

## THE ANALYSIS OF DIRECTIONS FOR IMPROVEMENT OF COMPETITIVENESS IN DOMESTIC HOTEL ENTERPRISES – STUDENTS ATTITUDES

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**Global market changes are forcing modern hotel enterprises to adjust their business in order to survive on the market by satisfying their end users. Serbian hotel enterprises have, in a certain extent, accepted new market trends. However, the biggest problems seem to be poor traffic infrastructure and the introduction of the ISO management standards which are necessary conditions for increasing competitiveness level of domestic hotel enterprises. Modern hotel industry cannot be imagined nowadays without big international hotel chains and the emergence of new market niches aimed at young customers born between 1980 and 2000, the so-called *millennials*, who represent the largest group of smart phone users. Beside these obvious challenges that Serbian hotel industry has to face there is also a good potential in the field of congress tourism which has become very popular in the world in recent years.**

**Keywords:** Hotel enterprises, competitiveness, quality.

### INTRODUCTION

Nowadays, tourism is one of the fastest growing economic fields. Tourism development does not assume only significant investment in accommodation capacities and discovering new destinations worldwide but, above all, it represents differentiation of touristic offer along with permanent growth of service quality. All of this should be followed by appropriate marketing efforts. New ways of satisfying customers' requirements as well as improving quality aspects of a touristic product are essential for further development of tourism on the global level. Hotel organizations are investing significant efforts in order to satisfy already expressed and potential requirements of their customers and enhance the elements of their business offer. Permanent quality improvement of hotel organizations' business as well as their quality aspects represent an imperative related to competitiveness on the global market.

On the other hand, tourism still represents an insufficiently used potential in the economic growth of the Republic of Serbia. There are fields of touristic offer which are not developed enough on domestic market, such as congress tourism, sport tourism, spa tourism especially when compared to their international potential, (Bogetić, 2016).

Hotel organizations have an important role in development of touristic offer in Serbia and attracting a significant number of tourists assumes more developed accommodation capacities with more expanded concept of quality management.

### HOTEL ENTERPRISES IN TOURISM BUSINESS

One of the most respected consulting companies in the field of hotel industry, Horwath HTL, has given an estimation of new trends related to the future tourism development. If hotel enterprises want to survive on the market, they must adjust to these trends. The first five trends on the list will

have a great impact on demand in a tourism sector but they will also affect the other set of trends which are related to supply change. Together, they represent the forces which will shape the future of tourism and hotel industry. The new trends in the field of tourism are (*Tourism Megatrends*):

1. Older tourists
2. X and Z generation
3. Middle class growth
4. Appearance of new destinations
5. Political problems and terrorism
6. Revolution(s) in technology
7. Digital channels
8. Loyalty programmes
9. Healthy life style
10. Sustainability

Hotel enterprises must think about these trends and begin with changes in their business philosophy in order to be ready to meet new requirements of their final customers.

However, hotel enterprises must be ready even now for a new focus group, the so called "millennials" who are representing the young, born from 1980 to 2000. A special characteristic of this focus group lies in the fact that they, during their stay at a certain destination or in a hotel, want to do research and achieve experiences. In addition, hotels should implement new Information Technologies more and more in order to offer hotel services and satisfy the requirements of their "millennials" and in this way give them a unique hotel experience.

In order to improve competitiveness on the modern touristic market and stimulate guests' loyalty hotels must rely on modern communication technologies and implement an application for portable computers/notebooks and mobile phones. The application Roomera is designed to make possible a direct communication with a hotel and enables an access to all information related to hotel services. On the other hand, it gives a chance to hotel staff to use their capacities in a more efficient and rational way, to reduce costs and form a unique database including guests and their habits related to travel and stay at the hotel (ICCA, 2013).

The advantage of using mobile applications is in the fact that a lot of employees will not have problems any more with a bunch of administration and the focus of their work will be on better service. Better experience will be available to them, both online and alive. The application is

adjusted to iOS and Android phones and will offer the hotel guests not only to enter their rooms but to go into other parts of the hotel for which they need a key, for instance, parking lots, fitness center, etc. Some InterContinental hotels enable their guests to check in by means of their smart phones while similar possibilities are given to the guests in more than a thousand Marriot hotels which includes check in and check out of a hotel (Petenji & Mišković, 2014).

