidence that can support what we know about and have learned from literary works and the careers of their authors. Visitors are motivated in many different ways: perhaps by a more personal interest in exploring the world of loved works and authors in greater depth. The literary tourist also engages in tourism related to the art itself. One very direct way of doing so would be to engage in special-interest tourism and attend creative writing summer courses, where the tourists might attempt to become practitioners. Visits to literary museums – often in the shape of national libraries but also in some cases to actual museums devoted to literature and the production of books – would also be examples of niche tourism of a highly specialized kind (Robinson, Andersen, 2002).

Living authors also attract visitors. Appearances at book signings and readings at literary festivals allow the public access to people who normally appear as names on covers. Living authors are perhaps more unwittingly subject to the tourist gaze, as their houses, favourite restaurants and holiday locations are pointed to as part of the more established tours and trails of personalities (Robinson, Andersen, 2002).

Literary places

There are now many more literary places attracting a greater diversity of tourist types. Literary places are no longer **accidents of history, sites of a writer's birth or death; they are also social constructions**, created and promoted to attract visitors. There are still literary pilgrims but those who visit such places out of curiosity and general interest rather than a single-minded sense of dedication outnumber them. That these latter types may gain pleasure, enjoyment, and perhaps enrichment is not contested, but the experience will be different in kind from that of the literary pilgrim (Herbert, 2001).

People visit literary places for a variety of reasons. First, they are drawn to places that have connections with the lives of writers. Former homes, in which a writer lived and worked, may **create a sense of nostalgia and inspire awe or reverence: „In these places, a visitor can still walk out of a house and into landscapes which have barely changed since the writer drew breath from them and breathed literature into them... We walk in our writers' footsteps and**

see through their eyes when we enter these spaces" (Marsh, 1993). Second, tourists may be drawn to literary places that form the settings for novels. Fiction may be set in locations that writers knew and there is a merging of the real and the imagined that gives such places a special meaning. Fictional characters and events often generate the strongest imagery. Third, tourists may be drawn to literary places for some broader and deeper emotion than the specific writer or the story. Many tourists were evoking memories from their childhood: their recall was of the telling of the stories and their bonds with home and family. The fourth reason may be less concerned with the literature than with some dramatic event in the writer's life (Herbert, 2001).

Literary places may become stopping points along a more general tourism itinerary. The appeal of such places is, at least in part, one of geographical convenience, a location that fits into a route encompassing cathedrals, churches, country houses, and gardens. Again, setting is important and scenic environments, views, and a range of facilities from afternoon teas to souvenirs are all part of the experience. Figure 1. demonstrates various qualities of the literary place, the balance between the exceptional and the general, and the policy options which the attraction manager faces. The diversification of literary tourists has been matched by a multiplication of literary places (Herbert, 2001).

Literary places are often developed, promoted, and marketed. Igoe's (1994) Literary Guide to Dublin, containing walking routes and a list of pubs was described as "an essential companion for literary pilgrims". Managers of literary places will aim to portray a particular set of images. At their disposal are the physical attributes of the sites and a range of interpretive techniques that can be used to convey messages (Herbert, 2001).

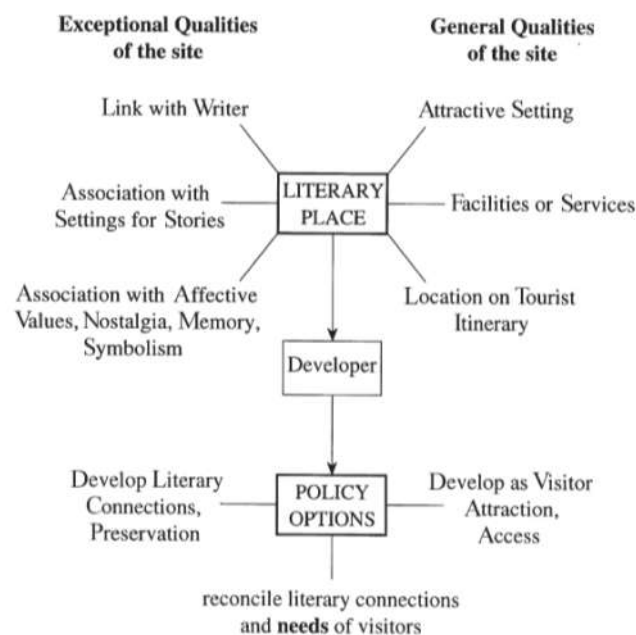


Figure 1. The Qualities of a Literary Place
Source: Herbert, 2001.

The home of the writer is arguably the most powerful tourism resource with appeal across a range of markets. Contained within this notion of 'home' are houses, apartments and rooms that have borne witness to various stages of a writer's life from birth to death. Writer's homes provide tangible connections between the created and the creator, allowing tourists to engage in a variety of emotional experiences and activities. The house of Shakespeare's birthplace in Stratford-upon-Avon has undergone a significant makeover. Not only does it now boast original period items, it also features a reconstruction of Shakespeare's father's glove-making workshop, improved access for disabled visitors and a new visitor exhibition. The exhibition informs us that the house has been a literary shrine for over 250 years and particularly since the building was purchased by public subscription in 1847 by the body of trustees that still manages the property. Shakespearean theatre performances in London attract tourists. Also, the recreated Globe Theatre at London's Bankside (opened in 1997) with its programme of performances and exhibitions continues the process of linking the literary with tourism. (Robinson, Andersen, 2002).

Questions commonly asked of literary places include whether they are genuine and whether they faithfully represent reality. Literary places may start from some unequivocal fact, but thereafter presentation and interpretation may deal as much with myths as with realities (Herbert, 2001). Prince Amleth – the Danish model of Shakespeare's Hamlet, Prince of Denmark - may have existed. The castle at Elsinore certainly does exist. But if Amleth really did exist, he would have died centuries before the construction of the castle. The point usually made by critics is that a location in a narrative is always, by definition, part of the narrative, part of the fiction. It is not the same as the real location. Hamlet's castle only exists in the narrative, on stage, in the imagination, but not in reality (Robinson, Andersen, 2002). Authenticity becomes a subjective experience, a combination of the developers' intentions, the consumers' interpretation, and the interactions among them. Literary places can be created with fictional worlds in mind and tourists may be less concerned with distinctions between fiction and reality than with what stirs their imaginations and raises their interests. Each visitor has some individual form of chemistry with the place, its presentation, and its associated characters and events, real-life or fictional (Herbert, 2001).

Literary tours and destinations

Tours with literary background enrich human spirit, and gives esthetic pleasure. Places associated with writers' life, monuments and scenes of their literary work, may be attractive in a tourist offer (Grčić, 2008). The tourism industry is now well versed in structuring the sites and symbols of literature into organized routes. These are wide ranging in their level of organization and formality. Study tour organizations offer classes, education breaks, opportunities to write, read and discuss literature, and can be focused upon both the process of writing and the products of a particular author. Literary societies organize opportunities to travel and retrace the lives and works of their 'heroes' and 'heroines'. Complete packaged experiences where a tour company provides a guided literary tour are offered by a relatively small number of specialist and non-specialist operators with varying degrees of literary

knowledge. Operators are keen to capitalize both on popular literary interests with strong markets and on opportunities such as the anniversary of a writer's birth or death (Robinson, Andersen, 2002).

Perhaps the best proof of the success and development of literary tourism is the example of the United Kingdom. The UK features strongly in a list of the top ten literary destinations of the world, taking the top four places. The list has been made by the users of Trip Advisor, and those top four places go to London (home of some of greatest authors of all time, such as Charles Dickens, Milton and many more), Stratford-upon-Avon (Shakespeare's birthplace), **Edinburgh (famous for "Sherlock Holmes" writer Conan Doyle, and J.K. Rowling the writer of the Harry Potter series of the seven fantasy novels)** and Dublin (home of famous authors Yeats and Joyce) (www.holidaylettings.co.uk).

One of the most famous tours is "Harry Potter tour". Tours are conducted daily, and there are a lot of options, whether the tourist want to take an hourly or a few days tour, where they can **learn about London's rich muggle and wizarding** history and amazing facts about the books. The most popular sights are the ones including Kings Cross railway station and platform 9 and $\frac{3}{4}$, which has been used in a book as a portal between muggle (normal) and magic world. There is a shop in which tourist can buy items mentioned in some of the Harry Potter books (<http://www.britishtours.com>). In Edinburgh, there is a coffee shop in which the writer of the Harry Potter books J.K. Rowling used to drink her coffee and write her worldwide famous novels (<http://www.elephanthouse.biz/>).

One of the most popular literary places is William Shakespeare birthplace Stratford-upon-Avon that attracts 750.000 tourists per year. Some of other well-attended sights include Jane Austin's house at Chawton in Hampshire (40,000 annual visitors) or the only surviving London home of Charles Dickens in Doughty Street (25,000 a year) that attracts the second-largest group of visitors (<http://www.theage.com.au>).

Another good example is the Lord of the rings tour in New Zealand. This is probably a very specific example because it includes sightseeing places in which movies were made from books. When it comes to the tour itself, its importance is so big that it had a major impact on the economic development and growth in the country. The data shows that the revenue from tour related to this trilogy amounted to 201 million New Zealand dollars (130 million U.S. dollars). In percentage terms, the number of tourists has increased by 6% in the first season run of the tour, in the year 2005, when compared to the previous year (www.usatoday.com).

The most recent example of literary tourism in the United States is the worldwide popular book "Sex and the City", whose action is placed in New York City. Tourists who join the tour based on this book can follow the steps of the main characters in the book: Carrie, Samantha, Charlotte and Miranda (<http://onlocationtours.com>).

Conclusion

This paper has addressed some of the general issues relevant to the study of literary tourism and literary places. These issues were identified and discussed in the context of the available literature, pointing to some examples in practice. It reveals how literature and tourism overlap and interact. Tourism utilizes historic and contemporary manifestations of literary arts. In literary tourism dominates the desire for storytelling and gaining experience from books in order to identify with a character, or a writer. Literary tourists are transported into the worlds of past or fiction and want to feel deeper emotion. Therefore, literary destinations need to have specific atmosphere and the spirit of the place in order to attract visitors.

Literary places and monuments have more limited appeal compared to other elements of culture, but still make a significant tourist motive and the organization of various tourism programs and itineraries. Literary works have the power to create the impression of a country and its culture, which can significantly contribute to the image of a country worldwide. Possibilities of using literary places for tourism purposes are exceptional, but not sufficiently used. Based on the given examples, it can be concluded that literary tourism usually involves those writers who can attract mass audiences. However, tourism can benefit from admirers of less known writers, who are looking for an authentic experience. Therefore, the managers of literary places and organizers of specialized tours should pay more attention to authenticity in order to create particular kind of literary experience. For the development of these places it is necessary to develop appropriate tourism infrastructure and amenities such as literary guides, literary maps, literary tours and more.

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Development of Mountain Tourism in the Republic of Macedonia, with Special References to Bistra Mountain and National Park “Mavrovo”

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Abstract

The aim of this paper is to investigate the current situation of mountain tourism in the Republic of Macedonia as a new and rising tourism product that has been increasingly **popular in recent years. Macedonia's mountains are exceptionally diverse in relief and offer** abundant options for relaxation, along with sports and entertainment for tourists, since conditions are exceptionally conducive for tourism in both winter and summer. That is why this paper identifies the basic characteristics of mountain tourism and its development in Macedonia, with special references to the Bistra Mountain and the National park Mavrovo as one of the most beautiful tourist centers in Macedonia. On the one hand, this paper attempts to identify types and forms of mountain based tourism that are offered and can be offered so that local communities can receive an equitable share of the benefits from such tourism, and on the other hand, how mountain tourism should be managed so as to avoid and reduce the negative environmental impacts of tourism.

Keywords: Republic of Macedonia, mountain tourism, mountain-based tourism, Bistra Mountain, National Park Mavrovo.

Introduction

Mountainous regions have always attracted visitors - from ancient pilgrims, explorers and adventurers to modern-day tourists. (Nepal, 2011). In today's urbanized world, mountains with their clean air and good climates, beautiful landscapes and scenery, local traditions, simple way of life and the possibility of practicing sport, are attractive places where you can escape from the stressful world. These and many other reasons are why mountains have become a magnet for tourism, but even though travelling to mountains goes back to ancient history, the concept of mountain tourism has become more prominent only over the last few

years; however, there have been difficulties defining the term mountain tourism. It is not a specific type of tourism and it refers to any type of tourism activity taking place in mountain areas in a sustainable way, and includes all tourism activities for which mountains manifest a comparative advantage, such as trekking, mountaineering, water rafting, cultural tourism, and pilgrimage tourism (Kruk et al. 2007). Nevertheless, the growing attraction of mountain areas as tourist destinations has led to an expansion of leisure activities, with an increase in accommodation facilities, amenities and infrastructure. That is why, mountain destinations cannot be considered only as spaces for rest and recreation, but also as "economic enterprises" which are operating organized as, more or less, spatial entities that require **appropriate urbanization (Marić, 2002)**. A mountain destination can be defined as a geographical, economic and social entity that incorporates companies, organizations, activities, areas and infrastructure developed to satisfy special needs of mountain tourists (Flagestad & Hope, 2001). Therefore, the importance and the quality of the mountain resources or attractions can influence the destination building process and the hierarchy between mountain tourism destinations. With an increasing competitive tourism environment, even the most remote destinations are faced with the challenge of market differentiation. Many mountain communities must examine alternative forms of activities in order to extend their tourism season, but transitioning a region beyond the traditional mainstay of tourism activities also requires a unique and concentrated approach that involves the support of the local residents. Sustainable mountain tourism involves specific measures to reinforce the positive and minimize negative impacts. It means that the multiple benefits that mountain tourism can bring to local communities that live in the mountains must be balanced in a way that is environmentally friendly, economically profitable and socially equitable for the local community.

Mountain tourism today is one of the fastest growing market segments of tourism and according to Mieczkowski they are believed to be second in global popularity as tourist destinations after coastal regions. It is estimated that more than 50 million people visit mountains each year (FAO, 2005) and according to the statistics of the United Nations Environment Programme (UNEP, 2007) and the World Tourism Organization (UNWTO), mountains attract roughly 15 to 20% of the global tourism market and generate annual revenue 70-90 billion dollars.

Tourism in mountain areas is a thriving and an essential fact of life for many countries (FAO, 2005). Until today, over 600 mountain centers have been developed in European mountain regions, out of which 70% in Alpine countries, which are visited by 60 to 80 million annually tourists. Austria, for example, is currently the 10th most visited country in the world, with over 18 million tourists per year, both in winter and summer, contributing to at least 10% of **Austria's overall GDP (Holiday Services Austria, 2010)**.

However, in recent years the mass mountain tourism which was characteristic for the famous Alpine areas in Europe is stagnant at the expense of the new emerging markets in Eastern Europe that, in the last decade, have undergone rapid, intense development, expanding and diversifying the range of services and other outdoor mountain-related activities.

As a predominantly mountainous country Macedonia should take advantage of these trends on the current global tourism market and diversify its tourism offer with the development of specialized tourism and a variety of offers and activities. Mountain areas in the Republic of

Macedonia cover around 47.6% of the total area (Madzevic M. & Toshevska A. B., 2011) and the potential for developing tourism is enormous. As a new tourist destination, relatively unspoiled or destroyed, Macedonia on the one hand, can be very interesting to the new type of tourist, but on the other hand, the development of mountain tourism could be a potential factor for the overall development, while creating facilities and infrastructures in these neglected areas and also strengthening the local economy.

All in all, in this paper we do not aim to provide an analysis of the possibilities for development of mountain tourism in the Republic of Macedonia. Alternatively, our focus is on two selected landscapes that have been and are still being transformed by tourism infrastructure development, and are offering mountain-based tourism activities.

Theory and methodology

When talking about mountain tourism and its activities, it is obvious that we deal with complex phenomena which require application of diverse methods that commonly necessitate a great deal of information. That is why the study is based on classical methodology, which is applied widely in geographical and tourism studies, such as research methods of analysis and synthesis which allow us a scientific approach in clarifying the role and place of tourism in contemporary mountain economy.

The aim of this paper is, on secondary information, to provide theoretically based case studies analysis of the essential characteristics and key resources of mountain tourism in the area of Bistra Mountain and the National park Mavrovo and the conditions and factors that determine its development and on the basis of primary information to develop a framework that can act as a policy and guide for further planning of this type of tourism in general.

Case study results

Inventory and assessment of the resources of the Bistra Mountain and the National Park Mavrovo as tourist destinations

Basic geographic characteristics - The Bistra Mountain is probably one of the most beautiful mountains on the Balkan Peninsula. With its eight peaks higher than 2000 m, it is a real magnet for tourists. It rises between the Kicevo valley on the east and the basin of the river Radika on the west, the northern border is the basin of the Mavrovo Lake and the basin of the Mavrovska River, and the south border reaches to the basins of the Mala, Garska and Janska Rivers. Its highest peak, Medenica is 2163 meters high. This mountain is one of the richest in the region with many relief forms, waters, but also flora and fauna. A witness to its beauty is the fact that most of its territory is protected within the National Park Mavrovo.

The National Park Mavrovo is located in the north – western part of the Republic of Macedonia and around 2/3 of the parks' territory lies right on the slopes of the Bistra Mountain. Within the park are located the southwestern parts of Sar Mountain, parts of Bistra, the northern slopes of Krcin, all the parts of Korab and Deshat that are within the borders of the Republic of Macedonia, and the middle part of the basin of the river Radika. The territory that this protected area covers is 72204,1 ha with altitudes from 600 – 2764 m. and the

highest point is the peak Golem Korab with 2764 meters above sea level, which is the highest peak in the country. For the beauty of the park speaks the decree for its proclamation, which says it is formed **“as a result of its natural beauty, the historical and scientific importance of the forests and forest areas around the Mavrovo field”** (Official Gazette, 1949).

Natural and anthropogenic resources - The geological composition of the Bistra Mountain has conditioned domination of karst forms, with many underground and aboveground shapes dominating the area that can be very attractive to tourists. With the tectonic movements, this mass is cracked and broken; the erosive areas are distributed between 1280 – 1860 meters above sea level and these present ideal parts of the mountain for tracing ski tracks, but also other subjects for winter sporting activities. The number of the possible ski tracks is 22, with overall length of 36,500 meters and total de – leveling of 7200 meters. Three skiing localities are located on Bistra: Mavrovo, Galicnik and Lazaropole.

Within the park are situated some parts of Korab Mountain as a tourist motif that possesses all the necessary attributes of nature, starting from the recreational, aesthetic and curious that attract many visitors, nature lovers and mountain sport enthusiasts. The relief of Bistra is intersected with many river valleys, which in most parts have canyon or gorge character, and here is where Radika River and its tributaries flow by. Radika with its ice cold waters is one of the purest and most clear rivers in the region, a quality that enabled the existence and development of the endemic Radika trout, which presents a sort of challenge for most sport fishermen.

In addition to the river flows, on Bistra there are natural and artificial lakes, noteworthy artificial lakes are the Mavrovsko and Debarsko Lakes, Korabsko, Malo Korabsko Lake and many others (Vasileski, 1997). From the natural lakes, notable is the lake Lokuf, covering a surface of 4000 square meters. The mountain trail leading up to it, offers an unrepeatable view of the canyon of Radika and the monastery St. Jovan Bigorski.

Regarding the climate characteristics of Bistra Mountain and the National Park Mavrovo, several climate types can be found (moderate and mountainous, Mediterranean - continental or Alpine and subalpine climate) mostly caused and modified by the geographic position and the relief. The average annual temperature of the park is around 7° Celsius, and the average rainfall is 1025.7 mm annually, which makes this one of the more rainy areas on the territory of Macedonia, with snow cover that stays on the mountains from November till March that enables development of the winter sports.

The presence of specific natural – geographical localities, mainly high mountains, rivers, gorges, canyons, mountainous lakes and other with their position, geological build and also the climate characteristics have enabled development of rich floral and faunal diversity.

Encirclement with some of the highest mountain peaks in the country makes this area not very accessible from land, and the river basins have built gorges that make it also hardly accessible upstream. From this reason, despite the unusual natural beauty this area was mostly avoided by the numerous conquerors and other peoples, as a result of what, the indigenous traits and marks are kept till today. In the park there are 36 settlements, most of which are close to total displacement, and are characterized with traditional ethnic and folklore traits. Anthropogenic resources significant for tourism are: Glavino village, Javorska Voda, Jama – Kula, but also several remnants from religious objects and old settlements, also

the monasteries St. Jovan Bigorski, St. George Victorious – Rajcica and many other Orthodox and Islamic temples.

Tourist facilities and infrastructure - Tourist facilities are one of the most significant factors that create conditions for continuous tourist development and increased tourist traffic in a given area. On the territory, that is the subject of this study, there is a significant tourism infrastructure and accommodation capacities. On this mountain tourism destination are located a total of 13 hotels, 2 motels and 4 holiday resorts and according to the official data from the Public institution National Park Mavrovo, they have 478 rooms with 1259 beds, and what is more important, they are open for visitors throughout the whole year. One of the objects is categorized by highest 5 stars, 5 objects have 4 stars and four objects have 3 stars. In this region there are many weekend settlements, and as such they function through most of the year, and not only in the winter period. The road infrastructure in the researched area can be defined as well developed. It is comprised of the highway M4 (Skopje – Ohrid), and the regional roads R409, R414 and R415.

Tourist program - The tourist program includes sporting and recreational activities, offer of food and drinks and activities related with fulfilling the leisure time of the tourists, etc.

In the settlements of the National Park Mavrovo there are several coffee shops, bars and clubs that have seasonal character. Besides those, there are facilities for organizing different conferences, seminars and workshops in most of the objects, and some of them the offered conditions are on a very high level, and it is not wrong to say that Mavrovo presents a center for the MICE tourism in that part of the country, and in the region. **The safari park “Bunec” and also the hunting and reproductive center “Brzovec”, additionally improves the tourist offer of Mavrovo.**

Manifestations - Many manifestations from cultural, sporting and educational character that are organized in this area can only enrich the tourist offer and it is notable that the area does not lack manifestations that have the capacities to attract great number of visitors, some with the potential for attraction of domestic, and others for attraction of foreign tourists. For example, through the Traditional Galicka wedding, that is held every year in the village Galicnik, the traditional wedding customs of the Macedonian people from this area are displayed. Many visitors and tourists come to this place, with which this event gets a bigger meaning, and the manifestation becomes a value that on its own attracts visitors (Panov, 2003). The shepherds meetings or **Shepherds’ Day** (an event that gathers many visitors, and has competitions for shearing and milking, and there are awards for best goats’ and sheep cheese and cottage cheese), Biking tour – Mavrovo (in the frames of this tour besides the main marathon, hiking, and additional big and small marathons are organized), Rekansko cultural summer (with extensive artistic, sporting and recreational program), Day of the traditional Reka pie (selection of the best pie in the region), Lazaropole Fest (a cultural – entertainment event, enriched by paragliding drops, and mount bike marathon), The beauties of Mavrovo through photographs (cultural – entertainment event), Astro – camp Lazaropole (an event for the astronomy enthusiasts), The road of the Cresovo Topce (an event praising the Ilinden fighters), Snowboard cup (international event with many disciplines including Big air, Slope style and snowboarding), Mavrovo Memorial (competition in the discipline Nordic run), Snow city (an event for the youngest, where they can participate by making snow statues), Climbing Golem Korab (held every year on the

occasion of the Independence Day on September 8; this event is an unique opportunity for **everyone that wish to reach for the “highest peak of Macedonia”, because this is the only time** where this area is open for visitors).

Current state in the development of mountain tourism and future priority measures and activities necessary for the revival of mountain tourism

Unlike some European countries (Bulgaria, Slovenia, Croatia etc.), mountain tourism in the Republic of Macedonia is still in its infancy. Although, throughout the world, mountain areas are considered appropriate locations for tourism to act as a catalyst for major development and a promising vehicle for economic development and poverty reduction, Republic of Macedonia seems that has not yet realized the values that the development of tourism can ensure in these areas. The reason for this is the lack of vision and appreciation of the value of the natural resources that are essential for any type of tourism development. That is why, mountain tourism, in the study area, has so far only relied on winter tourism, even though trekking and mountaineering are gaining in popularity, and there is scope and need to develop and promote new tourism products. Republic of Macedonia should aim the future perspective for development of mountain tourism in Bistra and the National Park Mavrovo, towards the adventurous, sporting, recreational and other activities. Below are outlined some of the basic activities, that at this time are carriers, or should be the future basis on which the mountain tourism in the area will be developing.

Skiing is one of the basic activities in mountain tourism, with Mavrovo and Bistra having the best ski – tracks in the country, and dispose of

- 11 ski lifts with total length of 5700 meters and capacity of 11000 passengers
- Possibilities for skiing on altitudes of 1255 to 1860 meters
- Length of ski tracks from 500 meters and length of ski lifts of 10000 meters
- Possibility for night skiing
- Skiing school
- Skiing patrol.

Competitions in different disciplines are organized that attract visitors from many different countries, and more importantly there are tracks for all the categories of visitors, from tracks for beginners to tracks for professionals.

Mountaineering and trekking - National park Mavrovo is filled with terrains that offer perfect conditions for these activities, especially noteworthy are the slopes of Bistra that have low inclination and large areas under forests and meadows.

Mount biking - The long mountain roads in the area that pass through remarkable forest landscapes and high mountainous pastures provide uninterrupted performing of this sporting – recreational event. On the territory of the park there are several tracks that can be used for walking and mount biking. They are with different difficulty, length, and degree of availability. Designed for recreational mountain tourism, these are standardized and categorized by the Macedonian Association of international mountain guides, in accordance to the international criteria. On the **parks’ territory there are 21 trekking tracks marked, with** total length of 201.9 kilometers, with average length of the tracks of 9.6 km, the shortest one is 1.6km, and the longest one is 27 km. The de – leveling of the tracks is in the range of 100 –

1791 m. If taken into account that most of the tracks are in the category of easy and medium tracks according to the difficulty of the track, it turns out that most of the tracks are available and accessible for wider range of visitors.

The steep cliffs of the canyons and gorge basins are perfect localities of alpinist and climbing activities. The appropriate preparation and editing of the routes is a part of the necessary activities that should be taken for development of this sporting – recreational content.

Rafting regatta and kayaking in the waters of the river Radika are contents that will, without a doubt, have impact on the increase of the tourist value of the area. Besides the kayaking and rafting, the discipline canyoning can be done in the waters of Radika, a discipline that covers moving and descending down the narrow canyons.

Bistra Mountain and the National Park Mavrovo have the potential for development of other mountain-based activities, but only focusing on different activities is not sufficient. If we want to revitalize the tourism in these areas, it is necessary to undertake some concrete measures that will give way for the development of the tourism, such as:

- Construction of new and improvement of the existing infrastructure
- Building mountain lodges
- Adaptation of houses in the mountain villages so they can offer accommodation and food and beverages
- Education of the population through seminars and trainings
- Integration of the cultural attractions in the tourist offers
- Increased promotion of natural and cultural heritage of the area through the media
- Creating promotional strategy that will promote trekking/mountaineering and the **other sports that can be done in this region (mount biking, alpinism, etc...)**
- Marking new mountain trails
- Increasing the number of new manifestations from different character, that will promote the area, as with the domestic, and the foreign public
- Increasing the number of organized tours for climbing and conquering the mountain peaks
- Organizing numerous excursions and visitations of the area by groups; and many others.

Analysis and establishing target institutions, carriers of intensive tourist development

The first step during analysis of target groups has the point of identifying interest groups that should be actively included in the tourist development of this area. It is necessary to determine the appropriate institutions that have the ability and influence to improve the image of the mountain tourism destination.

Government bodies - The basic interest of the national institutions, mainly the responsible ministries is sustainable development based on rational usage of the existing resources with minimal influence on the environment and the cultural heritage. These institutions are characterized with exceptional importance and influence that refer to financial help and political decisions connected to the tourist development.

Local organs and authorities - The tourist development is one of the priority goals of the local authorities. Their role is constant and unconditional engaging in efforts to protect the natural and cultural heritage, as well as to cooperate with state authorities.

Local population - The population and the village communities as a group have important and indispensable role in the tourist development of the area. The interest of the local population for the tourist development is referred to the possibility for employment, income, and other socioeconomic benefits, while at the same time conserving the rich natural and socio-cultural heritage of the region.

Private sector - The private sector and the entrepreneurs are a necessary link in the developmental process and their interest is to provide appropriate conditions and subsidizes measures for realization of their business ideas into tourist goals. This group has a very important but very little impact on the tourist development. That is why, some conditions from the local and national institutions should be fulfilled, such as useful measures and programs, if we want to attract and include the private sector in the tourism development.

Non – governmental sector - Important interest for the non – governmental organizations is mostly the adequate treatment of the natural and cultural heritage during the tourist development. Often, the non – governmental organizations have the capacity and quality to create positive changes through realization of projects that have exceptional importance for the area.

Institutions for protection of the natural and cultural heritage - This group of institutions has the interest the tourist development to be made in accordance to the guidelines for protection and improvement of the natural and cultural wealth.

Tourist and developmental agencies - The interest of these institutions is the development and promotion of the tourist services and these have the function of partners and consultants in the creation of the tourist offer. The basic activity of these agencies is to promote and improve the economic growth of the rural areas.

Conclusion

Mountain tourism is one of the leading forms of tourism in these contemporary market trends and Macedonia should exploit the advantages that it possesses and steer its tourism offer into the mountain areas. The impact of tourism, especially mountain tourism on the area that is subject of this study and the socio - economic processes taking place in, can be very positive and progressive. Republic of Macedonia, through the active involvement of many institutions and organizations needs to build a strategic framework setting the course in which direction to run the tourism planning and the development of this kind of offer.