Domestic hotel enterprises must also adjust to these new market demands if they wish to be competitive. However, the issues of ICT infrastructure and education for ICT represent a field that is insufficiently present in domestic hotel industry, especially in the hotels which are still not in private property. Namely, domestic hotel enterprises usually assume that implementation of IT assumes a creation of web site and perhaps a communication with possible guests by e-mail or the use of booking system. However, a new age asks for more – primarily. Social networks are partly present in the business practice on domestic market but the question is in what extent they are used and how serious they are taken in comparison to their comprehension globally.

The results of the research carried out by the site for booking accomodation Hotels.com showed that hotel guests mostly appreciate free Wi-Fi. Out of the total number of examinees, 4700 of them from 28 countries from both categories of guests (businessmen and holiday makers) considered this service a significant one (53%) and are ready to do without other free hotel services (Bogetić at all, 2015).

The quality aspects in hotel enterprises in the world assume directing a hotel organization towards two crucial fields:

- The field of implementing international management standards defined by ISO aimed at establishing integrated management systems and
- The field of establishing and developing hotel standards.

The first field assumes implementation of ISO management standards, primarily QMS and other management standards necessary for building the integrated management systems.

Halal industry will grow because of the expansion of Muslim population and a greater number of certified products which are harmonized with Islamic sheryat law. Global worth of Halal industry is now 2,3 billion dollars, according to some experts. A wide spectrum of Halal products, going from the food without pork to financial and touristic services is increased in general because of the growth of Muslim population. This industry with its total worth of 2300 billion dollars has 1,8 billion consumers which is, according to some estimations, the number of Muslim population (B92, 2015).

Beside the most used ISO standards, such as: ISO 9000, ISO 14000, ISO 22000, ISO 50001 in hotel industry and tourism are also used the following ISO standards:

- ISO 18513:2003 – Services in tourism – Hotels and other types of accommodation in tourism – Terminology;
- ISO standards for adventure tourism (ISO 21101:2014, ISO/TP 21102:2013, ISO 21103:2014);
- ISO 13009:2015 – Standard for beaches;
- ISO 13687:2014 – Standard for yachts marines;
- ISO 18065:2015 – Standard for protected natural areas;
- ISO 17680:2015 – Standard for wave therapy;
- ISO 13810:2015 – Standard for industrial tourism.

The second field of action related to hotel organizations and the issue of improving quality is about the implementation and development of hotel standards which are concentrated around problems of business in international hotel chains and fulfilling conditions prescribed by hotel associations or hotel clusters.

Hotel enterprises must create their internal standards which represent defined work processes in order to improve their business efficiency. Every hotel enterprise has its own internal standards by which it becomes recognizable on the market. A good example for introducing a standard of personalized character in their business is a hotel enterprise Ritz-Carlton. Their CRM model "Ritz-Carlton Mystique" confirms that care about customers, their wishes and needs is of crucial significance for success of this hotel enterprise. They have clearly defined rules of behavior of their employees towards hotel guests but also the rules related to hotel itself and to the employees. In this

way, the hotel Ritz-Carlton shows the wish for permanent improvement of its quality service and satisfaction of their guests. It's not surprising therefore that the hotel Ritz-Carlton won a national award Malcolm Boldridge (1992 and 1999) as the only enterprise from the field of hotel industry.

## **BUSINESS AND DEVELOPING CAPACITIES OF HOTEL ENTERPRISES - ANALYSIS OF SERBIAN MARKET**

Domestic touristic enterprises rely on other aspects in touristic offer of a destination such as recreation, entertainment, festivals and other manifestations, fast food, etc. while the offer of accommodation capacities is an inappropriate segment in the total offer of domestic tourism. This fact is related both to big cities such as Belgrade and Novi Sad and classical touristic destinations in the Republic of Serbia, for example, mountains and spas. People who work in tourism in the Republic of Serbia invest a lot of effort in various aspects of consumption outside of board and lodging, which is far under the one in the countries from the Region, such as Austria or Hungary, neglecting the quality aspect of accommodation capacities and their diversity. However, they are essential for attracting new tourists and the increase of the number of night stay.

In the Table 1 the data of the World Economic Forum are presented, or some pillars related to Competitiveness index in the field of travel and tourism from which we can see competitiveness of the Republic of Serbia in this industry. The competitiveness index in the field of travel and tourism is consisted of 14 pillars which are divided in 4 sub-groups. According to the data from 2014, Serbia is at 95th place of competitiveness in the field of tourism and travel. We will present only three sub-groups here, those whose competitiveness index is in the Table 1.

Sub-group favourable environment includes general parameters necessary for the work in the country: business environment, human resources and labour market, ICT and readiness. Sub-group Travel and tourism policy includes certain policies or strategic aspects which act more directly on travel and tourism industry: giving priority to travel and tourism, international openness, price competitiveness and environmental sustainability. It is important to point out that the Index of price competitiveness of a touristic destination shows that the less value the less competitiveness is,

which in the case of Serbia, means that we are exceptionally uncompetitive. Sub-group infrastructure includes availability and the quality of physical infrastructure of every economy: infrastructure of air traffic, road and harbor infrastructure, touristic service infrastructure.

Traffic infrastructure is one of the preconditions for development, not only of tourism and hotel industry but the whole Serbian economy. Good traffic infrastructure offers development possibilities for other economic sectors, most frequently, services: hotels, motels, restaurants, etc. The presented data in the Table 1 show that traffic infrastructure in Serbia is still in bad condition, especially in relation to air traffic whose development is pretty intensive in other countries, particularly when speaking about low cost air companies. Good traffic connections make favorable conditions for development of hotel industry because final users want to be efficiently transported from one destination to another.

The indices in the Table 1 point at the key problems which prevent faster development of hotel industry competitiveness in the Republic of Serbia and can be divided in four groups:

1. Creation of an appropriate ambience that will encourage development of domestic tourism and hotel industry,
2. Development of human resources in hotel industry,
3. Transformation of domestic hotels business policy,
4. Development of traffic infrastructure.

*Table 1: Pillars of Travel and Tourism Competitiveness for the Republic of Serbia in 2014.*

<b>Pillars of Competitiveness</b>	<b>Rank</b>
Business environment	133
Human resources and labor market	89
ICT skills	56
Giving priority to travel and tourism	113
International openness	101
Price competitiveness	78
Sustainability of the environment	72
Infrastructure for air traffic	102
Infrastructure for roads and harbours	98
Infrastructure of touristic service	63

Source: WEF, 2015

A very important condition for successful development of hotel industry is the existence of an appropriate ambience which includes a good

cooperation between public and private institutions, such as Touristic Organization of Serbia and hotel businessmen who should appear together on the international market in order to achieve good results related to attracting foreign tourists to Serbia and better advertising of domestic hotel and touristic potential abroad.

The issue of human resources is of exceptional significance for development of hotel industry. According to some opinions of the experts from the field of hotel industry, luxury hotel without appropriate human resources would represent only a museum. Hence, domestic hotels have to work permanently on their human potential improvement. The position of Serbia according to human resources issue (86) shows that we are still falling behind the countries from the Region which does not fill us with optimism. However, it is important to pay a special attention to education related to hotel industry, especially to the young, future managers, receptionists and other important positions in hotel enterprises. Educational issues such as professional training of students of tourism and hotel industry and disharmony of our educational system with real needs of the market point at the lack of human resources strategy in this field. Therefore, a cooperation in the field of education and hotel industry is necessary, in other words, Ministry of Education, Commerce and Tourism on one side and schools, faculties, professional organizations, private sector etc. on the other.