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Geoconservation of the First Loess Geosite in Vojvodina – the Feasibility Study of the **"Loessland" Project**

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Abstract

The role of geoheritage, which is represented in the set of geological, geomorphological and pedological values, is rapidly growing in various fields (nature conservation, geotourism and fundamental researches). Vojvodina possesses unique geological value, that is reflected in loess and it has a great potential for geotourism, that could provide the best geoconservation for these natural resources. Geodiversity includes many features and processes of significant value which are sensitive to disturbance and may easily be degraded which leads toward the necessity of their protection and conduction of series of activities that could promote the sustainable use of geodiversity resources in the purpose of education and enjoyment.

The aim of this paper is tourist valorisation of loess profile Čot in Stari Slankamen in order to raise people's awareness of its existing value and importance as a part of geoheritage of the Vojvodina region. Loess profile Čot is located in northeastern part of the Srem loess plateau and it can be considered as one of the most completed middle and upper Pleistocene loess-paleosoil sequences in Europe. The first step towards implication of loess geoconservation in Vojvodina was made in 2008 by the Tourist Organization of the Municipality of Indija with the project called „Loessland". The main goal of this project is the creation of a competitive tourism product that would provide the economic prosperity of Stari Slankamen region.

In order to conserve and habilitate this site for tourist visits, it is necessary to identify and eliminate all limiting factors that could jeopardize the entire project. Due to financial

difficulties, the "Loessland" project can not be fully implemented at the moment, so the focus should be on smaller steps of integrated approaches towards loess geoconservation and geotourism of this geosite, such as physical protection of the loess profile (from erosion), the creation of the tourist center and a souvenir shop as well as a small museum on the top of the loess profile (in one of the existing houses).

Keywords: loess, Stari Slankamen, Loessland, geotourism, geoconservation.

Introduction

Geological heritage is an essential part of world's heritage, as it represents the unique record of the whole evolution of our planet. The role of geoheritage, which is represented in the set of geological, geomorphological and pedological values, is rapidly growing in various fields (nature conservation, geotourism and fundamental researches).

Geodiversity includes many features and processes of significant value which are sensitive to disturbance and may easily be degraded which leads toward the necessity of their protection and conduction of series of activities that could promote the sustainable use of geodiversity resources in the purpose of education and enjoyment.

The conservation of the geological heritage concerns recognizing, protecting and managing sites and landscapes identified as important for their geological or geomorphological interest (Dingwall et al., 2005).

Although this may seem evident, little attention has been paid to it yet, particularly compared to the strong concern for protecting biodiversity and cultural heritage.

All facts show that Serbia is a country with outstanding geological and geomorphological treasures and great potential for the development of geotourism through its promotion and adequate protection. The National Council for Geoheritage of Serbia has been initiated the project which is concerning the inventory of the geoheritage sites in Serbia. This project was **not the first example considering loess geosite protection. The loess profile in Stari Slankamen gorge was pronounced a Monument of Nature in 1975 as the only protected loess profile in ex-Yugoslavia (Vasiljević et al., 2011a).**

Current inventory of geological heritage includes over 800 geological, palaeontological, geomorphological, speleological, neotectonic and other objects and the Institute for Nature **Protection has protected about 80 geological heritage sites, so far (Mijović, 2002).**

Although, in the terms of geomorphology, Vojvodina is a mostly monotonous whole, but it possesses unique geological value, which is reflected in loess and it has a great potential for geotourism, that could provide the best geoconservation for these natural resources.

The aim of this paper is geoconservation and tourist valorisation of loess profile Čot in Stari Slankamen in order to raise people's awareness of its existing values and importance as a part of geoheritage of the Vojvodina region.

Loess as geoheritage

Loess represents an important element of geodiversity, not only worth protecting from possible threats, but also promoting as a significant and attractive component of the **geoheritage (Vasiljević et al, 2011a).**

Loess can be defined as a windblown dust which is deposited over areas in mid latitudes. It is an aeolian deposit that consists of silt sized 20-60 μm , primary **quartz particles (Vasiljević et al., 2011b).**

Loess deposits have a similar grain size distribution, mineral composition, open texture, low degree of saturation and bonding of grains which is not resistant to water. Loess is also highly erodible and unstable when wet, producing serious hazards.

Between 5 and 10% of the Earth's surfaces are covered with loess and loess-like sediments (Pesci, 1990, Heller and Evans 1995).

The most complete loess deposits (over 22 My old) are found in Chinese provinces Shanci, Shaanxi and Gansu (Stevens et al., 2007, 2008).

With very few exceptions, the paleosoil horizons are interpreted as indicating warmer and more humid phases, while the less-weathered loess layers are consistently thought to represent cooler and drier phases (Maher and Thompson, 1995).

Loess has great importance in reconstruction of the climate in the past, because of its continuous deposition. The formation of loess is related to the change of glacial and interglacial cycles during the Pleistocene. During the glacial phases loess dusts are transported, and during warmer periods, loess deposition, affected by climate change, resulted in the formation of soils (Kukla, 1977, An et al., 1977, Pesci, 1990).

Loess and loess-like sequences cover about 1/5 of the total surface of Europe, especially by the Danube River.

Loess in vojvodina region

The rich loess records from the Vojvodina region, located in the southeastern part of the Pannonian Basin, provide important information about the paleoclimate and **paleoenvironmental changes during the Pleistocene (Marković et al., 2003).**

Over 2/3 of Vojvodina region is covered by loess and loess-like sediments. According to Brogner (1976) loess and loess-like sediments cover about 15 000 km^2 of Vojvodina region. The Danube River and the Tisa River provide loess-paleosoils deposits in this area. During the

shifts of glacial and interglacial phases the river network has been changed. During the glacial phases, there were smaller flows that left large amount of fine grain material behind. Loess dust was carried by the wind and deposited in places where wind power was waned. In these places, thick layers of loess had been deposited, and during the interglacial phases, over these thick layers of loess, soil has been created.

This high rate of accumulation loess dust and almost undisturbed loess-paleosoil sequences in this area represent natural rarity in global terms.

The scientific value of loess-paleosoil sequences in Vojvodina region is its greatest significance for the development of niche tourism (Hose, 2005). Numerous studies show a remarkable scientific and educational value of the loess profiles in Vojvodina region, as well as great potential for geotourism, that could provide the best geoconservation for these natural resources.

Deposits of loess in Vojvodina region are preserved in the form of the six separated loess plateaus: Bačka loess plateau, Srem loess plateau, Tamiš loess plateau, Banat loess plateau, loess zone in southeastern part of Banat and Titel loess plateau (Vasiljević, 2008).

In Vojvodina region, there are many exposures of loess-paleosoil sequences with the most important one presented in this paper. Srem loess plateau represents loess belt around the Fruska gora Mountain, with its average height of 120-140 m (Zeremski, 1972).

Loess profile Čot in Stari Slankamen

Loess profile Čot in Stari Slankamen is located in northeastern part of the Srem loess plateau, opposite of the Tisa confluence, on the western bank of the Danube River.

This loess profile can be considered to be one of the most completed Middle and Upper Pleistocene loess-paleosoil sequences in Europe (Bronger, 1976; Marković and Kukla, 1999).

It is one out of three most valuable loess localities in the world and it can only be compared to the loess in China.

The loess sequence is comprised of multiple couplets of loess and palaeosol units with approximately 40 m thick sediments (Hambach et al., 2009).

The accumulation of loess has been conducted on the loess profile Čot on the uplifted terrain of the neogen parts, which represent the ultimate offshoot of Fruska Gore mountain. Age of this loess profile is estimated to be over one million years.

It is possible to observe the frequency of slowly and continuously coldness during the Pleistocene, where the oldest 5 paleosoils, represent highly rubificated forest soils, and the younger paleosoils are represented by steppe formations (Jovanović and Zvizdić, 2009).

The first scientific description of the loess profile Čot has been given by the austrian officer Luigi Ferdinando Marsigli in his 6-volumes book *Danubius Pannonico - Mysicus* (Jovanović, 2012). Quaternary sediments in the territory of Vojvodina region attracted the attention of Austrian and Hungarian geologist Wolf, Shvalma, Koh, Halavach and Cholnoky, who had began to research this area.



*Fig 1: Loess profile Čot in Stari Slankamen
(photo: Višnić, T.)*

Domestic scientists such as Gorjanović – Kramberger, Laskarev and especially Marković-Marjanović began to research this area in the period between the First and the Second World War. During the 1970's first foreign scientists, Butrum and Bogner started the reserach of the loess profiles in Vojvodina (Jovanović, 2012).

In the late 1990's, professor Slobodan Marković, associated with professor George Kukla began systematic research of loess-paleosoils sequences on the loess profile Čot. This loess profile has been used for the development of the chronostratigraphic model of the loess-paleosoil sequences in Vojvodina introduced by Marković and Kukla (1999).

Loess profiles in Stari Slankamen are protected as Monuments of nature, because of their uniqueness. This imposes the need for carefull protection and presentation. Presentation should be broadened to cover all aspects of loess research with interesting stories about geological backround.

Current situation and future steps towards geoconservation of loess profile čot

In recent years, the attitude towards geoconservation of the loess sites has been changed. The preservation of the rocks is necessary for earth science as well as for education, because it represents a vital part of nature conservation.

Its educational character is reflected in the presentation of geological heritage, through good insights into typical examples which posses aesthetic values and thematic diversity. The

essence of tourism values of geoheritage represents the sum of scientific, educational and **aesthetic features, in combination with their emerging forms (Stojanović, 2011).**

For a long time, the extraction of geological heritage, its evaluation and recommendation for the protection has not met the approval of society, which resulted with the fact that many geosites have remained known only in scientific circles, or they have been destroyed by the nature processes or by the anthropogenic influences.

The creation of the European Association for the Conservation of Geological Heritage (ProGEO) leads into a holistic approach to comprehension of geological structures.

The evaluation of the natural resources of protected areas, including geological heritage is being carried out by the spatial planning experts in cooperation with the specialists in the **field of environment protection (Mijović and Miljanović, 1999).**

Geoconservation involves an assessment of the geological heritage in order to manage the territory, primarily through the protection of geologically significant areas. Geodiversity protection is a relatively new concept in most countries. After the proclamation of the first national park in the world, Yellowstone, in 1872, importance is given to the protection of natural monuments including geoheritage.

It is imperative to identify the objects and then implement the appropriate measures of conservation. Measures could be diverse and depend on the following factors: object type, size and object features. Depending on these factors, it is possible to protect geoheritage in two different ways: in situ or ex situ. Most of the geological heritage has been located in situ, in nature, except for collections that have been located ex situ - in the museums which leads to the conclusion that the geological heritage is in great danger of disrupting its original forms.

The main goal of geoconservation is to prevent negative influence of natural resources (geomorphological and geochemical) and anthropogenic factors that may lead into the degradation of geosites.

Simultaneously with the beginnings of geoconservation in Europe, in 1924, came the first proposal for the protection of geological heritage in Serbia (Zlatska cave). With the establishment of the Institute for the Protection of Nature, in 1948, a system that could protect geological and geomorphological sites has been institutionalized.

Having showed its great scientific importance, for the first time in Serbia, in 1975 one loess profile (in Stari Slankamen) was protected and pronounced a Monument of Nature. In 2007, loess profiles in Stari Slankamen were categorized as the first category of Natural goods of **Serbia (Paško et al., 2010).**

The importance of this profile is reflected in the fact that it can be compared only with loess deposits in China and Central Asia.

Comparing the **photo of the loess profile Čot taken in the 1960's to the current situation**, it can be concluded that the surroundings of the loess profile has been significantly changed. At the top of the profile, summer houses were built, and in the base, it is surrounded by the

houses, as well. Instead of the former grass vegetation in the base of the profile, the trees were planted. Over time this space turned into a thicket which covers the lower part of the profile. The lower part of the profile is also masked by the fallen material. Construction works on the exploitation of loess-paleosoils sediments represent a potential danger for preservation of the profile.

Analyzing the current situation of the loess profile, geoconservation becomes an imperative for the future activities.

In 2013, the Municipality of Indjija decided to invest almost 3 million euros for environment protection, but the geoconservation was not on the priority list, despite the fact that one out of three remarkable pieces of geological history is located within its borders.

For the purpose of this paper, it will be considered the formula suggested by Gray (2004), that the necessity of geoconservation comes from two main reasons – its threats and its values. This demonstrates that geodiversity should not be protected only for its fragility or potential **irreversible loss, but for the entire variety of values (Vasiljević et al., 2011a).**

The first step towards geoconservation by the Gray's formula is to recognise all possible threats and values (Vasiljević et al., 2011a), although threats are not the only reason to conserve geodiversity.

The threats that can jeopardize loess profile could be grouped into two main groups, according to the source of threats. One group is consisted of the natural resources, and the other **threats are caused by people's actions, which consciously or unconsciously threaten the Geological Heritage.**

The geological heritage is most threatened by natural processes such as erosion, especially in the case of fragile specimen of the geological past such as loess profiles.

Erosion represents the group of natural processes, including weathering, dissolution, abrasion, corrosion, and transportation, by which material is worn away from the earth's surface.

Loess sediments are of loose structure, high porosity and collapsibility, particularly prone to **erosion, which can make steep cliffs very dangerous (Vasiljević et al., 2011b).**

Over-present problems of pluvial erosion cause serious and irreparable damage to the loess profile, sweeping away million years old secrets of climate. Because of its scientific, educational and also tourist values, it is necessary to protect this loess profile, to reduce the harmful effects of natural processes on it.

The erosion of the loess segments, leads into the formation of the cliffs, which can be hazardous to local residents as well as the tourists who visit this type of geological heritage.

Although it may seem unlikely, but nature can certainly harm and endanger what it created.

In order to prevent this from happening to the loess profile Čot, geoconservation is necessary, even though it does not have the ability to resist natural processes, but it will certainly help.

Besides the natural processes that represent major threats to the loess profile Čot, which cannot be fully influenced, not can be stopped completely or put under control, there are threats which occur as a result of negative influence of people.

Illegal construction represents one of the main threats to loess profile at this point. On the top of the loess cliff, two summer houses were built without constructional permits. Regardless of the threats to the geological heritage, the residents of these summer houses are in great danger of the landslides.

Only after we identify all possible threats to this particular loess profile, it would be possible to proceed to the next level towards geoconservation.

According to Gray, the second main reason for the necessity of geoconservation of the loess profile is represented in its values.

Loess profile Čot in Stari Slankamen possesses a large variety of values, from scientific, chronostratigraphic and educational, to aesthetic and economic values.

Being considered as one of the most completed Middle and Late Pleistocene loess-paleosoil sequences in Europe (Butrim, 1974; Bronger, 1976, Singhvi et al., 1989; Marković and Kukla, 1999) **presents its scientific value. Loess profile Čot also represents very pertinent pattern in the reconstruction of paleoclimatic conditions in this region during the last million years, which emphasizes its scientific value even more.**

At a depth of 36 m, in the pedocomplex V-S7, there is a boundary between Brunhes and Matuyama magnetic epochs. The age of this epoch is estimated to be 780.000 years old, according to generally accepted paleomagnetic time scales (Candle and Kent, 1992). This boundary is also the border between Middle and Late Pleistocene, which emphasizes the chronostratigraphic value of this profile in global terms.