Congress tourism represents an excellent opportunity for long-term development of business because it has been confirmed in practice that a majority of foreign professional associations and enterprises plan their symposiums and congresses several years in advance. Some hotels are therefore booked even a year before the date of the event which is a totally different business philosophy from the one in our country where there is still a lot of improvisation. If we compare a classical and congress tourism, we can see that it is possible to earn more on congress tourism. The reason for this lies in the fact that guests usually book their accommodation via the Internet, so the guests that we call classical tourists book their hotel rooms via the Internet and visit cities only for business meetings. When they choose a hotel the guests pay attention to ranking, then they read comments on Trip Adviser where they can see other guests' opinions about the hotel and its services, prices of

accommodation, etc. Based on these information, customers decide where to stay.

The Republic of Serbia has been trying to improve this type of tourism since 2007 through the establishment of Serbian Congress Agency which is the part of Touristic Organization of Serbia (TOS). According to International Congress and Convention Association, ICCA, the Republic of Serbia was in 2007 on 72nd place with 11 congresses which made Serbia the fastest growing congress destination in Europe in the future.

Belgrade and Novi Sad are the most distinguished cities in Serbia. In the Table 2, we can see the positions of Belgrade and Novi Sad according to the list of ICCA for 2013 and 2014. Both cities fell on the list in comparison to 2014 and in addition, there were fewer congresses in Belgrade. However, it is important to say that among 354 cities in the world Belgrade shares the 50th place in 2014 with Canadian city Montreal and in 2013 with Australian city Melbourne.

The Table 3 presents the ranking of the countries from ex-Eastern bloc in 2014. Serbia takes 46<sup>th</sup> place which is a fall in comparison to 2013(42<sup>nd</sup>). Compared to the previous year, better ranked than Serbia are Poland, Check Republic, Hungary, Croatia and Romania.

Table 2: Position and number of congresses

City	2013		2014	
	Europe	World	Europe	World
Belgrade	22	44	27	27
Novi Sad	148	294	143	289

Source: (ICCA,2014)

Table 3: Position and number of congresses of the Republic of Serbia and the countries from the Region in 2014

Rank	Number of congresses	Country
24↓	161	Poland
27↓	146	Check Republic
31↓	125	Hungary
40↑	81	Croatia
45↑	68	Romania
46↓	67	Serbia
48↑	48	B and H
48↑	48	Macedonia
49↓	47	Slovenia
55↑	42	Bulgaria

Source: (ICCA,2014)

On the grounds of these data we can conclude that the Republic of Serbia has potential for development of congress tourism but it is necessary to improve traffic infrastructure and hotels as places of congress organization according to ICCA standards.

Table 4 presents the first ten countries in the field of congress tourism. As we can see, there aren't many changes in comparison to 2013.

Table 4: Position and number of congresses of the first ten countries in 2014

Rank	Number of congresses	Country
1	831	USA
2	659	Germany
3	578	Spain
4↑	543	Great Britain
5↓	533	France
6	452	Italy
7	337	Japan
8	332	China
9↑	307	Netherlands
10↓	291	Brazil

Source: (ICCA,2014)

However, we can see two important information from the Table. First, the number of congresses organized in the USA is far the biggest and second, Europe is dominating compared to other continents.

## QUALITY ASPECTS IMPROVEMENT ANALYSIS IN HOTEL ENTERPRISES ON SERBIAN MARKET

One of the essential issues related to directing a hotel enterprise towards a touristic destination/ offer is a quality aspect improvement.

The concept of business quality in domestic hotel organizations is directly connected to touristic offer. Namely, the biggest number of domestic hotels is designed according to the requirements of tourists who visit destinations in Serbia and they are mostly tourists with low purchasing power. The segment of tourists with more significant purchasing power is covered by hotels belonging to international hotel chains that are doing business on Serbian market. Domestic hotels lack the basic elements that are included in the offer, such as service quality, parking lots, attractive lobbies with additional services (shops, bars, cafes),

specialized restaurants, swimming pools, fitness centres and congress halls. The focus of domestic hotel businessmen is on nights stay mainly in certain parts of the year, such as New Year, winter holidays, certain festivals and events and summer holidays. Such a strategic orientation of domestic hotel enterprises in fact assumes a minimum effort in relation to building a concept of business quality.