Based on paleomagnetic researches, formation of this pedocomplex has been initiated during **the paleomagnetic epoch Jaramillo about a million years ago (Jovanović, 2012).**

The educational value of the loess profile Čot is reflected in its uniqueness being one out of three loess profiles in the world which offers the opportunity to the scientists to explore paleoclimatic conditions in the last million years. This loess profile represents a kind of open air laboratory to the scientists.

Also, education is not strictly for the scientists, it also has to be an important part of wide audience. Geoeducation has to be considered in a broader perspective as the part of education for nature conservation and ultimately part of education for sustainable development. An educational strategy is required to be set-up in partnership with schools, universities, and local councils, in order to increase public awareness for natural and cultural heritage (Andrasanu, 2009).

It is necessary to educate the visitors in order to protect geological heritage. Increased awareness of the people who visits geological heritage reduces the negative effects arising from humans.

As it already pointed out, geoconservation represents the best way to protect loess profile from the negative influences, which could jeopardize the values that this geosite possess.

Geoconservation do not represents only protection of the geological heritage. It is also a way to men become acquainted with these valuable samples of Earth, on its way to explore it. On their way of introduction, in order to insure enough amount of money which is necessary for adequate protection of geoheritage, a new form of tourism begins to develop - geotourism. This type of tourism is quite young form and it falls within the category of special interest tourism mainly focused on geology and the formation of landscapes (Hose, 2005).

The first attempt to create a loess geotourism destination in Serbia is a project called „Loessland" at the Čot loess profile.

„LOESSLAND" project

Geotourism is defined as: “The provision of interpretative facilities and services to promote the values and societal benefit of geological and geomorphological sites and their materials, and to ensure their conservation, for the use of students, tourists, and other casual recreationalists.” (Hose, 2008).

In 2008, the Tourist Organization of Municipality of Indija began the development of the project „Loessland", in order to conserve and promote loess profile. The entire project will be completed in phases, which should be finished by the end of 2015. The museum is going to be made of glass, built in several levels leaning on the loess profiles. Museum will be built on an area of 1 ha, and it will cost about 5 million euros (Paško et al., 2010).

The interior of the museum will be divided into thematic sections, that will represent basics of physical geography (geology and geomorphology), the story about origin of the ice ages, results of the loess profile researches, possible climate changes in future - „Earth today and tomorrow", history of Stari Slankamen.

Other additional facilities will include a Tourist Information Centre, souvenir shop and themed café. These facilities will provide the basis for tourism development (Vasiljević et al., 2011a).

Museum will have a souvenir shop, which will offer model of the loess profiles, various publications related to loess or ice ages, CD/DVD movies about loess, toys in the shape of mammoth that symbolized the ice ages, everything that could be used in the purpose of geotourism.

Also, the European Centre for the Loess Researches should be established as the part of the museum.



*Fig 2: The future look of the museum "Loessland"
(The tourist Municipality of Indjija)*

To improve the tourist offer, museum will also have themed café that will consist of two parts: one that will symbolize an ice age and offer the products such as ice coffe, ice shake, ice cake, ice burger, and the other that will represent the interglacial period decorated in the tropical style.

One of the major ideas of this project was to make it available to hold various workshops, conferences, exhibitions and thematic shows. With these events, scientific, cultural and tourist significances of the site would be merged, and it would result in the raise of people's educational level and increased tourist trade.

Experts from the fields of science, environmental protection, architecture, tourism and marketing need to be included during the implementation of the project, in order to improve the protection and presentation of the geological values. Further researches in the field of science will be facilitated.

The main goal of the project is the creation of a competitive tourism product that would provide the economic prosperity of Stari Slankamen region.

Besides its educational and tourism significances, this project also has an inovational value, because of its contribution to the development of new tendencies in tourism of Serbia, such as themed attractions and revitalization of the tourism resources using the modern ways of presentation.

The success on the international market is made easier by the fact that there are rare examples of museums around the world that are based on the presentation of geological heritage.

Cooperation with the local population, excellent tourist presentation, the most completed Middle and Upper Pleistocene loess-paleosoil sequences in Europe, paleoclimatic reconstruction value and the representation and preservation of the loess profile represent the main strenghts of **this project (Marković et al., 2008).**

Rarity stands out as a very important factor of market positioning. In that case, Loessland should be able to attract a large number of visitors, emphasizing its representativeness, condition and uniqueness. The main tourist product of the „Loessland“, as one of the leading geotourism destination in Serbia and in the region, should be composed of a fully completed tourist presentation of the site.

Due to financial difficulties, the “Loessland” project can not be fully implemented at the moment, so the focus should be on smaller steps of integrated approaches towards loess geoconservation and geotourism of this geosite such as physical protection of the loess profile (from erosion), the creation of the tourist center and a souvenir shop as well as a small museum on the top of the loess profile (in one of the existing houses).

Implementation of this project would provide adequate conservation of the geosite, because a first few steps of this implementation include prohibition of all activities that affect the loess profile.

Conclusion

The solution for the problems of the environment degradation is clearly seen in geoconservation. Geoconservation seeks to prevent degradation of geodiversity in order to protect the natural and intrinsic values of bedrock, landforms and soils, rather than only to maintain their usefulness to humans. Little attention has been paid to geoconservation in Serbia so far, particularly compared to the strong concern for protecting biodiversity and cultural heritage.

The first attempt towards geoconservation of loess sediments in Serbia was protection of loess profile in Stari Slankamen, in 1975.

Loess sediments have proved to be the most significant palaeoclimatic and palaeoenvironmental archives on land and thus present an important part of the Earth's geodiversity. Apart from their scientific values, loess areas could be developed for geotourism. However, before this development can occur, several other initiatives must be initiated and completed: their scientific investigation and inventorying, their statutory protection and active geoconservation and the development of didactic and promotional activities.

Geotourism means the recreational use of geodiversity in association with some sort of informal education addressed to the general public. If we consider the development of geotourism in Serbia, we can conclude that it is developed in a small extent in some sites such as **Resavska and Potpećka caves, Devil's Town, Ovčar - kablars gorge, Uvac gorge and**

limestone landscapes in Kučaj and Beljanica mountains. Despite the extraordinary potentials that Serbia has, geotourism resources are not sufficiently valorized. Most of these resources can be used for tourism with some small investments and changes (which is the purpose of geotourism).

The loess profiles in Stari Slankamen represent a natural resource, which has a great tourism potential and has the need for a proper protection, conservation and presentation.

The formation of the modern thematic museum "Loessland" involves a series of activities aimed at tourist valorization of the loess profile and creation of an attractive and competitive tourist products, which would be the driving force of economic development of the area. This way, the loess profiles could be valorized and its tourism potential would be used. Its competitive advantage, in the longer term, could apply to both domestic and international tourist markets.

Scientific and educational significance of the loess profiles is multifected and compelling, especially in the geological terms. Loess profile is representing the open geological laboratory in which it is possible to study Quaternary paleogeography and paleoclimatology.

With the implementation of the project, Stari Slankamen would become a geotourism **destination, one of the first in the region, and the unique loess profile Čot would gain public importance and also being conserved for the future generations in its original form, which is the main goal of geoconservation.**

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Sustainable Farming – Innovations for Tourism

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Abstract

Sustainable farming and tourism is something we are all talking about. But do we really know what it is? A lot of farmers were recently confronted to new laws, which are regulating animal welfare and their keeping. This can be something to worry about or we can make a challenge out of it. There are a lot of possibilities to make animals better living and our lives easier. Instead of having cows for milk production we can have nursing cows with their offspring on pasture during summer and in winter just cows in a shelter. And an old barn we can use for tourists' rooms or a restaurant. People from cities would be glad, if they can experience real farming life for a day. As a part of country development we started a farm with tourism on it and made some innovative ideas a reality. We let our animals on pasture and rearranged old barn in a place for degustation with as little changes as we could. It was **not expensive and we haven't had a lot of work to do. We also tried working in more sustainable way to feed the animals and give them a chance to live in their natural environment and their natural way of living.** The results were visible in short time. Animals were healthier, producing more milk and feeding their calves, visitors were coming back and were happier and more satisfied. But most of all, they recommended our little farm to their friends.

Keywords: sustainable farming, innovations, tourism, pasture, animal welfare.

Introduction

Sustainable – what means that word? It can be explained in many different ways. The free internet dictionary says that in Life Sciences & Allied Applications / Environmental Science (of **economic development, energy sources, etc.**) **sustainable means “capable of being maintained at a steady level without exhausting natural resources or causing severe ecological damage”** (<http://www.thefreedictionary.com/sustainable>). In Wikipedia “Sustainable development refers to a mode of human development in which resource use aims to meet human needs while ensuring the sustainability of natural systems and the environment, so that these needs can be met not only in the present, but also for **generations to come**” (http://en.wikipedia.org/wiki/Sustainable_development). Word sustainability was used by the Brundtland Commission in 1983 and it contained most quoted definition of sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own

needs”(http://en.wikipedia.org/wiki/Brundtland_Commission). If we put those three definitions together, we can say, that sustainable means something we use and do today and doesn't negatively impact the future.

In Slovenia the law about animal welfare was changed this year (2013) and it is regulated, that animals have to have their living environment adjusted to their species, sex, gender, age, ethological and physiological needs. They must move freely and in case that they are tied up, enough space. The owner or the animal manager has to provide save environment for all the animals and prevent abnormal behaviour because of the technology of breeding. (Zakon o zaščiti živali, 2013). **For some farmers this could be the end of their farming, because they don't dare to try something new or different. But it can** be a great opportunity for others to change something in their farming, to learn something new and to ease their living.

Because of new legislation, low milk prices for farmers and rising production costs, a lot of farmers changed from milk production to breeding nursing cows. It is much easier way, but unfortunately a lot of money less. To replace that loss farmers have to find some new way of replacing that loss. Because tourism is very popular now, many of them started tourism on their farms. One form of that is also tourist farm without accommodation. On that farm farmers offer their products and services such as fresh milk, homemade cheese, yoghurt and salami, freshly picked herbs for tee, maybe some natural made creams, overnight sleeping in barn, working in barn, helping with haying and other field labours.

Methods and data

On our farm there was an old barn for four tied cattle and 20 m² big. It was build years ago and the standings were shorter than they should be today, because cows were smaller in time of building. That is why we also had a lot of problems with health, injuries on legs, difficult calvings and too much work, so we decided to change the way of farming. Some of meadows are next to our barn, so we made an exit to pasture directly from new built open barn, so the barn is directly linked to pasture. They come freely to barn mostly in hot days, to drink and sometimes to rest and every morning and evening for milking, while we keep it for some milk for homemade cheese. New barn is now 32 m² big (4m x 8 m) and opened on one shorter side. Opening has the wind barrier in winter and on hot summer days, but in spring and autumn there is no barrier between barn and meadow at all. Because the herd of our cows is **not big, we don't have special calving or treatment box. In case of injury we tile one part of barn away for the time of healing.**

The renovation of our old barn wasn't that difficult. In barn there were moorings and manger for cows, which we took away. Than we painted the barn with white painting and renovated the floor in old way with clinker tiles (old fashioned dark red tiles looking like bricks). We

made two more openings and putted in wooden windows with crosses to get more domestic and friendly look. For table and chairs we had old table with corner bench and some chairs. We putted them in a corner of new degustation room and between the windows. Not a lot of work, but a big change.

In the same time we started to make home-made fresh cheese, soft cheese and yoghurt. All those products are made from our milk and with just some probiotic culture or apple vinegar. **We don't pack and sell our products yet, because we use them all on our farm for visitor's** consumption, marketing our farm on local fairs or give them to our visitors as come-back gift. Fresh cheese we offer as pure fresh cheese, with peppers, garlic or different herbs, also soft cheese, coated in same vegetables and herbs. We are offering for now just pure yoghurt without any additives. In case of special wishes we add fresh sliced seasonal fruits in yoghurt. We are planning to start making sausages as well some time in future.

To measure satisfaction if our visitors, we have a questionnaire prepared for them. All visitors are asked to fill it. There are some basic questions about age and sex of visitors and then more important about their satisfaction of their visit, especially how they rate the food, environment and service. Finally we ask them where did they hear about our farm and if they shall return and recommend us to their friends. For our great pleasure our visitors like our products and service and also the place that they are eating in. Most of them will return to us and tell their friends about our farm. Many of them have come to us as a recommendation from their friends and will tell others about our farm. This is very encouraging for us to make even better place and more products to offer.

Conclusion

Innovation on our farm was great success, on one hand for our animals and on the other for us. We started something new and nice to nature. Our farm has become more sustainable, because we are not getting a lot of food for us and for our animals from other farmers or stores. We also considered the new lay about animal welfare and gave a chance to our cows to live more like they should do, outside on pasture and not tied up in barn. It is better for them to live that way, because we noticed that cows are healthier, they have fewer complications when calving and calves are more vital. So it is obviously a progress for them. Progress is seen also for us, who are working on farm. Daily time spent in barn is shorter and we have more free time or time to do what we like to do (making cheese and yoghurt for example and also experimenting with new herbs and vegetables, which are added to cheese or how to make perfect sausage). Our life quality is better now. It is too little time to tell, if we are making big impact on our nature, but I am convinced that it is not getting worse for our soil and environment, if we are farming sustainable.

Our visitors appreciate the effort we are putting in our farm and are pleased to see that. Most of them are coming to us also because of our handling with animals and because they can really see, where is food they are eating coming from. We never refuse a visit to our meadows, so they can get in touch with life of our cows and calves.

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Shackleton`s Lost Spirit

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Abstract

Antarctica is the most remote, coldest, driest, highest and harshest continent on earth. Even today in the era of space technology a large area of Antarctica remains unexplored and mysterious. Scientists assume that we have more knowledge about the surface of Mars than on individual parts of the southernmost continent. Wastelands of Antarctica and the idea of conquering the South Pole always drove researchers and scientists to extreme efforts. Some explored Antarctica for scientific reasons, some out of sheer adventure and some in the quest for glory and immortality, and at the end, most of them found their place in history. One of the most charismatic and inspiring Antarctic explorers whose name echoes in the geographical science for more than a century is Sir Ernest Shackleton. In comparison to Ronald Amundsen who first arrived at the South Pole, Shackleton`s contribution to science may at first glance seem less important, but historians note that Shackleton and his men, during his second expedition "Endurance", without any loss of human life shared the most incredible adventure ever recorded. The northern party of his first expedition "Nimrod" were the first men ever to set foot on the magnetic South Pole. Sir Shackleton was also responsible for mapping routes through the Trans-Antarctic Mountains, which were later used by Robert Scott during his journey to the South Pole. The last contribution of Sir Ernest Shackleton to science and humanity came unexpectedly a century after the expedition "Nimrod" in the form of a most unusual cargo ever to be ripped out of the Antarctic permafrost. During conservation works on Shackleton's hut, the crue of the "Antarctic Heritage Trust" from New Zealand, discovered three cases of "Mackinlay's Rare Old Highland Malt" whisky. The whisky was personally selected by Ernest Shackleton to help sustain his British Antarctic Expedition. To outpoint the importance of this discovery, it must be said that the Scottish distillery "Glen Mor" which produced the rear liquor ceased to exist during the twentieth century and the

recipe for the blending of "Mackinlay's Rare Old Highland Malt" whisky, was believed to be forever lost.

Keywords: Antarctica, Shackleton, Whisky, Antarctic tourism.

Introduction

Antarctica is the most remote, coldest, driest, highest and harshest continent on earth. Even today in the era of space technology a large area of Antarctica remains unexplored and mysterious. Scientists assume that we have more knowledge about the surface of Mars than on individual parts of the southernmost continent. Wastelands of Antarctica and the idea of conquering the South Pole always drove researchers and scientists to extreme efforts. Some explored Antarctica for scientific reasons, some out of sheer adventure and some in the quest for glory and immortality, and at the end, most of them found their place in history.

One of the most charismatic and inspiring Antarctic explorers whose name echoes in the geographical science for more than a century is Sir Ernest Shackleton. In comparison to Ronald Amundsen who first arrived at the South Pole, Shackleton's contribution to science may at first glance seem less important, but historians note that Shackleton and his men, during his second expedition "Endurance", without any loss of human life shared the most incredible adventure ever recorded. The northern party of his first expedition "Nimrod" were the first men ever to set foot on the magnetic south pole. Sir Shackleton was also responsible for mapping routes through the Trans-Antarctic Mountains, which were later used by Robert Scott during his journey to the South Pole.

Shackleton

Ernest Henry Shackleton was born on February 15th 1874 in the small town Kilkea in Ireland. By the age of eleven Ernest was educated at home by a governesses. He then attended the Fir Lodge Preparatory School in West Hill until 1887 when he entered Dalvich college (Ralling, 1983). **Henry Shackleton, Ernest's father, a doctor by profession, wanted for his son to also practice medicine but he categorically refused.** At the age of only 16, driven by a desire for adventure and travel, he left home and joined the Merchant Marine in Liverpool.

Ernest began service on board the "Hogton Tower", which was owned by the "North-Western Shipping Company of Liverpool". The first voyage in which he participated was to Valaparaizo on a route around Cape Horn (<http://www.south-pole.com/p0000097.htm>). This voyage, as it will later turn out, would forever change the life of the great explorer.

When "Hogton Tower" reached Cape Horn in mid-winter, it was caught in severe storms and winds which the crew fought for nearly two months. The ship sailed into the Valaparaizo port in August and was back in Liverpool at the end of April 1891 (Ralling, 1983). On their return to England food and water almost run out. The cruelty of the sea, the weather and difficulty of the navy way of life, must have been extremely demoralizing to the most crew members of **the "Hogton Tower". However this is exactly what awakened a desire for exploration and the fascination for Antarctica in the young Shackleton as he later said himself.** The next five years Shackleton spent sailing to the Far East and America.

Without any great difficulty, he passed the exam for first officer in 1896 and two years later received the rank of Captain. At the age of just 24 he was qualified to command a British ship on any sea or ocean. After returning from Japan in 1897, where he traveled aboard the "Flintshire" he met his future wife, Emily Dorman, a friend of one of his sisters (<http://www.south-pole.com/p0000097.htm>).

Apparently tired from the long journeys to the East, in 1899. Shackleton accepted a position in the "Union Castle Line" company. The companies main occupation was the transport of mail from England to South Africa. The officers, sailors and employees of the "Union Castle Line" company in addition to an excellent salary and many other benefits were allowed to take a shore leave every two months. This was a rare opportunity Shackleton could not miss as he wanted to strengthen his relationship with Emily and her father.

By the end of 1899 he was promoted to third officer and was transferred to the ship "Tintagel Castle". The ship was responsible for the transport of troops from England to South Africa for the same year the Boer War broke out. The turning point in the life of Ernest Shackleton was a letter he addressed to the "National Antarctic Expedition", commanded by Robert Falcon Scott. In the letter Shackleton expressed the wish to participate in the expedition as a volunteer. In 1901 Shackleton officially became a member of the expedition named **"Discovery". In the summer of 1901 along with Robert Scott he embarks on his first voyage** to the Antarctic (<http://www.south-pole.com/p0000097.htm>). However, during the expedition, Shackleton became critically ill from scurvy and had to be evacuated. He had to return England onboard the support ship "Morning". Shackleton was deeply disappointed by the fact that he had to leave the expedition. But despite that he was more than ever determined to return to Antarctica some day leading his own party. Shortly after his return to England, Shackleton married Emily and the next few years he lead a family life. He tried himself in journalism and politics but in none of those calls was he able to find himself. Driven by his desire for exploration and adventure, Shackleton simply did not feel comfortable in a suit.

In 1907. he went to the "Royal Geographic Society" trying to provide their support and the patronage of the King in organizing an expedition to the geographic South Pole. Shackleton planed for the expedition to spend the winter in Antarctica, but he had only six months time **for preparation. The "Royal Geographical Society" refused to support Shackleton's expedition** but fortunately that did not discouraged him. After providing the funds, collected mainly through grants and loans, he started preparing and equipping his expedition (Ralling, 1983). In addition to the election of members and the best collection of equipment and supplies, it is interesting to note that he ordered 25 cases of "Mackinlay's Rare Old Highland Malt" whisky from the "Glen Mor" distillery in Scotland (Peat, 2012).

During the course of the expedition it will turn out, that Shackleton carefully planned even this seemingly trivial order as an element that will contribute to the success of the expedition. After completing the preparation of the expedition, the ship "Nimrod" set sail (this name will carry the expedition also) for New Zealand on August 7th 1907. The "Nimrod" was not **Shackleton's first choice** but as he had a limited budget at his disposal, he had to make certain compromises in equipping the expedition. From New Zealand the "Nimrod" **continued to the Antarctic towed by another vessel, the "Koonya" in order to save coal** that would be required if the ship encounteres pack ice. The expedition sighted the first iceberg on January 14th 1908, after which the **"Koonya"** returned to New Zealand and Shackleton's

expedition was on their own. The "Nimrod" sailed into the Ross Sea, more specifically to the site known as the McMurdo sound on January 28th. This location was for over 20 miles away than originally planned for debarkment (Shackleton, 1914). Massive icebergs disabled the access to Cape Royds where Shackleton wanted to build his base. Shackleton did not want to immediately start unloading but wanted to wait a few days assuming that the weather will clear and it will be possible for the "Nimrod" to proceed to the planned destination. Until February 3rd the ice broke allowing the expedition to reach the Hut Point. The camp was built on at the tip of Royds Island, approximately 40 kilometers north of Scott's expedition hut (1901 to 1904.).

The "Nimrod" finally left the land party on February 22nd and sailed back to New Zealand. Upon constructing the huts to house personnel and equipment and setting up the base, the expedition immediately started scientific research and observation. Investigations included meteorological observations and biological testing of the sea that had been carried out through the cracks in the ice. The first recorded success of the expedition was the first ever ascent to the 4023m nearby volcano Mount Erebus (Shackleton, 1914). After the completion of scientific examinations, activities were kept to a minimum and the members of the expedition fell into the lethargy of winter life, waiting for spring when they finally could head for the geographic South Pole. Most of the time the members of the expedition were idle and the minimum duties that needed to be done were hampered by extremely low winter temperatures of Antarctica. The situation in the camp has caused a very tense atmosphere among the crew members. To keep the situation under control and in order to prevent conflicts, Shackleton organizes to share a room or always be close to any potentially disruptive crew members. The crew was most impressed by the fact that Shackleton never **demand a task from them that he wouldn't do himself. Also, in order to reduce tension he** encourages the celebrating of anniversaries, birthdays and other important dates, when the whisky that he so cleverly included in the expedition's inventory would be uncorked. Throughout the polar winter Shackleton managed to maintain a high level of morale and except for a few minor incidents, serenity among his people. The attitude towards his crew soon earned him the nickname "The Boss". With the arrival of spring, the final plan of conquering the South Pole was about to be implemented.

Shackleton split the expedition into two teams: the southern (Shackleton, Adams, Marshall and Wild) would head South for the Geographic Pole, and the northern team (Edgeworth, Mackay and Mawson) to the Magnetic South Pole. The northern party, unlike the southern lead by Shackleton, had no experience of polar exploration and they would have to manage without the help of dogs or ponies (Shackleton, 1914). However, they used a motor car which ironically had constant problems with engine overheating causing frequent delays. The harsh weather conditions of Antarctica, in addition to the problems with the motor car, further complicated the journey of the northern, inexperienced team. Very soon they began to experience severe frostbites, sunburn and snow blindness.

Yet despite all the difficulties, the North team successfully arrived at the magnetic South Pole on January 15th 1909. Edgeworth David sets a flag and takes possession of this area containing the Magnetic Pole for the British Empire. The team returned to home base on February 5th and waited for the "Nimrod" to arrive (<http://www.south-pole.com/p0000097.htm>).

The South team lead by Shackleton set off for the geographic South Pole on October 29th 1909. Shackleton brought along Manchurian ponies and Husky dogs to pull the sledges and carry the equipment, but it turned out as a bad decision. The ponies soon began to die unaccustomed to the freezing temperatures. During the journey most of them had to be shot. **Shackleton's team** passed the southernmost point man has ever reached on November 26th. It took them only one month to reach that point, half the time than Captain Robert Scott needed in 1902. Despite the struggle with strong winds, on December 27th, Shackleton reached the polar plateau at 3109 m above sea level (Shackleton, 1914).

At this point the northern team was beginning to suffer under the lack of food and health problems, especially frostbites. Shackleton was aware of the dramatic situation and the fact that they had a limited amount of time left to conquer the South Pole.

Fighting against strong winds and storms, Shackleton's party reached the point 88° 23' S on January 9th only 156 km away from the South Geographic Pole where he decided that they **must turn back**. **Shackleton assumed that if they don't stop now, he will not be able to** preserve the health and lives of his men (Shackleton, 1914).

In his diary, commenting this decision and addressing his wife Emily, Shackleton wrote: "'I thought, dear, that you would rather have a live donkey than a dead lion". Such a respect for life Shackleton will also show in the next two expeditions, which is one of the reasons for the endless confidence he enjoyed among his companions. After setting up the British flag and photographing the landscape, Shackleton's team headed back to the winter camp.



Figure 1. Sir Ernest Shackleton with his teammates aboard the "Nimrod"

Source: <http://news.bbcimg.co.uk/media/images>

Taking advantage of the South winds by setting sails on the sledges, he managed to cover a distance of 47 km per day. During the way back, Marshall became ill with dysentery and Shackleton decided to leave him behind with Adams, and together with Wilde he headed to the Hut Point to get assistance. Shackleton and Wild arrived at the winter camp on February

28th and found a message from the "Nimrod" saying that they would shelter nearby a glacier tongue but only until February 26th. Demoralized by this message in belief that the "Nimrod" has already sailed, Shackleton and Wilde spent a very difficult night. In the morning they burned the magnetic hut (the hut of the northern team) hoping that the crew of the "Nimrod" will see the smoke and come back for them. The ship soon appeared and only three hours later, Shackleton lead a rescue mission for Marshall and Adams. Until March 4th Shackleton was able to safely evacuate his entire expedition aboard the "Nimrod" (Shackleton, 1914). On his return to England, Shackleton was knighted by the king for his contributions to science and country. After the "Nimrod", Sir Ernest Shackleton lead two more expeditions to the Antarctic: The "Imperial Trans-Antarctic Expedition" 1914-1917, better known as the "Endurance" and the "Shackleton-Rowett Antarctic Expedition," known as the "Quest" in 1921. None of them reached the scientific importance like the "Nimrod" did, however, the expedition "Endurance" will remain known as the most amazing adventure ever documented in the geographical science, and one of the greatest triumphs of human spirit, value and persistence.

The main goal of the "Endurance" expedition was to cross the entire Antarctic continent. However, at the very beginning of the journey, on May 19th, the ship was trapped in pack ice near the Elephant Island. The crew spent more than three months on the ice unable to move forward. In September 1915, the "Endurance" began to sink and Shackleton ordered the crew to abandon ship. The group of explorers found themselves stranded on Elephant Island, and for almost a year they lived off seal, penguin and whale meat until Shackleton decided to use the remaining lifeboat to travel northward to South Georgia Island where a whaling station was located. Covering a distance of 800 miles, with little food and water, and no medical supplies, Shackleton and five of his men braved the ice-packed seas. However, they arrived on the uninhabited side of the island and had no other choice but to cross the mountains to reach the station. They arrived on May 20th, 1917, but Shackleton was unable to rescue the 22 men on Elephant Island until August 30th (<http://www.south-pole.com/p0000097.htm>). During his last expedition, on January 5th 1922, Shackleton suffered a fatal heart attack and died in Grytviken, South Georgia where he was buried. After his death, a long time Shackleton has been known and celebrated only in scientific circles and was slowly falling into oblivion.

Discovery

The last contribution of Sir Ernest Shackleton to science and humanity came unexpectedly a century after the expedition "Nimrod" in the form of the most unusual cargo ever to be ripped out of the Antarctic permafrost. During conservation works on Shackleton's hut in 2007, the crew of the "Antarctic Heritage Trust" from New Zealand, discovered three cases of "Mackinlay's Rare Old Highland Malt" whisky. The whisky was personally selected by Ernest Shackleton to help sustain his British Antarctic Expedition. The extraordinary find awoke new interest of the public, both for Sir Shackleton and the Antarctic. To outpoint the importance of this discovery, it must be said that the Scottish distillery "Glen Mor" which produced the rear liquor, ceased to exist during the twentieth century and the recipe for the blending of

"Mackinlay's Rare Old Highland Malt" whisky, was believed to be lost for ever. The valuable finding was later transferred to the museum of Christchurch in New Zealand where it was taken over by the chief conservator and member of the "Antarctic Heritage Trust" Lizzie Meek. To determine the condition of the content, the crates were analysed with an x-ray detector. The first results were very encouraging for the x-ray revealed that the content of the remarkable find was intact. The crates were then transferred to a controlled environment - the laboratory of the museum where they could be gradually defrosted. After several days of defrosting in special coolers, Lizzie Meek could finally open one of the crates that were untouched by human hand well over a century. The crate contained six bottles wrapped in straw and they all appeared to be in perfect condition. Straw was the common packaging material of the time and the best way to ensure that the whisky bottles will withstand the battering of the sea. In the meantime, authorities in Great Britain were informed of the incredible discovery. As expected, both scientists and the British public were thrilled. After all, Shackleton is even today one of the greatest explorers and heroes in England. Shackleton's secret Scotch was immediately labeled as the whisky find of the century. The "Antarctic Heritage Trust" agreed to give over three bottles of the priceless whisky to the British representatives for further analysis. The remaining crates were to be returned to Shackleton's hut on the Antarctic.