When speaking about a quality aspect of domestic hotel enterprises the first thing that can be noticed is that the majority of hotels do not have a quality concept adjusted to the international standards of management. The problems are even bigger when we take into account the fact that certain hotel complexes, especially those in inland areas of Serbia do not satisfy the basic criteria of hotel service quality. They often have difficulties with running water, drinking water, hygiene in restaurants, etc. which in recent years have resulted in serious problems with infection and food poisoning of children who stayed in those hotels during their excursions.

Hotel industry market is consisted of three groups: big hotel chains, domestic private hotel chains and state owned hotels. As a result of the lack of an appropriate ambience and the market, there is always a disloyal competition which prevents the development of this industrial branch. However, domestic hotel enterprises must follow the trends in tourism and hotel industry and adjust to new requirements of their customers.

It is considered that the improvement of management process in modern organization depends on its relationship towards modern methods and techniques implementation (Bešić & Dorđević 2015). Global business practice has confirmed that the usage of modern methods and techniques affects knowledge productivity both of employees and a modern business organization itself.

Some of these methods and techniques are database management, quality management system, corporate social responsibility, relation marketing, benchmarking, as well as customer satisfaction management, etc. (Ćoćkalo at all, 2012).

Therefore, it is considered that more intensive implementation of management concept (for example, quality management, socially responsible

business, integrated management systems, etc.) which affect the quality improvement of hotel services and competitiveness of domestic hotels on the market represent an important condition. Some hotels have started implementing certain management concepts, such as QMS, HACCP, and IMS, but they still make a small number in comparison to all domestic hotels.

Considering the implementation of ISO standard in domestic hotel industry, there are, unfortunately, no data about the number of certified hotels. However, there are individual initiatives of some private hotels, for example, Hotel Zepter which successfully finished a certified inspection of integrated management system (ISO 9001 and HACCP) by a certified house Lloyds Register Quality Assurance (LRQA) Serbia in September, 2015. This is a good example of development of competitiveness related to domestic hotels in the current serious competition on Belgrade market.

Unfortunately, domestic hotel enterprises are not able to implement the above mentioned standards, except ISO18513:2003, because there are no translations in Serbian at the Institute for standardization, the only relevant institution. A special attention must be paid to ISO 17680:2015 because there is an increasing number of wellness and spa centers in Serbia and the implementation of this standard would significantly improve the quality of service.

The implementation of international standards in business of domestic hotel enterprises represents one of the key aspects in the process of improving their competitive abilities. Unfortunately, like we said before, only Hotel Zepter is implementing these international standards in their business. These data are disturbing because the implementation of international standards: QMS, HACCP, EMS, IMS and similar ones represents an important condition for improving quality and competitive abilities of domestic hotels.

The following problems are limiting the realization of international standards in domestic hotel enterprises:

- Insufficient level of consciousness development related to importance and advantages of international standards implementation of owners and top managers in domestic hotels.
- Inappropriate engagement of institutions which deal with the issues of international standards,

such as: Institute for Standardization, Departments at Serbian Chamber of Commerce, Belgrade Chamber of Commerce, relevant Ministries of Serbian Government. Beside the most well-known standards QMS, HACCP, EMS and IMS, more engagement is necessary in relation to the standards directly linked to tourism and hotel industry, for example ISO 17680:2015 - Standard for wave therapy. The key role of the Institute for Standardization and its Committee for Standards in the field of tourism and services must be distinguished here.

- Lack of financial means, knowledge and setting other priorities are the main causes for the absence of international standards (QMS, HACCP, EMS, IMS, etc.) in small hotels.

All these problems that domestic hotel enterprises have to face point at the absence of the ambience for encouraging the implementation of international standards which is best confirmed by a decrease of certified enterprises in the Republic of Serbia from 2011 (3.228 enterprises) to 2014 (2.637 enterprises). The ambience is consisted of the institutions, that we mentioned before and documents and strategies which will direct the implementation of international standards towards domestic economy in the right way. Therefore, a greater engagement of institutions in the promotion of international standards is necessary along with showing the examples of successful hotel enterprises that have already implemented them. This process asks for persistence and the struggle against the existing taboos, so the help of consulting agencies can be useful.

In addition, there is a big problem related to small hotels which represent an important segment of touristic and hotel offer in Serbia. A possible solution is a group implementation of international standards in small hotels which could reduce their costs for this project realization. It is necessary therefore that several small hotels merge in a cluster (regional clusters, for instance) so they could divide the price for training while the certification would be paid individually. Another advantage of this way of standards implementation is that they could solve the problems they face together during the training. This is especially significant for writing papers/documents, such as : definition of processes and responsibility of owners, measuring customers satisfaction, etc. Writing documents is of crucial importance for

efficiency of the implementation of international standards in hotel enterprises.

If the documents are too bulky, which often happens in practice, the whole implemented system will not function for a long time and the effort will be useless. We must stress here the necessity of institutional promotion of the implementation of these international standards in domestic hotel enterprises. It can be, beside the mentioned ones, HORES, Business Association of Hotel and Service Economy which is engaged in improving the business ambience in this field.

According to some authors ([Ćočkalo at all](#)), opinions of future executives and experts are crucial for defining development guidelines in the field of competitiveness improvement in relation to domestic enterprises. The research results obtained by the analysis of the attitudes of the young on tourism and hotel business show the way of thinking of future experts and executives who will directly deal with this business segment, especially operatively.

The research was carried out from January to March, 2016, on the territory of Belgrade, and the sample included 120 students oriented towards tourism (Belgrade Business School and High Vocational School for Tourism). The students of basic and specialistic studies in these institutions of high education were included in the research.

The greatest number of the studied respondents, 58,3% of them, think that the role of hotel capacities in tourism is significant, 33,3% of the students think it is exceptionally significant while 8,4% of them consider it partially significant. The majority of students would like to work in hotel business after graduation - 38,3%, 30,8% of them would like to work in tourist agencies and 20,8% would work as tourist guides. If they found job in hotel business, the majority of them would prefer working in international hotel chains - 62,6%, then in domestic hotels – 11,3%, in small city hotels – 10,3% and in holiday resorts – 9,3%,

The students think that the quality of hotel services in Serbia is partially good – 48,7% and good – 38,5%, and only 4,3% of them consider it exceptionally good, while 8,5% of the students think the quality is not good. The greatest number of students, 64,1%, think that there is no good ambience in Serbia now that is stimulating in relation to development of hotel enterprises but

35,9% of them think contrary. The most significant limits on the market of the Republic of Serbia represent unstable political and economic situation – 36,7%, bad traffic infrastructure – 31,6%, too high taxes – 13,9%, limited market – 12,7% and disloyal competition – 5,1%.

When speaking about competitive ability of domestic hotel enterprises in comparison to international hotel chains, most respondents, 54,3% of them, think that domestic hotel enterprises are partially competitive, 25,7% of the respondents consider it satisfying while 6,2% students find competitive ability unsatisfying. Only 3,8% of the respondents think that competitive ability is very satisfying.

These are the most significant factors that are missing in the process of competitive ability improvement concerning domestic hotel enterprises according to respondents' opinions:

- Marketing – 13,2%,
- Financial support – 12%,
- Education – 10,9%,
- Innovativeness – 10,2% i
- New technologies implementation – 9,5%.

When evaluating the degree of innovativeness of domestic hotel enterprises, the majority of respondents, 60,4%, find it partially satisfying, 22,7% of them think it is satisfying, then 11,9% of the respondents consider it unsatisfying while only 5% of them think it is very satisfying. All in all, 80,4% of the respondents find domestic hotel enterprises uncompetitive in international context while 19,6% respondents think the other way round.