Figure 2. One of the discovered whisky crates

Source: <http://www.thehistoryblog.com/wp-content/uploads/2011/11/Inside-the-crate.jpg>

Turning back time

As already said, the "Glen Mor" distillery, that produced the rare whisky seemed to exist during the twentieth century and is now held by "Whyte and Mackay" Ltd. Scotland, whose owner is Dr Vijay Mallya, an Indian billionaire. The first thought in England was of course to attempt to

recreate the priceless spirit. In the circles of whisky enthusiasts, Shackleton's whisky was the stuff of legends. No other whisky in the records is being kept like Shackleton's, what made the discovery even more important. The "Whyte and Mackay" Ltd. company was assigned to collect the bottles from New Zealand and try to recreate the unique vintage. The trip to New Zealand will take Richard Paterson, employee of the company and one of the best whisky tasters and master blenders in the world. He will also be in charge in the process of analyzing and sniffing out the secrets of Shackleton's precious Scotch.

In the whisky world Paterson is a living legend. He is known by the nickname "The Nose" which is ensured by "Lloyd's of London" in the amount of 1.5 million pounds. It is said that he had his first glass of whisky at the age of 8, given to him by his father, a whisky blender and distributor. His opinion and advice in the matters of the golden liquid is sought and respected by all true whisky connoisseurs (<http://www.thedalmore.com/the-distillery/bio-richard-paterson.aspx>).

Upon his arrival to New Zealand, Paterson met with the chief conservator Lizzie Meek in the Christchurch museum. Before she handed over the priceless bottles, Lizzie demanded that the bottles must be kept locked up in special chillers on a constant temperature 0°-4°C and remain beside Paterson every step of the way. With two cases containing the three bottles of Shackleton's legendary Scotch, Paterson headed back to Glasgow. To ensure a maximum amount of security for the unique liquor, a private plane was provided by Dr Vijay Mallya. After a 90,000 km flight, Shackleton's whisky was finally back home, but the journey wasn't over yet. The best equipped laboratory for the analysis of the whisky is situated 300 km away from Glasgow in the Scottish Highlands, where only few things have changed from the 19th century, so that would be the final destination for the master blender and his extraordinary cargo (National geographic channel, Shackleton's whisky).

The whisky was sampled by Dr James Pryde in a Class II Microbiological Flow Cabinet to ensure the sterility of the samples. Shackleton's whisky comes from a pre-nuclear era and is the purest spirit ever to be examined.

A stainless steel syringe was passed through the cork close to the edge of the bottle. The remains of the cork were carefully removed from the needle and a sample syringe was inserted to extract 100 ml of the whisky artefact for further analysis. The analysis of the whisky included: microbiological, freezing point and spirit analysis, gas chromatography, mass spectrometry and olfactometry analysis. Since the main objective of this paper is not to determine the chemical components of the whisky we will focus our attention only to some interesting facts from the laboratory analysis. Results of the spirit analysis showed that the whisky was amber in colour and very clear, despite the fact that the bottles have been packaged on their sides leaving the liquid in contact with the cork during 100 years in the ice. The determined alcohol content of the whisky was $47.19 \pm 0.10\%$ and given the retention of the cork closure integrity this may indeed represent the actual bottling strength. The pH value of 4.3, volatile acidity of 65.4 g/100 L AA and no provable loss of the 700 mL fill volume of liquid, suggested that the whisky had not deteriorated during his century long storage (Pryde, et. al., 2011).

Analysis of the whisky using gas chromatography coupled to mass spectroscopy revealed that the casks in which the spirit matured (for a period of at least 5 years) were made out of

American oak (*Quercus alba*). Before the MacKinley distillery filled the casks with their whisky for maturation, they were probably used to hold Spanish Sherry (National geographic channel, Shackleton's whisky). The complete results of the analyses showed that the general public perception of the quality and character of Scotch whiskeys produced over a century ago was not correct. The whiskeys from this period were considered to be robust and too heavy in style for ordinary consumption. Surprisingly Shackleton's whisky proved to be a light, complex Scotch very similar to the modern ones. But the science could determine only a part of the secret. After the concluded laboratory analysis, a much more complex task lied ahead. It was up to Richard Paterson to do the detective work and try to smell and taste out all the components that build the vintage Scotch. Paterson feared that, considering the fact the whisky spent the last 100 years buried in ice, its balance, style and taste could be ruined. After a first smell of the sample, the initial reaction was very promising. Paterson smelled out the aromas of fresh fruit (apple, pear, berry), floral, gentle feminine notes, ripe pineapple, a hint of crushed almonds, vanilla, caramel and nutmeg, some jam, cinnamon and even a hint of smoke. **The first tasting revealed a marvels', extraordinary whisky (Pryde, et al., 2011).** With a 47,3% alcohol the whisky hits the palate but surprises with his mild warming, manner. Subtle, gentle smoke gives slowly way to free spicy, rich toffee, syrup and nut flavors. The aroma is soft, elegant and refined, and a taste that is both harmonious and exhilarating (http://www.houseofsinglemalts.ch/shop/USER_ARTIKEL_HANDLING_AUFRUF). Since all the tests have been completed, only the main challenge remained: trying to recreate a flawless replica of Shackleton's whisky out of the available Scotch reserves.

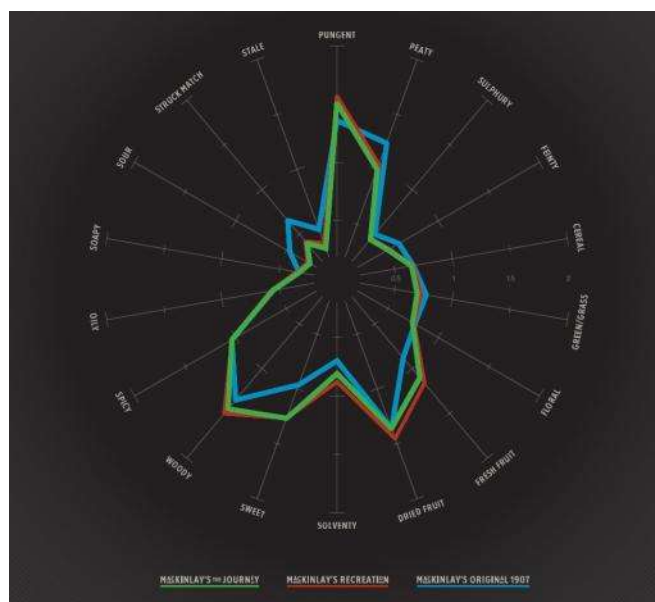


Figure 3. Flavour profile of Shackleton's whisky
Source: <http://www.theshackletonwhisky.com/richards-story>

Scotch whisky is the most complex of all spirits. It begins his life as a pure, colorless, transparent liquid. By Scottish law the whisky has to mature at least three years in a wooden barrel where it gets his distinctive colour. The barrels in which the Scotch whiskeys mature, might have been previously used to hold Spanish Sherry or American Bourbon. There are

currently about 2500 existing brands and about 20 million barrels of whisky maturing all across Scotland. Some mature relatively quickly, others well over 10 years. Paterson's main task now would be to meet each distillery manager so that he can sort out the brands he needs to recreate the 100 year old whisky. This was an almost incredible undertaking for each whisky he would use to replicate Shackleton's Scotch must have just the right colour, balance, note and other countless characteristics.

After four months of searching, sampling, analyzing, smelling, tasting, trying and failing, in his laboratory in Scotland, Paterson finally manages to create the perfect replica of Shackleton's secret whisky. The master blender used 25 different mature, single malt whiskies to build an exact copy of the legendary Scotch. To honor the great explorer, Paterson decided that the first person who is going to taste the replicated spirit would be Alexandra, Shackleton's grand daughter.

Against all odds Richard "The Nose" Paterson managed to turn back time and recreate the world's rarest vintage whisky.

"Whyte and Mackay" produced 50.000 bottles of the replica whisky worldwide in two special editions: "The Discovery" and "The Journey" edition.

The Journey Edition of Mackinlay's takes the same base of single malts used to create the original Discovery Edition and, still inspired by the original recipe, builds on them to create a noticeably different dram—a more elegant and refined interpretation (www.thewhiskyexchange.com/shackletons-whisky-mackinlays-rare-old-highland-malt/#jedition). The price per bottle is currently 97.96 pounds.

Gain and threats

The discovery of the rear whisky artifact had an immense impact on reviving the public interest for Antarctica. Suddenly Shackleton and the South Pole were back under the spotlights. For one thing the interest for Antarctic tourism has risen exponentially and for other "The Antarctic Heritage Trust" gained more influence in the scientific world.

Maritime activities in the Antarctic region date back to the 18th Century. The first activities included sealing, whaling and fishing.

Antarctic tourism had humble origins in the late 1950s and early 1960s, with the Argentinean craft "Les Eclaireurs" taking 100 tourists on voyages to the South Shetland Islands and the western coast of the Antarctic Peninsula (Liggett and others, 2011). It has since grown to over 30,000 tourists visiting per year, mostly on cruise ships (Gildea, 2007). The interest of the tourists has especially grown for historic buildings, more precise for the living huts of expeditions of the so-called **"heroic-age"** an ill defined period of exploration covering the first **two decades of the 20th century"** (Stonehouse, Snyder, 2010). **One of these huts is Shackleton's on Roy's island. It must be pointed out that only 300 of these tourists** visit the Ross Dependency each year. Despite the small number, these 300 tourists contribute at least NZ\$5 million for the New Zealand economy as professor Bruce Davis pointed out in 2013.

Since the last decade of the 20th century, the Antarctic tourism industry has organized in the International Association of Antarctic Tour Operators (IAATO), imposing a wide range of operational and environmental procedures on its members (Lamers, 2005).

As Figure 4 shows, until 2006, the number of tourists visiting Antarctica was at a relatively steady level of approximately 30,000 tourist per year. In the season of 2005/2006, a year before the discovery of Shackleton's lost whisky, the number of tourist visiting Antarctica was 29,823. After the press release by "The Antarctic Heritage Trust" in 2007 of their incredible find, it the season 2006/2007 the number of visiting tourists reached 37,552 which was an increase of close to 26%.

The following season of 2007/2008 the increase of the number was even more intense. Two years after the discovery, 46,069 tourists visited Antarctica, which was an increase of 22% in comparison to the previous season, and an incredible 54.4% compared to the season 2005/2006 before the discovery.

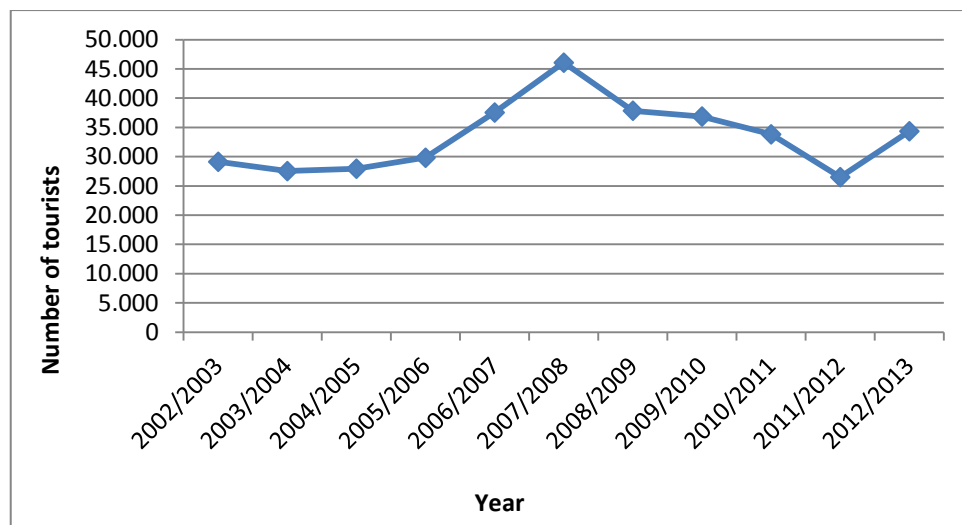


Figure 4. Tourist numbers visiting Antarctica 2002-2013

Source: IAATO 2013

Although detailed studies about the effects of the discovery of Shackleton's whisky on Antarctica tourism hadn't been conducted yet, the number increase of visiting tourists in that exact period can not be considered as a coincidence. In the following seasons the number gradually decreased. In the season of 2011/2012 only 26,509 tourists visited the southernmost continent which in comparison to the season 2007/2008 presents a decrease of 57.5%. The interest for the South pole obviously dropped significantly. But the very next year (2012/2013), along with the reproduction and market launch of Shackleton's whisky by "Whyte and Mackay", the number of Antarctic tourists rose again. Although the season of 2012/2013 is still in progress, there were 34,354 tourist visits recorded on Antarctica up to this point, tendency rising. That is an increase of almost 29.6%. Coincidence? There is obviously a strong link between new discoveries and their marketing and the interest of tourists for the even harshest and remotest destinations. Knowing these facts, many point out that with the right marketing and the construction of tourist accommodations, there is solid basis for mass tourism. Although, Antarctica represents a new, interesting, exotic destination and a large potential for a new business development, we sincerely hope that this scenario will never happen.

It has been proven that human activities in the Antarctic and sub-Antarctic, including habitat destruction or modification, the introduction or spread of alien organisms (including diseases), and pollution, can have numerous negative effects on native wildlife and the environment itself (de Villiers, 2008). In the light of that knowledge it is safe to say that we would inflict an irreparable damage to Antarctica if we allow commercial exploitation of one of the last preserved and untouched parts of our planet.

Conclusion

Shackleton's family motto is: "Through endurance we conquer". The legacy of Sir Ernest Shackleton endures the test of time for over a century. The great explorer and unrivaled leader of men, is in his homeland immortalized in the sentence: "When you are in a hopeless situation, when you see no way out, get down on your knees and pray for Shackleton". In times when he became almost forgotten by the wider public, a seemingly simple find of three **misplaced liquor cases embedded in ice under Shackleton's hut, and its subsequent magical** relending by the "Whyte and Mackay" distillery, captured the imaginations of people all over the world and awoke new interest for the charismatic explorer. The general public was captivated by Shackleton, his life, adventures and accomplishments. The discovery of the whisky artifact had a profound impact on many fields: science, exploration, history, tourism... Besides the positive significance to the scientific world, questionable ideas about the potential economic gain of the find emerged. If we agree to the commercialization of the South pole we could come at risk of inflicting an irreparable damage to the one of the most preserved natural environments on the planet. When Sir Shackleton departed to explore the southern regions, he certainly didn't have in mind the exploitation of Antarctica. It would be a shame if we disfigure the memory of Shackleton and his contributions with selfishness and ignorance. As we witnessed in the last few years, in more ways than one, Shackleton's spirit lives on.

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Session 11:

Education in tourism and teaching

Learning Needs of the Tourism Industry

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Abstract

Tourism is one of the industries with fastest growing importance in nowadays globalised world and tourist professionals are facing different challenges on daily basis. The acquisition of skills in higher education has become a growing concern in a worldwide context of the **need to enhance students' employability. Great efforts are being made to close the gap** between industry expectations and what academic studies offer.

The purpose of this research is to investigate if tourism students at University Juraj Dobrila in Pula feel that their university experience enhances skills, which the tourism industry values as important, and whether there are differences in this respect between full-time and part-time students. We conducted a longitudinal study starting with the first year students and repeated with the same sample of students during their third year of study. The results of the study indicate that students perceive that the teaching strategies and curricula seem to be appropriate to help them to acquire the skills and competences that the industry needs. Furthermore, the findings show that there are significant differences in acquisition of the skills between full-time and part-time students. This calls for university training to reinforce the skills (attitudes, aptitudes, behaviour) that students will need in their future careers.

Keywords: tourism, learning skills and competences, higher education, full-time and part-time students.

Introduction

Tourism has a significant role in the world economy. It is a dynamic and competitive industry that requires the ability to constantly adapt to customers' changing needs and desires, as the **customer's satisfaction, safety and enjoyment are particularly the focus of tourism businesses.** Tourist company managers have been confronted with a number of challenges over the last two decades. Among the most significant are the changes in tourist tastes and needs (Briggs et al., 2007; Kim et al., 2007); concerns over quality and the environment (Alonso-Almeida et al., 2012); new tourist typologies (Kim et al., 2007) and the internationalization of tourist companies (Gray et al., 2000; Szivas et. al., 2003).

The exponential and continuing growth in tourism reveals a demand of efficient professionals. In such a situation, **tourist companies' human resources hold the key to this entire process.**

The acquisition of skills in higher education has become a growing concern since the 1990s, **in a worldwide context of the need to enhance students' employability.** According to David et al., (2011) great efforts are being made to close the gap between industry expectations and what academic studies offer. **Since the tourism schools created by most of the world's** universities in recent years are designed to deliver a holistic industry-oriented education, both the employability of future professionals and the training intended for them to acquire the necessary skills have become key elements in higher education institutions (Gilhespy, 2005).

According to some researches despite the importance of tourism as an economic sector, tourism degree studies are discussed in relation to a lack of agreement on the content of tourism syllabuses, which leads to confusion on the part of applicants to courses, students and potential employers.

This is reflected in the discussion around the value of general subjects (King et al., 2003) versus specialisation (Dale, Robinson, 2001). Tourism schools have traditionally focused on helping students acquire the necessary technical expertise, while neglecting other aptitudes **needed to rise to today's challenges (Christou, 1999; Sigala, Baum, 2003).** Tourism-related fields such as hospitality, leisure, sport and event management deal with specific sectors of the tourism industry and, as such, can be thought of as applied subject areas. This is in contrast with generic business subjects such as accounting and marketing. Applied subject areas, by their very nature, demand that academics, students and curricula, develop and benefit from close links with industry (Cooper, Westlake, 1998). However, it has been suggested that tourism industry linkage strategies in many education institutions are often haphazard and lack vision (Busby, 2005), focus, commitment and resources (Cooper, Westlake, 1998; Lewis, 2005).

Tourism employers often recruit non-tourism graduates (for example, graduates in business studies) who are able to demonstrate the generic skills required for a vocation in tourism (Dale, Robinson, 2001). Once recruited, the employer might have to train the graduate in specialist skills that have not been directly taught on their programme of study. Cooper and **Westlake (1998, 95) recognise that curriculum planning of tourism courses "involves the need to demonstrate efficiency, flexibility and responsiveness to stakeholders". Thus, in recent** years, there has been a drive towards a more coherent approach to the content of tourism education, focusing on the need for the student to learn how to learn and be flexible (Christou, 1999).

Specialisation in tourism education would contribute towards building closer relationships between employers and institutions, enabling network management and communication between tourism stakeholders. Employers would gain from being able to recruit graduates who have acquired a combination of generic and value-adding specialist skills, thus enhancing the overall tourism experience for consumers (Dale, Robinson, 2001)

As Churchward and Riley (2002) state, commercial aspects of tourism are central to both public and private sector jobs. King, et al., (2003) observe that business-related subjects and **internships are ranked by graduates as being more important to students' ability to acquire** first jobs than specialised subjects. By contrast, Dale and Robinson (2001) defend the idea that tourism education should become more specialised.

Cooper (2006) stated that the informal links between the tourism industry and academic research, which prevent the efficient transfer of knowledge, should be changed. Leslie and Richardson (2000) underlined the importance and implementation of co-operative education in tourism studies.

According to Dale and Robinson (2001) students are deserving of better representation in the industry for which they are being prepared and, through their educational experience, need to develop impressions and contacts in the industry. On the other hand, educators should focus on providing quality education that prepares students for working life and furnishes employment opportunities appropriate to their level of qualification. A relationship clearly exists between the providers of education (institutions), and the end-users of this process (students, industry). This implies that a relationship management approach can be usefully applied to gain understanding about ways in which such relationships can be enhanced (Jain et al., 2003). Applying the relationship management approach to tourism and hospitality education could have a similar impact that it has had on the business world (Gronroos, 1994). Gummesson (2002) considers it important for educators to enhance their links with industry, community and government as a subsequent symbiotic relationship will occur that might serve all stakeholders indefinitely.

According to Munar (2007) relationships between education and industry must be managed, developed and nurtured. The authors stated that such relationship management approach demands a strategic decision and commitment on the part of education.

Taking these premises as a starting point, the full-time and part-time students enrolled in the University Juraj Dobrila in Pula studying three-year tourism programme were surveyed about their command of the skills required to enter the labor market.

Such a survey is one of the tools used to identify possible improvements in the education delivered by the institution. **That's way we** set out to answer the following questions:

1. Do students feel that their university experience enhances skills, which the tourism industry values as important and
2. Whether there are differences in this respect between full-time and part-time students.

The study included the findings from the period 2010-2013.

Methods

Participants

A longitudinal study was carried out on a total of 196 subjects (123 full-time students and 73 part-time students), majoring in tourism and culture and tourism at University of Pula.

We started the research with a sample of 262 students, who were attending the first year of University, but gradually, during the years, the number of students diminished and 196 students enrolled in the third year of studying. Participation was voluntary and took place during regular class time.

Measures

The students enrolled in the University of Pula three-year tourism programme were surveyed about their command of the skills required to enter the labour market.

Taking in mind the acquisition of the skills specific to the tourist industry, professionals working in Tourist Association of Pula, Istria provided an in-depth description of professional profiles and the ideally related skills. The selection, made by the professors concerned, included the skills most closely related to the learning process in which the students would be engaged in the academic year. According to data obtained by tourist professionals and University professors the author constructed a questionnaire. The skills presented in our questionnaire (see Table 1) concurred with what a number of authors have identified as key skills for the tourist industry in other countries (Christou, 1999; Sigala, 2002) and may affect student employability and future professional development (Scott-Ladd, Chan, 2008; Cumming, 2010).

The measure was 18 structured questions self-report scale. The participants were asked to respond using a five point Likert type scale ranging from 1 to 5, in which 1 meant no command and 5 a very good command.

A questionnaire was distributed at the beginning of the first year and end of the third year to determine whether students felt that their command of a series of skills had increased in that period, and to what extent.

The instrument was completed with no personal identification (except type of study and code) to insure anonymity and increase the probability of honest responses. The face validity of the instrument is strong. The **Cronbach's alpha reliability coefficient** of the scale in this study is .87.

Data analysis

The results from the questionnaires were processed using SPSS for Windows (Statistical Package for Social Sciences). The differences between the acquisitions of the skills among the years and type of studies were investigated by paired t-tests.

Results and discussion

The research results are classified in two groups: 1) differences in acquisition of the skills between the first and the third year of study 2) differences in acquisition of skills between full-time and part-time students.

Differences in acquisition of the skills between the first and the third year of study

In order to define if there are differences in acquisition of the skills between the first and the third year of study we apply a paired t - test.

Table 1. Computed mean scores for skills in first and third year of study

Skills	Academic year 2010/2011	Academic year 2012/2013	t	p
	First year	Third year		
	Mean score	Mean score		
1. Manage information	4,03	4,12	0,22	0,82
2. Communicate orally and in writing in first FL (foreign language)	3,39	4,01	0,18	0,04
3. Communicate orally and in writing in second FL	3,15	3,25	0,98	0,31
4. Communicate orally and in writing in third FL	2,89	3,01	0,45	0,65
5. Knowledge of information technology (IT)	3,31	3,31	0,00	1,00
6. Solve problems	3,34	3,62	0,12	0,00
7. Organize and plan	3,49	3,71	0,15	0,03
8. Analyse and synthesis	2,95	3,01	0,48	0,61
9. Decision-making ability	3,10	3,14	0,23	0,81
10. Reason critically	3,28	3,36	0,34	0,72
11. Learn autonomously	3,23	3,36	0,96	0,33
12. Maintain ethical behaviour	3,44	3,50	0,67	0,50
13. Work in team	3,81	3,61	0,15	0,00

14. Work in an international context	3,38	3,42	0,83	0,38
15. Adapt on new situations	3,44	3,68	0,56	0,00
16. Take initiatives and be enterprising	3,07	3,10	0,42	0,65
17. Be creative	3,79	3,87	0,93	0,30
18. Understand other cultures and customs	3,75	3,92	0,57	0,00

An examination of the data reported in Table 1 indicates large differences in mean scores among the years studied.

The items for which students indicated the strongest feelings of acquisition (those with the highest mean with a five-point scale) were *1. Manage information*, *2. Communicate orally and in writing in first FL (foreign language)* and *18. Understand other cultures and customs*.

The items for which students indicated the weakest feelings of acquisition (those with the lowest mean with a five-point scale) were *4. Communicate orally and in writing in third FL*, *5. Knowledge of information technology (IT)* and *13. Work in teams*.

There are significant differences between first and third year students' acquisition of the skills. In general third year students reported higher acquisition of almost all skills except of *5. Knowledge of information technology (IT)* which remains the same and *13. Work in teams* in which third year students reported statistically significant lower level of acquisition.

The skill *13. Work in teams* merits particular comment, given that the result was lower at the end of the third year than at the beginning of the first year. We suppose the reason for such result is that third year students acquired other skills such as *Learn autonomously* and *Organize and plan*. They learned how to plan, organized and take charge of their own learning. This result is consistent with the one obtained by Trung and Swierczek (2009). In their research the authors stated that skill delivery and graduate competencies, especially interpersonal skills for effective teamwork are generally low. According to Trung and Swierczek (2009) skills could be effectively developed through group assignments and learning approaches such as case studies, group discussions, and software practice.

Third year students reported statistically significant higher means of acquisition for the following skills: *2. Communicate orally and in writing in first FL (foreign language)* $t_{(196)} = 0,18$; $p < .001$; *6. Solve problems* $t_{(196)} = 0,12$; $p < .001$; *7. Organize and plan* $t_{(196)} = 0,15$; $p < .001$; *15. Adapt on new situations* $t_{(196)} = 0,56$; $p < .001$; *18. Understand other cultures and customs* $t_{(196)} = 0,57$; $p < .001$.

These findings both confirm prior researches in a number of aspects. Zhao and Alexander (2004) investigated the impact of a compulsory business communication course on business major students' skill development and performance outcomes. Their findings showed an increase in students' perceptions (short and long term) of skills and performance in a number

of areas such as communication skills, problem-solving, intercultural awareness as a direct **result of the course**. Metzger et al., (1995) found that **teaching methods affected students'** intercultural communication outcomes over time.

Sigala (2002) underlined that acquiring such skills is important, since industry employees often need to deal with customers whose cultural, economic and educational differences translate into behavior that varies from what these employees normally encounter in their own culture. Studying the acquisition of such skills at university, Downie and Moller (2002) found that students attending courses in the United Kingdom related to the tourism, hospitality and leisure industries were highly satisfied with the skills they acquired, the education delivered and course syllabi. Brookes (2003) also reported that the students enrolled in **hospitality management programmes in one of the United Kingdom's oldest** universities perceived skill acquisition at university as a positive experience. By contrast, the Greek tourism students surveyed by Christou (1999) felt that they had acquired no cross-curricular capacities, inasmuch as they were not included in their course syllabi. They consequently felt ill-prepared to confront the labor market.

Differences in acquisition of skills between full-time and part-time students

The empirical study was concluded with an analysis of the possible impact of type of study on skills acquisition. First, the paper analyzed, the overall mean score of skills perceived by full-time and part-time students in order to determinate whether type of study influences this perception and if the values are higher in full-time and part-time students. Subsequently, the paper considered whether there are skills that are possessed to a very different extent by full-time and part-time students.

Table 2. Computed mean scores for skills by full-time and part-time students

Skills	Students	Overall Mean score	t	p
1. Manage information	Full-time	4,01	0,28	0,59
	Part-time	4,10		
2. Communicate orally and in writing in first FL (foreign language)	Full-time	3,82	0,22	0,82
	Part-time	3,62		
3. Communicate orally and in writing in second FL	Full-time	3,28	0,96	0,33
	Part-time	3,14		
4. Communicate orally and in writing in third FL	Full-time	2,94	0,44	0,61
	Part-time	2,82		

5. Knowledge of information technology (IT)	Full-time	3,48	0,45	0,60
	Part-time	3,50		
6. Solve problems	Full-time	3,35	0,55	0,00
	Part-time	3,58		
7. Organize and plan	Full-time	3,49	0,11	0,00
	Part-time	3,69		
8. Analyse and synthesis	Full-time	3,01	0,00	1,00
	Part-time	3,01		
9. Decision-making ability	Full-time	3,10	0,96	0,34
	Part-time	3,22		
10. Reason critically	Full-time	3,15	0,88	0,36
	Part-time	3,22		
11. Learn autonomously	Full-time	3,01	0,33	0,71
	Part-time	3,17		
12. Maintain ethical behavior	Full-time	3,44	0,82	0,37
	Part-time	3,50		
13. Work in team	Full-time	3,82	0,16	0,00
	Part-time	3,65		
14. Work in an international context	Full-time	3,78	0,81	0,32
	Part-time	3,82		
15. Adapt on new situations	Full-time	3,50	1,49	0,14
	Part-time	3,41		
16. Take initiatives and be enterprising	Full-time	2,97	0,13	0,00
	Part-time	3,13		
17. Be creative	Full-time	3,73	0,93	0,35
	Part-time	3,72		
18. Understand other cultures and customs	Full-time	3,82	0,00	1,00
	Part-time	3,82		

Analyzing the results reported in Table 2 we may conclude that in ten of 18 skills studied, part-time students had a higher self-perception of acquisition of the skills than full-time; in two the results were similar.

We wanted to investigate the difference in acquisition of the skills among the years and that's why we used paired t-tests. A paired samples t-test indicated that there is a statistically significant difference between the years.

Self-perception of the acquisition of the skills of part-time students was significantly higher than full-time students in the following skills: 6. *Solve problems* $t_{(196)} = 0,55$; $p < .001$; 7. *Organize and plan* $t_{(196)} = 0,11$; $p < .001$ and 16. *Take initiatives and be enterprising* $t_{(196)} = 0,13$; $p < .001$. These results are consistent with those obtained by King et al. (2003). In their research the authors stated that in addition to school activities, part-time experiences have been shown to enhance graduate competencies.

On the other hand, full-time students self-perception of acquisition of the skill 13. *Work in teams* $t_{(196)} = 0,16$; $p < .001$, was significantly higher than in part-time students.