On the grounds of the presented results it can be concluded that future young experts, in the field of management in tourism, who will deal with operational issues in hotel business are aware that implementation of modern management methods and techniques along with innovativeness and the use of modern technological achievements represent the framework for improving competitive abilities of domestic hotel enterprises. Furthermore, it must be stressed that in this field a financial support of the state/government is necessary, at least in the extent that the Government supports manufacturing industry because tourism and hotel capacities development represent a significant source of local, regional and national income.

The majority of examined students think tourism is exceptionally important for economic development of Serbia – 39,2% and 37,5% consider it important. Smaller number of them think that tourism is partially important – 20,8%, while 2,5% of the students find tourism unimportant for the development of domestic economy. The greatest number of students think that building hotel capacities is of crucial significance for the development of domestic tourism, such as spa tourism – 33,3% and mountain tourism – 21,7%, congress tourism – 8,3% and city tourism – 5,8%. To conclude, over 69% of the examined students point at the need for developing concrete hotel capacities as a form of tourism which requires the greatest attention.

## CONCLUSION

Quality and competitiveness issues in domestic hotel enterprises are exceptionally important for further perspective of tourism and hotel industry in Serbia. Serbia has potential in tourism which hasn't been, unfortunately, used so far to the desired extent because of some limiting factors that we have tried to represent in this paper.

According to some authors (Đorđević at all, 2011), business policy of domestic enterprises should be based on the application of management techniques which support competitiveness, innovativeness and flexibility as well as on improving knowledge of their employees, especially of top management.

In order to increase competitiveness of domestic hotel enterprises it is necessary to solve the following problems which affect the quality of business:

- Insufficiently developed traffic infrastructure on the whole territory of the Republic of Serbia blocks free transfer of people and prevents filling up accommodation capacities.
- Inappropriate education of employees, insufficient knowledge about modern management concept.

Because of bad traffic infrastructure potential guests often think twice before they decide to stay in some domestic hotels. The example of the mountain Stara planina and its hotels is illustrative. Namely, the cooperation with a popular international hotel group Falkenstainer was

finished because of poor infrastructure which affected negatively their business plans and the quality of business. Customers were not motivated to stay in this hotel although it is among the first five hotels with the best spa centers on the list.

A direct result of insufficient knowledge from the field of management is the fact that a small number of domestic hotels already implemented or are planning to implement some international ISO standards. Without the acceptance of these management concepts our hotel enterprises will not have any perspective on the long run. These standards demand a focus on final customers through documented and planned approach without improvisations which our hotel enterprises tend to do.

Beside the afore mentioned two problems we must point at the lack of an appropriate ambience that will reduce the grey zone in hotel industry to minimum and establish the system which will include all key institutions from the field of tourism and hotel industry: Ministries, enterprises, professional associations, such as Business Association of Hotel and Services Economy – HORES and faculties and high vocational schools.

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## ANALIZA PRAVACA ZA UNAPREĐENJE KONKURENTSKE SPOSOBNOSTI DOMAĆIH HOTELSKIH PREDUZEĆA – STAVOVI STUDENATA

U uslovima globalnih tržišnih promena hotelska preduzeća se moraju prilagodavati u cilju opstanka na tržištu, kao i zadovoljenja krajnjih korisnika. Jedan od najvećih izazova za hotelska preduzeća danas predstavljaju sve veća segmentacija tržišta i pojave novih tržišnih niša, kao što su tzv. "millenials", odnosno mladi klijenti rođeni u periodu od 1980 do 2000. godine koji su najveći korisnici pametnih telefona. Domaća hotelska preduzeća su uspela da prihvate nove trendove na tržištu i na taj način prilagode zahtevima krajnjih korisnika. Za ubrzani razvoj hotelske industrije, osim pojave brendova pojedinih međunarodnih hotelskih lanaca, značajan je i razvoj kongresnog turizma koji je pokazao dobar potencijal domaće hotelske industrije. Međutim, domaća hotelska preduzeća u cilju podizanja nivoa konkurentnosti moraju da reše dva problema i to: saobraćajna infrastruktura i podizanje nivoa upravljanja hotela i to kroz uvođenje ISO upravljačkih standarda.

**Ključne reči:** Hotelska preduzeća, Konkurentnost, Kvalitet.