The item with the highest result was 1. *Manage information*, with a score higher than 4,0 on a scale of 5. The item with the lowest result was 4. *Communicate orally and in writing in third FL*, with a score lower than 2,95 on a scale of 5.

Carlile and Jordan (2005) underlined that understanding course objectives and course contents can also positively elaborate skill delivery. During the classes students learn to manage information, to apply communication skills of listening, perception, language usage, nonverbal communication, and conflict resolution (Kordes, 1991; Byram, 1997; Airey, Johnson, 1999; Airey, Tribe, 2005).

The finding that students did not report a comparable increase in mastery of third language may be due to the fact that they had taken these foreign languages in high school but not at university where it might be taken as an optional subject (the vast majority of students choose English as a first foreign language, Italian as a second and German as a third).

Regarding to possible implications for university degree programs we propose to further intensify the integration of the content of foreign language courses and skills with respect to intercultural communication, with the aim of promoting an active participation of students during classes and as a result, a change in attitude. We found clear effects indicating a change of attitude in students in our degree program at the time of graduation. We hope that it will impart our students with a degree of intellectual knowledge and help them to adapt in intercultural communication settings in their future professions.

Conclusion

Tourism is an economic activity of critical importance for the Istria region, generating demand for professionals in a highly dynamic and competitive sector. In the present survey we **analyzed the university students' acquisition of the skills needed in the** tourist industry and we sought empirical evidence for two questions.

First, we expected to find a shift in students' perspective over time with respect to the development of skills which the tourism industry values as important.

Our findings supported this expectation. Namely, third year students reported higher acquisition of almost all skills except *Work in teams* in which they reported statistically significant lower level of acquisition in comparison to the first year students.

With regard to the second question, whether there are differences in acquisition of the skills between full-time and part-time students, statistical testing for relevant differences in mean

scores between full-time and part-time students shows that **students' mean perception of** their command of this skill differed significantly. We found statistically significant differences linked to the acquisition of *Solve problems*, *Organize and plan*, *Take initiatives* and *Be enterprising* skills in favour of part-time students and *Work in teams* skills in full-time students. Considering the results of the current study, we must conclude that the university degree program produced clear effects. Our participants, in general, manifested a marked change indicating greater development of skills, which the tourism industry values as important. There appears to be additional room for teaching foreign languages (especially the third one). Educators should embrace the success of communicating essential skills and concepts to students while continuing to improve educational standards in teaching more interpersonal skills and concepts, especially those regarding effective teamwork.

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Innovation of Cultural Creativity in the Process of Creative Tourism in Thailand

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Abstract

Attention on creative tourism in the global process with anthropological views of cultural **creativity, we have seen and concerned very much with the 'local thought' in specific areas** and communities that show diversity of innovations of cultural creativity in the process of creativity tourism in Thailand. The paper will provide the represent cultures in the process of creative tourism, using cultural material from field-study, which uniquely experience tourists from three tourism places in Loei and Sukhothai province. The cases contribute how local people create nature to dimensions of variety cultures that supply for the sustainability in tourism.

The **"cotton blanket" handmade in ChiangKhan, Loei, is local unique cultural product that** people present their local wisdom of using local natural material, cotton, to create local handmade style of cotton blanket used in their living since long time ago. Tourists and travelers can be now experience the process of making the blanket not only to get the product but the understanding in the spirit of people and place of Chiangkhan. **Natural material as bee's wax has been used by the people of Dansai, Loei. They create "wax flower tree" donated for the sacred of local spirits and Buddhism stupa.** The community of Dansai has a unique network of sacred leaders, shaman, who manipulate the process of the ritual of wax flower tree ritual and festival which are now in every day life of local people and they do welcome travelers to pay the respect on the tradition with the process of experiencing wax **flower tree individual rite of donation. Hereby, Dansai's people with a kind of wax flower tree,** composed the nature to local belief with Buddhism religion, still strengthen by local sacred leader which represent very unique of culture and spirit of their place. In case of ceramic community in the old quarter of Sukhothai historical park, people create their tourism product and place with the story composed of nature to culture and nation. The unique celadon of Sukhothai ceramic is originated from the earth where the place located is significant the origin city of Thai history. This also point out that there is a negotiation between local cultural identity and national identity throughout the historical relationship between the local **area and the state. It could be clearly seen that the 'local thought' of** cultural creativity play the very significant role to compose their tourism identities of each

locale which give the reconstruction of understanding to their spirit of place, related to local history and local culture. It comes up with the innovation of cultural creativity in the process of creative tourism by the local people who try to conduct the program of tourism to teach tourists by practicing, meanwhile tourists learning with experiencing their cultures. Local thought and people in community are the very fundamentally important factor of creative tourism which will leads to sustainable tourism we concern.

This paper intend to arise in the tourism process to cultural creativity that focus the idea of creative tourism in this day. After we try to find out the way of creative tourism in Thailand during the past year. It could be raised fundamental implications for using cultural material from the study in local communities with the role of local interpretation of the recreation activities in their tourist places. With the focus on a tourism process, anthropological views of cultural creativity have been concerned with the local thought and ideas of cultural creativity in each local communities. From a fundamental basis to the subject of cultural creativity, the **very influential idea in anthropological definitions of culture come from Clifford Geertz's definition of culture as 'webs of significance' (Geertz, 1993), the analysis of which is the local people also give the interpretation one in search of the meaning of their specific cultures and place.**

The implication of such approaches, which see culture as a dynamic process, are reveal the relation between their process of local cultural creativity and the process of creative tourism which could be further imply to the possibly mean of sustainable tourism.

Creative tourism activity models in Thailand

Examples of creative tourism activity models in Thailand represent cultures through the process of creative tourism, surveying cultural product from field-study, which uniquely experience tourists from three tourism places in Loei and Sukhothai province, Thailand. It could be seen that local people could create cultural product in tourism process by the mean of ideology of cultural creativity. The kind of creating culture is what Roger Chartier, for **example, identifies the 'subtle game of appropriations, reutilizations and redirections' involve in cultural transmission, nothing that 'differing cultural configuration criss-cross and devetail in practices, representations, or cultural products. (Chartier, Roger 1988)** Consequently, The tree cases contribute how local people create nature to dimensions of variety cultures that supply for the sustainability in tourism.

1. The “cotton flower blanket” handmade in ChiangKhan district, Loei.



Making the “cotton flower blanket” handmade in ChiangKhan district, Loei.

(photograph by Pichet Saiphan, 2012)

The “cotton flower blanket” handmade in ChiangKhan district, Loei, is local unique cultural product that people present their local wisdom of using local natural material, cotton, to create handmade style of cotton blanket used in their living since long time ago. Tourists and travelers can be now experience the process of making the blanket not only to get the product but the understanding in the spirit of people and place of Chiangkhan.

From natural tourist place to eco-cultural spirit of the place

According to the the influence of the old promote of tourism discourse of Loei province as “the coldest place in Thailand” where its locale mostly mountainous area and the winter wind pass through lower Thailand. The famous of cold weather attract number of people to visit the places. Moreover, Loei has many famous National Parks; PhuKradung (60 km²), PhuRue (120.84 km²) & PhuSuansai (117.16 km²) and Wildlife Sanctuary; PhuLuang (896.95 km²), PhuPho & PhuKratue (232.45 km²). The nature of mountains give a splendid scenery where the mountains meet the Mekong river of the province border line.

It took a very long time ago that tourism in Loei province was influenced by natural places of its mountainous areas and places along the Mekong river. Actually local people have produced cotton flower blanket since they used in daily living in the winter. The cotton flower collected from the garden was natural materials for people put into the process of culture in making local blanket. This cultural material produced by adapting from nature and environment to represent eco-cultural life. With its tradition and its particular design in local style, the cotton blanket produced from Chiangkhan have been famous in the area and also been a popular local product for visitors.

Learning and sharing experience in cotton flower blanket activity

Adding value and making the spirit of the place for people in their homeland, local people put to the test of conducting the process for tourists to join and make their blanket by themselves. With the traditional process of making the blanket sheet, it just only take tourist 2-3 hours to make their own one. **“Touching and doing materials; cotton flowers, traditional tools, cotton blanket sheet during the participation, tourists will get into its own value of the cotton blanket and its meaning attached to the place. They will exactly know what kind of our own life and they would be proud of what they could take part in making their own blanket one from our community. We want to give them the opportunity of good experiences”.** (Interview Sunipon’s blanket House, Cotton blanket artisan in Chiengkan District, February 2012) The words said by the local people make visible the point of view that the process of sharing experience activities in tourism could be seen outward appearance whether if the local ready to open their local process for the outsider to take part in. The beginning point with feelings and ideas from people within is one of the main factor for this kind of creative tourism. This could be guide or lead us as well to the local community living with sustainable tourism.

2. The “wax flower tree” in Dansai district, Loei, where people use Natural material as bee’s wax to create “wax flower tree” donated for the sacred of local spirits and Buddhism stupa.



The “wax flower tree” were dedicated to the “Thaats Srisongrak”,
the Stupa of the two love, in Dansai district, Loei.

(Photograph by Pichet Saiphan, 2012)

The spirit of sacred place from Natural environment to Religion and belief practice

The uniqueness of the ritual practice at Srisongrak stupa is the adaptation of natural environment to religious function. The villages and the district locate in the area of forest where people could collect the bee wax. The natural product, bee wax, after collecting then be cultured in form of wax flower tree, which the monk will later use it to make candles in the temple. The traditional ritual of donation that kind of wax flower tree setting as a mean of function and intermediary people to religion.

The ritual is particularly well preserved, mainly by the group of sacred peoples whom believe their descents family have been lined since the established the stupa around 400 years ago. They now composed of a group of 20 sacred peoples who legitimate and authority for the definitely ritual practice to the stupa. They also claim the district and villages nearby are the places where their ancestors were assigned by the ancient King to have them patron the stupa since then.

The group of 20 sacred people living in the community of Dansai is a very unique network of sacred leaders, shaman, who manipulate the process of the ritual of wax flower tree ritual and festival which are now in every day life of local people and they do welcome travelers to pay the respect on the tradition with the process of experiencing wax flower tree individual rite of **donation. Hereby, Dansai's people with a kind of wax flower tree, composed the nature to** local belief with Buddhism religion, still strengthen by local sacred leader which represent very unique of culture and spirit of their place.

Learning and sharing experience in making wax flower tree.

According to the tradition of activities is a kind of religion ritual, donating wax flower tree have to start with the strictly process and time. The ritual process is now apply for the tourists is divided into 2 main phases; firstly, decorating wax tree should be done the day before the next morning of donation. This first phase tourist could be join the activities of making the wax and decorate it to become wax tree which will spend around only 1-2 hours. They could do the wax flower tree at the house area of someone in the sacred group. After finishing making the wax tree, they should wait till tomorrow morning for the donation rite at the stupa. Consequently, that evening tourist may spend the night of home stay with the local to live and learn more their ways of live. Therefore, in the first phase, tourist could learn and be experience eco-cultural tradition of the local living. The second process will be done in the next morning because of its sacred period to do the rite of donation at the stupa where is about one kilometer from the district. People believe that the rite of donation for the stupa should be done since the rise of the sun in the morning to the time that the sun up on your

head at noon, when it is the period of sacred. As a result, in the second phase, tourist could be experience the sacred of local belief. Although the rite of wax flower tree donation is very strictly in the function of religion but it was approved and allow to make it possible by the head of sacred group that tourist could be participate in the donation activities but have to process with the right way of ritual. (Interview Mr. Tavorn Chuaboonmee, head of the sacred group, Dansai District Loei province, August 2012) It is very interesting that at the first time we asked for this kind of activities that tourist could take part in, the head of sacred group himself could not give us the exactly answer cause it is really the religion function. Then, he had to conduct a particular ritual of asking the power spirit to make a request of permission for the borden the function of this ritual of the participation of tourist. As a result, he gave the permission from the spirit power that from now on tourist could apply the rite of the wax flower tree donation in the way to experience tradition , belief and spirit of the place.

3. The “Sangalok Sukhothai ceramic” in the old quarter of Sukhothai historical park, people in the community create their tourism products and place with the story composed of natural materials to ceramic culture and history of the nation. The definitely works of Sangalok Sukhothai ceramic, known as Sukhothai celadon, is originated from the earth where the place located is significant the origin city of Thai history.

Sukhothai is the first Kingdom in Thai historiography. The ancient city of Sukhothai is now preserved as the national historical park and has been designated as UNESCO World Heritage historical park in 1991. Many scholars picturesque ancient trade of Thai ceramics that during 14th-16th century, the classic period of Sukhothai history, the Sangalok Sukhothai ceramics play the significant role in its ancient trade and economic history. (Brown 1988, 2000; Miskic 1985; Richards 1995) The pattern of ancient Thai ceramic trade has been found outside Thailand in Malaysia, Singapore, Brunei, Indonesia and Philippines. In addition, it is suppose to have been trade by Japanese, Chinese, Arabs and Indians. Archaeological and historical evidences insist that Sangalok ceramics were famous for its beauty, quality and unique identity which were ordered and exported all over Southeast Asia and Asia at that time.

Thus, the process of the ceramic tourist activities also point out that there is a negotiation between local cultural identity and national identity throughout the historical relationship between the local area and the state.



The Learning center of “Sangalok” ceramic established by the community living in the World Heritage of Sukhothai historical park.
(Photograph by Pichet Saiphan, 2013)

Learning and sharing experience in making Sangalok ceramic

The Learning center of Sangalok Sukhothai established by the community located in the old quarter of ancient city. The people are believed that they are local Sukhothai people, though they are new in the career of porcelain but what they try to create their ceramic products is influenced by the very rich examples of ancient celadon in the area. This also attracts the tourists who visit the ancient city to get the product as souvenirs from the place.

The more interesting in the place visit here is that the artisans and the shop owners promote the activities for tourists to join the process of making celadon. They prepare the plain earthenwares which tourists could share their skills in painting with artisans introduce and share more of celadon technique and style. After finishing the process around 3-4 hours, tourists will get the products they have been took participation in, which not only the product materials but the sharing of each experience both the local and the visitors they got and understanding together.

Learning and sharing experience to Sustainable strategies

On the focus of anthropological approach in tourism, especially participation, we could be seen that anthropological views of the process of cultural creativity have also been very much concerned with the local thought that play significantly in the process of creative tourism. We have discovered that power of sustainable tourism really comes from within. Within the community as well as within the mind of the local people. Whenever the local and community are ready to open their places, it starts tourists coming to place and share experiences with

the local. Local thought of cultural creativity play the very significant role to compose their tourism identities of each locale which give the reconstruction of understanding to their spirit of place, related to local history and local culture. The best practice of sharing experiences is the way of learning that local people could provide for tourists who also has the mind to learn from local. It comes up with the innovation of cultural creativity in the process of creative tourism by the local people who try to conduct the program of tourism to teach tourists by practicing. The people who are within will create any tourism activity by their love of culture, by their love of places where they are living as home. Meanwhile tourists learning with experiencing their cultures, anything you open mind to learn, any understanding you could get to the spirit of the place you visit. Local thought and people in community are the very fundamentally important factor of creative tourism which will leads to sustainable tourism we concern.

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